



# 81st Annual Meeting

February 19–21, 2025

Phoenix, AZ

## Leaning **into** Higher Education's Unknown Future

[acad.org/annualmeeting](https://acad.org/annualmeeting)



## ACAD welcomes you to our 81st Annual Meeting, *Leaning into Higher Education's Unknown Future*

The political, social, and international conflicts that upended campus life for many institutions during the 2023–2024 academic year have made it more necessary than ever for academic leaders to chart a positive path forward for our institutions.

For our 81st annual meeting, ACAD will focus on leaning into the future against the backdrop of historical moments that seem to generate increasing internal and external challenges. As leaders, we must be prepared to deal with a variety of issues. We must reflect on the events that emerged on campuses in response to national and international conflicts and how they threatened the educational communities and opportunities we seek to foster. We must also find a way to strike a balance between our commitment to the free exchange of ideas and protecting various groups on our campuses.

ACAD prides itself on providing sessions and programming that is interactive and engaging as well as offering networking opportunities with colleagues new and old. Networking is key to our programming, and we know you will find as much value in the hallway connections as you will during the program sessions. **We look forward to seeing you in sunny Phoenix, AZ!**

**For more information about ACAD,  
please visit us at [www.acad.org](http://www.acad.org).**

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# Agenda: Day One: Wednesday

## Day One: Wednesday, February 19

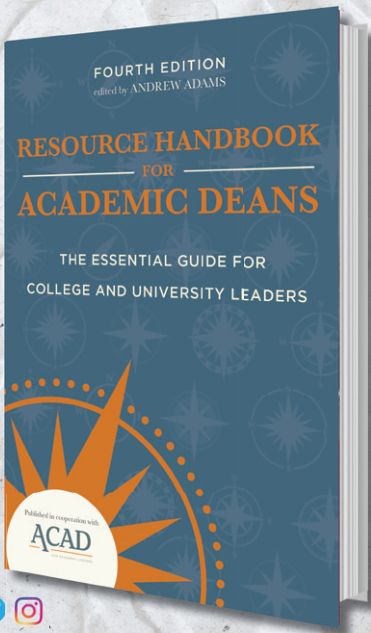
7:30 AM – 8:45 AM

### Continental Breakfast

8:45 AM

### Welcome Remarks

ACAD Executive Director, *Laura Best*, welcomes attendees on behalf of ACAD.




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# Agenda: Day One: Wednesday

9:00 AM – 10:00 AM

## Opening General Session

### Holding Your Hand into the Unknown Future?

*James Grossman*, Executive Director,  
American Historical Association

*Paula M. Krebs*, Executive Director,  
Modern Language Association



James Grossman

Many disciplinary associations are older than most universities, and associations have a long history of adapting to changing conditions in higher education. More importantly, their job is to help faculty members and graduate students adapt to change, whether it's curricular, structural, or imposed from outside campus. Jim Grossman, the executive director of the American Historical Association, and Paula Krebs, the executive director of the Modern Language Association, will share some of the ways dean and provosts can call on scholarly societies to provide professional



Paula M. Krebs

development that is hard to come by on campus, and will discuss changes in standards and procedures, from tenure and promotion to community-engaged scholarship to methods of instructional delivery. We'll ask you, too, about the needs of your humanities departments and faculty members so we can strategize together about national and campus approaches to the next couple decades of intense change in higher education.

**James Grossman** is Executive Director of the American Historical Association. Formerly Vice-President for Research and Education at the Newberry Library, he has taught at University of Chicago and University of California, San Diego. Author of *Land of Hope: Chicago, Black Southerners, and the Great Migration* and *A Chance to Make Good: African-Americans, 1900-1929*, Grossman was project director and coeditor of the *Encyclopedia of Chicago* and is editor emeritus of the series "Historical Studies of Urban America." Articles, short essays, and op eds focus on urban history, African American history, higher education, and the place of history in public culture.

**Paula M. Krebs** is the Executive Director of the Modern Language Association, the largest scholarly organization in the humanities, with 20,000 members from more than 100 countries. Her role includes national advocacy work for the humanities and humanities education, and she is currently the president of the National Humanities Alliance. She has administered grants on increasing diversity in doctoral programs in English, preparing doctoral students to teach at access-oriented institutions, and creating pathways for humanities students from recruitment through career readiness and has written on humanities issues for the *Chronicle of Higher Education*, *Inside Higher Ed*, CNN, the *Washington Post*, *Slate*, and more. She served as English professor and department chair at Wheaton College and dean of the College of Humanities and Social Sciences at Bridgewater State University.

# Agenda: Day One: Wednesday

10:00 AM – 10:30 AM

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## Morning Break

10:30 AM – 11:30 PM

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## First Set of Roundtables *(for descriptions, see page 8)*

**Round tables: Intimate engaged facilitated discussions on topics relevant to Higher Education**

*Participants will be asked in late January to download the meeting app to pre-select their two roundtable topics. Selections will appear in attendee's calendar.*

11:45 AM – 12:45 PM

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## Second Set of Roundtables *(for descriptions, see page 8)*

**Round tables: Intimate engaged facilitated discussions on topics relevant to Higher Education**

*Participants will be asked in late January to download the meeting app to pre-select their two roundtable topics. Selections will appear in attendee's calendar.*

1:00 PM – 2:15 PM

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## Networking Lunch and Award for Excellence in Academic Leadership Presentation

2:30 PM – 3:30 PM

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## Catch-up Sessions

During the time between when our program is selected and when the meeting occurs, the landscape of Higher Education can change. New issues and hot topics arise, and these sixty-minute sessions are our opportunity to add sessions allowing everyone to “catch-up” on the latest topics. Titles and descriptions will be in the meeting app.

3:30 PM – 4:00 PM

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## Afternoon Break

4:00 PM – 5:00 PM

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## Closing Plenary Session *(see next page)*

5:30 PM – 7:00 PM

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## Opening Reception

# Agenda: Day One: Wednesday

4:00 PM – 5:00 PM

## Closing Plenary Session

### **Embracing Uncertainty: Building Resilient Campuses**

*Patricia Okker*, Former President of New College of Florida and Dean Emerita, University of Missouri



Patricia Okker

Academic leaders are expected to have a firm grasp on where our institutions are headed. When hired, we're often given a set of priorities, and our job is to create and execute a plan to achieve these goals. Our realities, however, are that we are not the glorified fortune tellers that we wish we could be, and we spend much of our time on the challenges that we didn't—and in some cases couldn't—have expected: COVID-19, campus protests, the dismantling of DEI initiatives, disputed election results, the explosion of AI, and so much more.

