

15th Deans' Institute

A Virtual Experience — Tuesday, November 19, 2024 — 11:30 A.M.–4:00 P.M. EST

11:30 A.M.–11:35 A.M.

Welcome and Introduction to the day

Marci Sortor, ACAD Past Chair and Provost and Dean of the College, St. Olaf College

11:35 A.M.–12:30 P.M.

Opening Plenary

Building Momentum for the Future with Adaptive and Strategic Leadership

Ron Cole, President, Allegheny College

How can academic leaders build a culture of trust with campus stakeholders that are empowered to achieve shared goals? Participants will explore case studies and lessons learned for leading an organization through phases of strategic change that starts with denial (we don't need to change), moves to resistance (change is needed, but not from me), then acceptance (we're open to change) and finally to alignment (working together for shared goals).

Dr. Ron Cole is president at Allegheny College after serving as provost and dean of the college there 2015–2022, and previously as a faculty member for 20 years. Cole is leading the College to advance strategic initiatives for inclusive student success, capital improvements, economic development, and delivering relevant liberal arts education for the 21st century. Under Cole's leadership, the College has launched the Allegheny Lab for Innovation and Creativity in partnership with the advanced manufacturing industry and local government to build capacity for workforce and economic development at the intersection of liberal arts and emerging technologies and has had record-breaking fundraising to invest in new programs and facilities in academics, athletics, and residential life. In 2021 Cole was recognized by the Council of Independent Colleges with their Chief Academic Officer Award. He received the Allegheny College Thoburn Award for excellence in teaching and has received research grants from the National Science Foundation, National Geographic Society, and the American Chemical Society, with over 100 published articles, book chapters, and conference presentations. Cole earned his Ph.D. and M.S. in geosciences at the University of Rochester and a B.S. at Allegheny College. He has completed the Council of Independent Colleges Executive Leadership Academy and the National Association of Diversity in Higher Education certification program. Before his career in higher education, Cole worked in the environmental consulting industry leading projects on water resources and remediation. Cole serves on the board for Project Pericles, which promotes civic engagement in higher education; is on the corporate boards of the Meadville Medical Center and the Economic Progress Alliance of Crawford County; and is an emeritus member of the Meadville Martin Luther King, Jr. Scholarship Fund Board.

12:35 P.M.–1:30 P.M.

Round tables I—reports, recommendations, and new directions in higher education (see next page)

Participants will be asked prior to attending to select their preference for two round table discussions they wish to participate in and they will be notified in advance of the Institute of the assignments. Attendees will participate in two selections between opening and closing plenaries.

1:30 P.M.–2:00 P.M.

Session Break

2:00 P.M.–2:55 P.M.

Round tables II—reports, recommendations, and new directions in higher education (see next page)

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Save the Date!

February 19–21, 2025
Phoenix, Arizona

ACAD 2025 Annual Meeting
Leaning into
Higher Education's
Unknown Future

next page >

3:00 P.M.—4:00 P.M.

Closing Plenary Panel Discussion

Speak Up or Shut Up? When Should Universities Take Stances on Public Issues

Steven G. Poskanzer, President Emeritus, Carleton College.

In recent years, there has been heightened debate about whether colleges and universities should take formal institutional stances on political, economic, moral, and social issues. Taking positions calls for careful and principled consideration by institutional leaders, with a nuanced appreciation of context and likely consequences. I will be discussing an analytic approach aimed at helping schools navigate such shoals, rooted in fidelity to the university's highest values and a sustained focus on its fundamental purpose.

Steven G. Poskanzer served as the 11th President of Carleton College from 2010 to 2021. He is currently a Professor of Political Science and President Emeritus of Carleton. A scholar of higher education law, Poskanzer's research focuses on issues of academic freedom and how colleges and universities seek to achieve educational goals in a complex legal and policy environment.

Poskanzer received his undergraduate degree from Princeton University in 1980 and a law degree from Harvard University in 1983. After practicing law briefly in Washington, D.C., his entire career has been spent in higher education. He worked at the University of Pennsylvania; as an American Council on Education Fellow at Princeton; and at the University of Chicago, where he served as Executive Assistant to the President. In 1997, Poskanzer shifted from private to public higher education, joining the State University of New York (SUNY). Initially based in Albany at SUNY's