As Dean Emerita at the University of Missouri and the former president of New College of Florida, Patricia Okker is no stranger to unexpected turns. In her presentation, she offers practical steps for how we as academic leaders can embrace uncertainty. The goal isn't to abandon strategic planning but rather to bolster such planning with an equal attention to embracing uncertainty. By embracing uncertainty, we can build resilient campuses, able to thrive even when faced with the unexpected.

In 2021 Patricia Okker became the first woman president of New College of Florida, a top-five public liberal arts college. In her first year at New College, she increased the size of the incoming class by more than 30%. Her tenure there was cut short when the state appointed seven new trustees with a political mandate to create a conservative college similar to Hillsdale College. Prior to New College, she worked at the University of Missouri for more than 30 years, as a faculty member of American literature and as an academic leader, including serving as Dean of the College of Arts and Science. A fierce advocate for academic freedom, she is a nationally known speaker on academic leadership and the future of higher education. She was recently honored with the Modern Language Association's Francis Andrew March Award for her service to the profession and is currently a leadership coach focused on higher education. More at [www.patriciaokker.com](http://www.patriciaokker.com).

# Agenda: Day One: Wednesday

## Wednesday Roundtable Descriptions

Roundtables take place on day one of the conference (Wednesday, February 19). There are two sets of roundtables—facilitators stay at the table while registrants move from one session to another throughout the day. The roundtables occur after the opening plenary and before lunch. Registrants will be asked to preselect their roundtable choices to ensure that tables are not overfull.

### 1. Data and Analytics: Data-Informed Decisions by Academic Leaders

*Peter Skoner*, Dean Emeritus School of STEAM, Saint Francis University

The movie *Moneyball* showed how analytical decisions transformed baseball; companies use our consumer behaviors to customize advertising for us; and sets of “big data” are analyzed to uncover hidden patterns, unknown correlations, and build predictive models. How can institutions leverage large data sets and data analytics to recruit and retain students, improve learning, highlight high-impact practices, advance operations, or enhance reputations? What data are being requested, compiled, analyzed, and shared in college rankings and other websites? How can artificial intelligence (AI) increase our capacity to find answers in data? The discussion in this session will share relevant examples and experiences about how data are currently being used, and what the future might bring.

### 2. Philanthropy for Deans

*Del Doughty*, Dean, College of Liberal Arts, University of Southern Indiana

In this roundtable, we will share best practices for identifying fundraising opportunities, collaborating with faculty and other institutional partners to pursue them, and implementing and/or developing interpersonal skills to leverage strong professional relationships.

This session is built around three scenarios that deans face: “out-of-the-blue” opportunities (are you ready?), long-term donor cultivation strategies (how can you be authentic and genuine while prospecting?), and dinner with a donor (how do you prepare?).

### 3. Purpose-Driven Leadership: The Value in “Finding Your Why”

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

This session will explore the relevance of Simon Sinek’s advice to “start with why” to the challenges facing rising higher education leaders. After providing an overview of what “finding your why” entails and sharing a concrete example, participants will reflect on this approach to purpose-driven leadership and discuss how it might contribute to their future success and well-being in their own leadership role.



# Agenda: Day One: Wednesday

## Wednesday Roundtable Descriptions, *continued*

### 4. So, You Want to be a Dean?

*Pamela MacRae*, Associate Provost and Dean of the College of Arts and Sciences, University of Maine at Augusta

The role of an academic dean can differ significantly between large and small institutions, as well as public versus private, etc. Whether you're currently in a faculty role or serving as a department chair or an assistant/associate dean and are considering moving into an academic dean role, consider joining this facilitated discussion to learn about the work of a dean.

### 5. Bring Joy into #AdminLife

*Rochelle Rodrigo*, Sr. Director, Writing Program, University of Arizona

Whether in the name of overall well-being, or in pursuit of socially just and culturally sustaining pedagogies, education is embracing the need to develop and maintain positive relationships for working with students in classrooms. What might administering joy look like? In this roundtable session, we'll share and brainstorm strategies for administering with and towards joy.

### 6. University-Wide Discussions on Artificial Intelligence: Finding a Place for the Humanities at the Roundtable

*Frederick Ware*, Associate Dean for Academic Affairs, Howard University School of Divinity

This roundtable discussion provides conference attendees, especially from the humanities, with perspectives and strategies for elevating the role of their disciplines in campus-wide initiatives on artificial intelligence (AI). The discussion centers on a case study, Howard University's Artificial Intelligence Advisory Council (AIAC), showing the challenges and successes that humanities scholars are having in participation in this initiative.

### 7. It's More Than Telling a Story: Using Data to Make Calculated and Impactful Decisions

*Kianga Thomas*, Associate Professor and Chair, Norfolk State University

This session will focus on addressing ways to use data towards making decisions that will impact, improve, and move organizations to the next level of success. The presenter will provide two (2) case studies that will focus on data and how organizations can use data to improve best practices and programs.

### 8. Faculty Development Strategies for Adjunct Faculty

*Andra Basu*, Vice President for Academic Affairs, Chestnut Hill College

This roundtable session will focus on implementing faculty development strategies for the adjunct faculty at your institution. Participants will learn about different initiatives and programs that can be utilized at many different types of institutions. More specifically, mission focused programs, technology workshops, monthly newsletters, and annual award ceremonies for adjunct faculty will be discussed.

# Agenda: Day One: Wednesday

## Wednesday Roundtable Descriptions, *continued*

### **9. A Dean's Guide to Developing and Maintaining an Advisory Board**

*Alicia Slater*, Dean, School of Science and Senior Associate Provost for Academic Operations, Marist College

This session will focus on how to establish an advisory board for a school or college that supports the dean's vision. Topics to be covered include defining the purpose and structure of the board, working with advancement to identify and recruit board members, defining board member commitments, and ways to promote ongoing engagement of board members.

### **10. Can Stacking Credentials be Done with Rigor? Lessons for the Future of Higher Education**

*Kima Cargill*, Associate Dean and Professor, University of Washington

As higher education adapts to an ever-changing landscape, credential stacking has emerged as a flexible pathway for learners. However, maintaining rigor is essential to ensure the value of these credentials. In this roundtable, we delve into the design and implementation of stacked credentials, using the University of Washington as a lens, considering both academic standards and practical considerations.

### **11. Future Relevance of the Liberal Arts**

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

Do the liberal arts still have value? While they are foundational for many of our institutions, whether in general education or other programs of study, they can be derided as having a low return on investment for students who study them. Participants in this roundtable will consider the role of the liberal arts for students in a rapidly-changing world.

### **12. AI Integration on a Budget: Strategies for Regional Comprehensive Universities**

*Marko Dumančić*, Assistant Provost for Faculty Development and Student Success, Western Kentucky University

This roundtable explores how regional comprehensive universities can adopt AI in pedagogy and curriculum with limited financial and IT's resources. Participants will engage in a critique and adaptation of a detailed case study from WKU, and examine other university models, providing a variety of approaches that can be tailored to their own institutional contexts.

### **13. Associate/Assistant Deans: Working in a World of Delegated Authority**

*George Glander*, Senior Associate Dean, College of Arts and Sciences, Stetson University

Associate/Assistant Deans often have authority delegated to them from the dean rather than being codified in the policies and procedures of the institution. The change from other faculty leadership roles like department chair that are structurally defined can be unsettling. A variety of strategies for working in the world of delegated authority will be discussed.

# Agenda: Day One: Wednesday

## Wednesday Roundtable Descriptions, *continued*

### **14. A Sea Change in Institutional Practices: Leveraging Collaboration to Drive Innovation**

*Melissa Glenn*, Associate Provost for Academic Programs, Colby College

Making changes to long-held practices at our institutions is frequently met with resistance that slows, and may even prevent needed innovation. In this roundtable session, participants will learn about the collaborative process that led to a major institutional change in first-year advising at Colby College that unfolded from start to finish within one academic year. Participants will be invited to think about needed changes at their institutions and how the collaborative process featured can be applied.

### **15. Opportunities for Professional Development and Mentorship**

*Jamie Frueh*, Associate Provost, Bridgewater College

Most people who become higher education administrators have little or no formal training for their institutional positions. ACAD and many other higher education organizations offer professional development workshops, formal and informal mentorship, and venues for collaborative support, reflection, and friendship. Participants in this roundtable will share with each other options for administrative professional development and collaboration.

### **16. All I Ever Really Needed to Know About Being a New Dean I Learned While Teaching Middle School**

*Gennie VanBeek*, Dean, College of Arts & Sciences, Linfield University

A former middle school teacher describes how she was thrust into the role of dean and used the Love and Logic approach to build community, even while increasing faculty workload. Her specific strategies will be explained, and participants will be invited to share what has worked for them when taking on new administrative roles.

### **17. Preserving Faculty Morale During Institutional Crisis and Transition**

*Jeanne Petrolle*, Associate Dean of Faculty Affairs, Columbia College Chicago

Shrinking budgets, institutional reorganizations, declining enrollments and the precarity of the higher education sector can damage faculty morale. This roundtable focuses on strategies for building and preserving faculty morale through collaborative grant-writing and other forms of faculty collaboration. Participants in this roundtable will share strategies for facilitating morale-building through various collaborative enterprises that mitigate faculty distress and keep faculty focused on productivity and possibility.

# Agenda: Day One: Wednesday

## Wednesday Roundtable Descriptions, *continued*

### 18. Collegial Collaboration—Building a Faculty Learning Community

*Kevin Henry, Assistant Dean of Science, Marist College*

Pedagogical development is crucial for faculty at any level of rank and experience. Assistant and Associate Deans are often charged with faculty development while also being afforded the opportunity to provide valuable mentorship and guidance. An option to promote faculty growth is through a structured Faculty Learning Community (FLC). FLCs, small groups focused on shared topics, foster collegiality and pedagogical improvement. This roundtable session is intended to share how we developed an FLC at our institution to address gaps in professional development and to provide strategies on how deans can look to build an FLC at their school.

### 19. Strategies for Supporting Success of Interim Academic Leaders

*Kristine Bartanen, Provost Emerita, University of Puget Sound*

Recent higher education literature has noted that we are experiencing an “age of interims.” This roundtable discussion will seek to identify suggestions framed by three questions: What does an interim CAO need from their leadership team? What does an interim president need from the CAO? How can a CAO best support success of an interim associate on the academic team? While any participant is welcome to join the table, the small group discussion will be particularly aimed toward the interim leadership opportunities and challenges in the smaller college environment. Participants can expect to step away with concrete ideas, a resource bibliography, and links to supports provided by academic professional associations.

### 20. “Mistakes Were Made”: Learning from Administrative Errors

*Richard Badenhausen, Dean of the Honors College, Westminster University*

In today’s complicated higher ed landscape, administrators have ample opportunity to make mistakes. We live almost daily Augustine’s dictum, “fallor ergo sum”: I err, therefore I am. Yet rarely do we have the time or space to reflect on those mistakes and thus learn from them. Because the small size and intimacy of ACAD roundtables offer a wonderful “safe space” to connect with each other, this session will ask each participant to share a past administrative mistake for reflection and discussion. We will also use Cheryl Strauss Einhorn’s short 2024 *Harvard Business Review* article “How to Learn from Your Mistakes and Make Better Decisions” as an anchor text to frame our discussion in the belief that “past decisions,” as Einhorn notes, serve “as a dataset that [we] can mine for insights.”



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# Agenda: Day One: Wednesday

## Wednesday Roundtable Descriptions, *continued*

### 21. Making Program Review Work on Your Campus

*Brian Peterson*, Vice President for Academic Affairs, LaGrange College

As academics, we're good at adding new programs, but we're not very good at allowing some to sunset if their time has come. In reality, though, we assess our programs continually, if not annually, asking questions about how to improve program outcomes or student learning success. The only question that we don't ask in this process, though, is a natural corollary to our regular assessment: "is this program sustainable?" Program review discussions don't have to be conflated with personnel decisions (though that may be an outcome), and they must be incorporated into faculty governance to be successful. This facilitated discussion will focus on addressing the nuances of program review to make it work on your campus, with your faculty.

### 22. The Emotional Labor of Institutional Change

*Brian Norman*, Provost, Antioch College

Part strategy session, part support session, this roundtable will address the emotional labor of organizational change, with a focus on the leaders responsible for moving a community forward. The roundtable will take a community of practice approach assuming relevant experience from all participants. First, we will chronicle different kinds of emotional labor involved in organizational change: Who does it, who needs it, and how to account for it when developing strategies and timelines for institutional change. Then we will share strategies to incorporate emotional intelligence into a sustainable approach to change leadership through an intentional approach to everyday practices of Joy, Celebration, Appreciation, Restoration, and Commiseration.



Photo by Nils Huenerfuerst on Unsplash

# Agenda: Day Two: Thursday

## Day Two: Thursday, February 20

7:30 AM – 9:00 AM

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### Continental Breakfast

9:00 AM – 11:30 AM

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### First Set of Workshops (*beverage break 10:00 AM – 10:30 AM*)

*Registrants will be asked in advance of the meeting to select the workshops they wish to attend (one in each time period). Seating is limited for each workshop.*

*All workshops take place on Thursday, February 20, 2025. One set is in the morning and the other after the Keynote lunch. All workshops are now 2.5 hours in length which includes a 30-minute break*

### Advancing Your Academic Leadership Career

Academic leaders are accustomed to administrative responsibilities at all levels: faculty management, curriculum decisions, budget discussions, and enrollment and retention numbers comprise their daily workload. Yet, this experience can be difficult to translate into career advancement.

In this session, learn how to leverage your accomplishments to advance your career—whether that is to an academic leadership role at another institution, to a provost position, or to another leadership position.

Join us to understand:

- What institutions are looking for in senior leaders today
- How to stand out during the search process
- Ways to demonstrate readiness for the next step in your career
- How recent disruptions in higher education have impacted the search process

The presenter will review trends they observe in the industry, best practices in applying for positions, and methods to position yourself for advancement. Based on their combined experience in higher education and in executive search with dozens of hiring committees, they will also cover common missteps to avoid and areas where academic leaders undersell their experience.

The session will be interactive, with group learning and an environment open to questions throughout. A broader Q&A period will be included later in the session.

Laura Woodworth-Ney, Principal, AGB Search



photo by Paige Laine Elmer on Unsplash

# Agenda: Day Two: Thursday

## First Set of Workshops, *continued*

### Navigating Structural Transitions with Faculty Morale in Mind

Colleges have undergone various structural changes in response to a multitude of factors including, but not limited to, changing enrollments and budgetary challenges. These transitions can be challenging and are ideally carried out in a transparent fashion with faculty morale in mind. This workshop will feature three different institutions' stories about restructuring of various types and at different levels.

- Gettysburg College transitioned to a Provost and 2 Associate Provosts (one for Faculty Affairs and one for Academic Affairs) with no divisional representation in AY 23-24. Previously there was a Vice Provost and 2 Associate Provosts, one for Faculty Development and one for Academic Assessment, all which served as divisional deans.
- Goucher College consolidated departments under new academic centers. This shift (AY2016-17) was a response to structural and personnel challenges resulting from departments of varying sizes. During this transition, the department chair role was eliminated and replaced by center directors. Given some unintended consequences with the elimination of the department chair position, Goucher further consolidated the centers in 2023-24 and reinstated the chair position while maintaining but redefining (and renaming) the role of center representative.
- Trinity University moved to a divisional school model with 4 divisional Deans (Business, Science, Arts & Humanities, and Social Sciences) in AY 23-24. Previously there was no divisional representation, except for Business and 3 Associate Vice Presidents served in functional roles (Research & Budget, Student Success, and Faculty Affairs).

Each of the transitions at our schools has been different, and we have seen tradeoffs in centralized versus decentralized structures. We will discuss the importance of faculty governance, budgetary structures, and faculty morale during transitions and share our experiences and lessons learned as we continue to evaluate these transitions.

The session will be largely interactive and participants will have time to reflect on past, upcoming, or potential structural changes at their own institutions. Through group discussions during this session, participants will be able to understand the important cultural and structural issues at their own institutions that will influence the success of their proposed transitions in meaningful ways that are sensitive to faculty morale.

*Jamie Mullaney*, Associate Provost for Faculty Affairs, Goucher College; *Michelle Schmidt*, Associate Provost for Faculty Affairs, Gettysburg College; *Nels Christiansen*, Dean, School of Social Science & Civic Engagement; *Ruben Dupertuis*, Dean School of Arts and Humanities; and *David Ribble*, Dean, D.R. Semmes School of Science all from Trinity University (TX)

# Agenda: Day Two: Thursday

## First Set of Workshops, *continued*

### **Making Academic Portfolio Reviews Useful and Productive: An Interactive Workshop for Strategic Academic Planning**

Portfolio reviews have received much attention in higher education publications since the COVID pandemic, as many institutions used these over the last several years as a prelude to personnel reduction across the ranks of faculty and staff. Beyond any perceived institutional financial incentives, though, there are many benefits to conducting regular reviews of the curriculum. When led by faculty in the performance of shared governance, academic portfolio reviews are a best practice to maintain a relevant and up to date curriculum. This interactive workshop equips participants with strategies for moving beyond program reviews to conducting academic portfolio reviews that are mission-aligned and drive innovation and sustainability of programs. Through facilitated discussions and collaborative breakout sessions, attendees will address the need for leadership in this space, consider inherent challenges, and develop inclusive, data-informed processes for engaging in these conversations on their campus. Participants will leave with a better understanding of the value of academic portfolio reviews and will be better able to guide their faculty in working through the difficult conversations associated with it.

*Brian Peterson*, Vice President for Academic Affairs, LaGrange College; *Jennifer L. Dearden*, Interim Provost & Dean of the Faculty, Allegheny College; *Sheila A. Liotta*, Vice President for Academic Affairs, Saint Anselm College; *Sandra I. Madar*, Dean of Undergraduate Studies, Associate Vice President of Academic Affairs, University of Mount Union; *Glenn M. Sanford*, Dean & Professor of Humanities, College of Human Sciences and Humanities, University of Houston–Clear Lake

### **AI Policy and Practice across Your Institution: Simulation Activity Based on Lessons Learned**

What does it mean to be an AI-integrated institution? Like most in higher education, Southern New Hampshire University was astonished with the release of ChatGPT in November 2022. The astonishment quickly gravitated to action with adoption throughout SNHU's ecosystem. Join us in an interactive simulation reflecting the lessons learned—and still learning—with integrating AI technology in higher education.

*Shawn Powers*, Senior Director AI Policy and *Justina Oliveira*, Associate Professor of Psychology, both from Southern New Hampshire University



photo by Nader Abushhab on Unsplash



# Agenda: Day Two: Thursday

## First Set of Workshops, *continued*

### **How Did this Meteor Get into Our Living Room? – Leading in Storm Conditions**

A mega-donor offers millions for a “values-based” curriculum offered by the “right” faculty. New legislation would restore 1950’s campus life policies. A professor claims a profane post on their social media page is an AI fake. Using case studies, this workshop enables academic leaders to think together about how to respond when outside events collide with the academic enterprise.

Come join your colleagues in a dynamic conversation about realistic, highly relatable, and timely case-studies. Gittens and Facione are experienced workshop facilitators with decades of personal experience as academic leaders at the most senior levels of higher education. This session is designed specifically for academic leaders seeking to advance their own professional development and looking for practical wisdom and workable strategies to bring back to their campus communities.

*Carol Ann Gittens*, Dean of the Kalmanovitz School of Education and Professor of Leadership, Saint Mary’s College of California. Also, senior strategic planning consultant at Measured Reasons LLC. *Peter A. Facione*, Former Provost, and Academic Dean and lead higher education strategic planning consultant, Measured Reasons LLC.

### **Welcoming and Supporting Gen Z Faculty: A World Café Conversation**

Through networked collaborative conversation (A World Café) participants will consider how to welcome Gen Z faculty—supporting their strengths and fostering their leadership—and to develop ideas on how to create productive working environments that celebrate generational diversity and counter popular narratives around generation and age. A World Café is a facilitation method and component of the participatory leadership community of practice, “The Art of Hosting.” Session leaders will highlight components of the World Café process so that participants might use it to host meaningful conversations with their own diverse teams.

*Jeremy Davis*, Director of Academic Affairs and Policy, The Graduate School at the University of Washington and *Natalie Eschenbaum*, Dean of the School of Interdisciplinary Arts and Sciences, University of Washington Tacoma

### **Intentional Onboarding and Mentoring Workshop**

Mentoring junior faculty is crucial for academic success, fostering growth, and contributing to a dynamic academic community. Research emphasizes the need for intentional and comprehensive integration practices. This workshop provides campus leaders with strategies for effective onboarding and mentoring, ensuring all faculty receive the support needed to thrive, especially those from underrepresented communities.

*Patricia Herrera*, Associate Dean for Diversity, Equity, Inclusion and Belonging, and *Kelling Donald*, Associate Dean, Division III, both from University of Richmond

# Agenda: Day Two: Thursday

12:00 PM – 2:00 PM

## Keynote Luncheon

### **Moral Courage: A Skill Set for Campus Unity—Without Uniformity**

*Irshad Manji*, Founder,  
Moral Courage College

Uniformity is not unity. Different people have different viewpoints, even when they belong to the same groups.

Delivered by Moral Courage College founder Irshad Manji, this interactive keynote will reveal why honoring divergent perspectives is key to bringing people together. Irshad teaches the “how” viscerally: Delegates will draw from their own lives to explore the challenge of understanding, and being understood, in times of deep mistrust.

We will also analyze a scene from Irshad’s Oscar® short-listed film about two young people who disagree about a highly emotional issue. Even while standing their ground, they manage to create common ground—a paradox of pluralism that more of us are capable of learning (and teaching).

Above all, we will leave equipped with the 5 core skills of Moral Courage, a toolkit for healing ourselves no less than our institutions.

**Irshad Manji** is the founder of [Moral Courage College](#), which equips people worldwide to turn heated issues into healthy conversations and shared action.

The recipient of Oprah’s “Chutzpah Award” for boldness, Irshad is also an internationally bestselling author. Her latest book is *Don’t Label Me: How to Do Diversity Without Inflaming the Culture Wars*. (Fun fact: Chris Rock calls the book “genius.”)

A professor of leadership at New York University for many years, Irshad now teaches with the Oxford Initiative for Global Ethics and Human Rights.



Irshad Manji

# Agenda: Day Two: Thursday

2:30 PM – 5:00 PM

## Second Set of Workshops (*beverage break 3:30 PM – 4:00 PM*)

Registrants will be asked in advance of the meeting to select the workshops they wish to attend (one in each time period). Seating is limited for each workshop.

All workshops take place on Thursday, February 20, 2025. One set is in the morning and the other after the Keynote lunch. All workshops are now 2.5 hours in length which includes a 30-minute break

### Fostering a Free Expression and Civil Discourse Culture

In an era of hyperpolarized politics, think-alike social bubbles, and the aftereffects of pandemic isolation, GenZ students matriculate without skills for civil discourse. Academic leaders need new approaches to create environments in and out of the classroom where students can discuss social, cultural, and political issues with peers who have diverse viewpoints and experiences, and they need ways to uphold open inquiry and inclusion values while teaching controversial texts and topics. During this interactive workshop, attendees will have opportunities to share what has worked on their campuses, and they will learn proven strategies for teaching civil discourse skills necessary for student success on campus—and beyond campus as engaged citizens.

*Jacqueline Pfeffer Merrill*, Director, Campus Free Expression Project, Council of Independent Colleges

### “One Size Fits None”—Strategies for Individualization in Shared Governance to Develop a Culture that Withstands the Unknown Challenges in Higher Education

This workshop will feature foundational information and helpful strategies to engage in effective and inclusive academic governance, leveraging unique academic cultures across departments. Attendees will analyze authentic cases to navigate policy decisions, governance, and emerging changes in complex environments. Attendees will promote the development of a shared “why” behind decisions at their organizations through aligning organizational values, purpose, and behaviors.

*Andrew Lafrenz*, Program Director, Public Health & Wellness, Associate Professor and *David Fuentes*, Strategic Advisor to the Director of Leadership Studies, Associate Dean for Academic Affairs, and Professor, both from University of Portland

### Collaboration, Flexibility, and Protection: Strengthening Interdisciplinary Programs through Reorganization

With ongoing challenges to the viability and strength of interdisciplinary academic programs (e.g., Women & Gender Studies, Africana Studies, American Studies, Religious Studies), academic leaders are looking to reorganization as an avenue to bolster collaboration, make programs more efficient, resilient, and adaptive. This workshop will provide participants with avenues to doing the same in their own programs.

*Mark Schaub*, Dean, Brooks College of Interdisciplinary Studies and *Melanie Shell-Weiss*, Associate Dean, Brooks College of Interdisciplinary Studies, both from Grand Valley State University

# Agenda: Day Two: Thursday

## Second Set of Workshops, *continued*

### **Creating Collaborative Coalitions: How Academicians can Partner with Advancement for Fun and Profit**

Academic leaders are increasingly asked to collaborate with colleagues in the non-academic functions of their schools, especially in advancement and fundraising. How do academic leaders best structure this relationship? Are there best practices for enlisting faculty? This session provides academic leaders with the chance to develop strategies for addressing this important relationship in the context of their own institutions.

Participants in this workshop will develop an institutional profile of the current state of collaboration with their advancement colleagues, compare their model with national trends, and discuss approaches to reform with fellow participants. This session will be very interactive, and participants will leave the workshop with a plan for next steps on their respective campuses.

*Frank Boyd*, Senior Research Fellow, Higher Education Data Sharing Consortium (HEDS) and *Emily Wolf*, Vice President, McAllister & Quinn

### **Sustaining Bold Leadership: Conversations in Community for Women and Gender-Diverse Leaders**

To move higher education forward, we need diverse, intentional leaders who can inspire change but who also have the support required to be successful, both personally and professionally. Through a combination of panel conversations, self-reflection, and roundtable discussions, we will explore current challenges facing women and gender-diverse leaders in higher education, motivations to continue in leadership, and strategies for finding support and connection, citing examples from both research and practice. Join us to dialogue, develop action plans for sustaining bold leadership, and build community.

*Lindsey Templeton*, Senior Associate Director of Programs and Research, HERS; *Elaine Carey*, Dean of the College of Arts and Sciences, Oakland University; *Christie Chung*, Executive Director of the Mills Institute, Northeastern University; *Gretchen Generett*, Dean of the School of Education, Duquesne University

### **Assistant/Associate Deans—Effective Leadership in Uncertain Times**

Associate deans provide critical leadership in uncertain times. Working in-between faculty and senior administration, associate deans facilitate the authentic communication that is necessary to translate strategic initiatives into ongoing operational practices. This interactive session engages case studies on the opportunities and challenges of the associate dean role. This is a networking and development opportunity for new and veteran assistant/associate deans.

*Jim Sloat*, Senior Associate Provost, Colby College; *Jennifer Harding*, Associate Dean for Academic Affairs, Washington & Jefferson College; *Nicholas Metz*, Associate Provost for Faculty Affairs and Development, Hobart and William Smith Colleges; *Kimberly Specht*, Associate Provost for Operations, Planning and Resource Management, Denison University

# Agenda: Day Two: Thursday

## Second Set of Workshops, *continued*

### Where Do You Lead From?: The Meadow, Balcony, Situation Room, or a Traffic Jam

They say “there are no emergencies in academic affairs.” There are undoubtedly urgencies, though. This workshop proposes four contextual metaphors for academic leadership: the meadow, balcony, situation room, and traffic jam. Inspired by scholarly ideas on decision making, systems thinking, and crisis response, this workshop invites participants to consider the realities and opportunities within their own leadership contexts.

*M. Kathryn Shields*, Associate Academic Dean, Professor of Art History, Guilford College; *Maja Miskovic*, Dean, College of Education, Professor of Research, Concordia University Chicago; *Gypsy M. Denzine*, Professor of Educational Leadership School of Education, (past) Senior Vice Provost for Faculty Affairs, Virginia Commonwealth University

5:00 PM

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### Dinner/Evening On Your Own

5:00 PM – 7:00 PM

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### ACAD Board Meeting



photo by Nader Abushihab on Unsplash

# Agenda: Day Three: Friday

## Day Three: Friday, February 21

7:30 AM – 9:00 AM

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### Continental Breakfast

7:30 AM – 9:00 AM

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### ACAD Members Business Meeting and Breakfast

*This breakfast is separate for ACAD members to conduct the business of ACAD. You must be a member to attend.*

9:00 AM – 10:15 AM

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### First Set of Seven Concurrent Sessions

#### To BOT or not to BOT: Addressing AI Challenges Strategically

This session explores strategic efforts and practices from four institutions on incorporating AI into academic, teaching, and research missions. Participants will know about the lessons four academic leaders learned and engage in discussions to address AI challenges. They will leave with tangible ideas for operationalizing AI in their own institutions.

*Lilian Mina*, Associate Dean for Strategic Initiatives, University of Alabama at Birmingham; *Rick Kurtz*, Dean College of Community Studies and Public Affairs, Metro State University (MN); *Christopher Nelson*, Dean for Liberal Arts, South Texas College; *Leslie R. Zenk*, Associate Provost and Chief of Staff, University of North Carolina at Charlotte

#### Convergences: Colleges of Arts and Sciences Leaning into the Future

Colleges of Arts and Sciences host interdisciplinary degrees, institutes, and centers that bring together students, faculty, and staff from across campus as well as community members to address pertinent issues. CAS programs connect to all areas of the campus through general education, and its faculty are involved in all levels of leadership on and off campus because of their collaborative

*Elaine Carey*, Dean of College of Arts and Sciences, Oakland University; *Kyoko Amano*, Dean of the College of Liberal Arts, Texas A&M University–Corpus Christi; *Thomas Horvath*, Interim Dean, College of Science, CSU–Monterey Bay

# Agenda: Day Three: Friday

## First Set of Seven Concurrent Sessions, *continued*

### **The Confluence of Place, Politics, and Culture in DE&I: Identifying Barriers and Creating Opportunities**

In this session, we will explore how place, politics, and culture intersect to influence Diversity, Equity, and Inclusion (DE&I) initiatives in higher education. We will dissect these factors, highlight challenges and opportunities, and provide a framework for understanding and addressing DE&I at different types of universities across the country.

*Brian Thomas*, Associate Provost, Saginaw Valley State University; *Gordon Alley-Young*, Dean of Faculty, Office of the Senior Vice President for Academic Affairs and Provost, Kingsborough Community College-CUNY; *Naadiya Hasan*, Associate Academic Dean, Guilford College; *Christina Hassija*, Dean, College of Social and Behavioral Sciences, California State University-San Bernardino; *CarolAnn Daniel*, Associate Dean for Academic Affairs, Adelphi University

### **Our Past is Always Present: Strategies for Intentionally Navigating a New Leadership Role**

There are many paths to academic leadership, each with opportunities, challenges, and potential blindspots. This session explores that journey from three different positions: transition from the faculty, internal staff promotion, and external hire. By telling their unique stories, the discussants will provide session participants with suggestions for charting their own path to successful leadership roles, regardless of their current position.

*Sara Quay*, Provost; *Sam Alexander*, Associate Dean of the School of Social Sciences, Communication, & Humanities; *Maria S. Wong*, Associate Dean of the School of Social Sciences, Communication & Humanities, all from Endicott College

### **Supporting Faculty in Challenging Times: Comprehensive Faculty Centers and Innovative Support Structures**

This interactive session explores scalable, high-impact practices for supporting faculty through comprehensive centers and innovative support structures. Amidst political, social, and technological challenges, we will share successful examples and best practices from our institutions, focusing on teaching excellence, equity initiatives, and overall faculty well-being.

*Julie Nash*, Sr. Vice Provost for Academic Affairs, University of Massachusetts Lowell; *Peter White*, Dean, School of Nursing and Health Sciences, Colby-Sawyer College; *Shawna Bu Shell*, Dean, Distance Education and Educational Services, Riverside Community College District (CA); *Connie Schaffer*, Director, Center for Faculty Excellence, University of Nebraska at Omaha

# Agenda: Day Three: Friday

## First Set of Seven Concurrent Sessions, *continued*

### **A Disruptive Institution Disrupted: Lessons in Policy, Pedagogy, and Protest**

The New School is a place where scholars, activists, artists, and designers gather to challenge convention and create positive change. Like other institutions, it has grappled with responding to major disruptions from the CoVID-19 pandemic to mass protests in alignment with its ethos. This session will explore The New School's response to disruption, asking: how does a disruptive institution sustain?

*Maggie Koozer*, Senior Vice Provost Curriculum, Learning and Academic Affairs and  
*Jennifer Schlueter*, Vice Provost Academic Affairs both from The New School

### **From Task-Oriented to Visionary: Transforming Department Leaders into Strategic, Data-Driven Thinkers**

Transform department leaders from task-oriented "box checkers" to strategic visionaries in this interactive session. Engage with real-world case studies highlighting issues in graduation and student success plans. Through collaborative analysis and brainstorming, learn to enhance leadership qualities and strategic planning. Equip yourself with practical strategies to foster proactive, data-driven decision-making and drive institutional improvement effectively.

*Daniel Drost*, Assistant Dean, University of West Florida

10:15 AM – 10:45 AM

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## Morning Break

10:45 AM – 12:00 PM

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## Second Set of Seven Concurrent Sessions

### **Building an Academic Dean Culture: Professional Development to Effectively Leverage Student Success Data**

APLU's professional development program, "Building an Academic Data Culture to Support Student Success" addresses barriers at institutions by enhancing data literacy and collaboration. We guide cross-campus teams through expert-facilitated workshops and customized coaching to tackle student success challenges using data. This session will showcase how institutions have leveraged the program to promote data decisions and foster collaboration for student success.

*Riccardo Purita*, Manager, Association of Public and Land-grant Universities



# Agenda: Day Three: Friday

## Second Set of Seven Concurrent Sessions, *continued*

### **The Multilingual Community College: Dedication to ¡Excelencia!**

Even with an unknown future, we can count on the world becoming increasingly literate and multilingual. Arizona Western College is innovating in this space to support students through “Writing Enhanced”, “Language Enhanced”, and “Multilingual Distinction” programs. Participants will leave with blueprints for similar challenging, yet supportive, college-wide programs that will enhance student success and support an application to ¡Excelencia!.

*Sarah Snyder*, Administrator of Writing Program and Writing Intensive Curriculum and *Daniel Corr*, President, both from Arizona Western College

### **Navigating Strategic Alliances: A Dean’s Guide to University–Community Partnerships**

This hour-long interactive session explores the strategic management of partnerships, focusing on the crucial role of deans in balancing responsibilities and fostering successful alliances. Participants will engage in activities to learn how to assess stakeholder alignment, build trust, set expectations, and understand factors impacting the financial and organizational success of partnerships. Participants will gain practical insights for effective collaboration.

*Elizabeth Matteo*, Dean, College of Humanities, Education and Social Sciences and *Patricia Reger*, Dean, College of Health Sciences both from Alvernia University

### **Voices from the Margin: BIPOC Administrators’ Reflections on Leadership**

BIPOC administrators are underrepresented in higher education. Our panelists, who hold diverse leadership roles including associate dean, executive director, and vice president, will discuss their unique experiences and challenges. They will explore how their sociocultural identities shape their leadership philosophies and practices, offering insights on career advancement, navigating systemic barriers, and supporting BIPOC faculty and administrators.

*Maria S. Wong*, Associate Dean, School of Social Sciences, Communication & Humanities; *Emily Chan*, VP & Dean of the Faculty, Colorado College; *Christie Chung*, Executive Director of the Mills Institute, Northeastern University; *Patricio I. Meneses*, Associate Dean for Student Support & Academic Initiatives, Fordham College at Rose Hill

### **Administrator Fishbowl: A Conversation about the Provost Role**

Ever wonder what it’s like to be a provost? This “Provost Fishbowl” offers an inside look at perhaps academia’s most challenging role. Provosts from a range of institutions will engage in a mediated, frank, focus-group style conversation before taking questions from those who might be considering the role or who want to better understand how to work with the office.

*Richard Badenhausen*, Dean of the Honors College, Westminster University; *Michelle Bligh*, Executive Vice President and Provost, Claremont Graduate School; *Kendrick Brown*, Provost, Morehouse College; *Malou C. Harrison*, Executive Vice President and Provost, Miami Dade College; *Michelle Mattson*, Provost, Carleton College; *Sarah Quay*, Provost, Endicott University

# Agenda: Day Three: Friday

## Second Set of Seven Concurrent Sessions, *continued*

### **Doing Well by Doing Good: Expanding Your Reach with Midlife Programs**

Explore how your institution can serve a new segment of learners: adults in midlife and beyond. With the inevitable future of 100-year lives, opportunities abound for higher education. This session will offer practical insights to expand your demographic reach, create new revenue streams, enrich undergraduate education—all while sowing seeds for a better world.

*Mark Canada*, Chancellor, Indiana University Kokomo; *Seth Green*, Dean of the Graham School of Continuing Liberal and Professional Studies, the University of Chicago; *Lindsey Beagley*, Senior Director of Lifelong University Engagement for Mirabella, Arizona State University; *Bonnie Zavan*, Outreach & Project Manager, Nexel Collaborative and the Distinguished Careers Institute, Stanford University

### **Fostering Collaboration and Innovation: A Cross-Disciplinary Faculty Mentorship Model**

Explore an innovative cross-disciplinary faculty mentorship model that pairs senior and new faculty from different fields. This interactive workshop demonstrates how to foster a collaborative community that enhances teaching, adapts to student needs, and promotes a positive faculty culture. Participants will engage in hands-on activities, share experiences, and develop strategies for their own institutions.

*Thaddeus Gulbrandsen*, Dean of Sciences & Humanities, Wentworth Institute of Technology; *John Woell*, Senior Vice President and Academic Dean, Simpson College

12:00 PM

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Meeting ends



photo by Nader Abushhab on Unsplash

# Hotel and Registration

## Hotel Information

The ACAD Annual Meeting will be held in downtown Phoenix, Arizona at the Hyatt Regency Downtown.

Registrants will receive the room block rate of \$279 per night (plus taxes/fees) single/double. Reservations must be made by Tuesday, January 28, 2025 to receive the rate. The block room rate is available February 17 through the 22, 2025. We hope you will come early or stay late to enjoy all that Phoenix has to offer!



## Reservations can be made online:

[Reserve now](#)

Or call 602-252-1234—the group code is G-AC25.

## Conference Hotel

Hyatt Regency Phoenix, 122 N. 2nd Street, Phoenix, AZ 85004

## Meeting Registration

**Registration opens October 21, 2024 and closes February 7, 2025.**

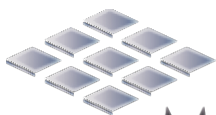
Registrants will be asked in late January 2025 to download the meeting app in order to preselect roundtables and workshops. Registration includes: Continental breakfast (Wednesday, Thursday and Friday), Lunch (Wednesday and Thursday), beverage breaks and opening reception Wednesday evening.

[Register online](#)

**Cancellation policy:** A \$75 processing fee will be deducted from all cancellations. No refunds will be made on any cancellations received after February 1, 2025. Cancellations must be made in writing to [meetings@acad.org](mailto:meetings@acad.org). Registrations are transferable within an institution.

Registration Type	Early Bird 10/21/24– 12/13/24	Second Early Bird 12/14/24– 1/15/25	Last Chance 1/16/25– 2/07/25
Member	\$625	\$675	\$725
Non-member	\$725	\$775	\$825

# Sponsors & Exhibitors



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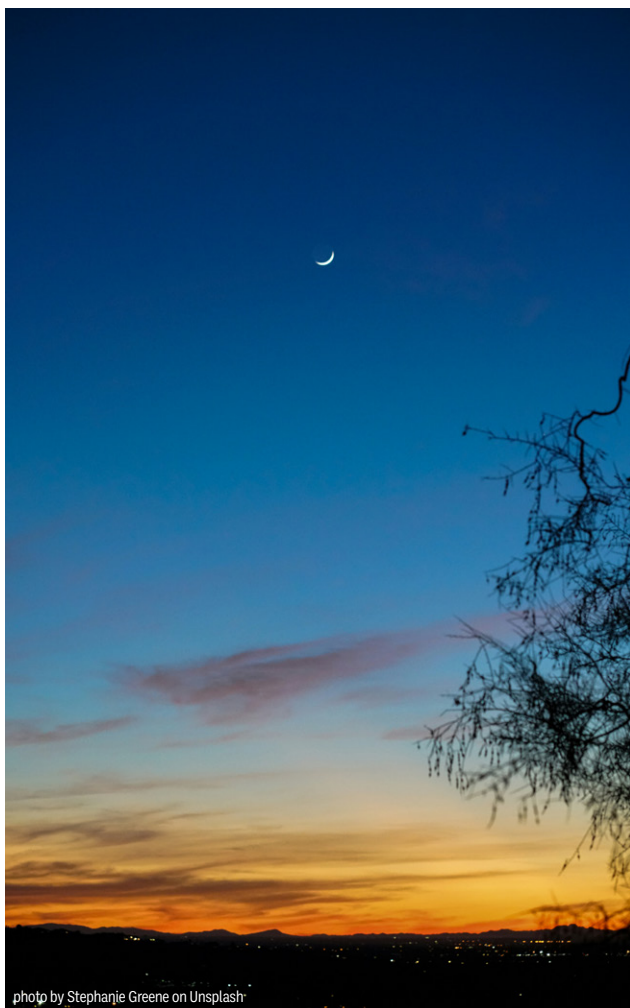


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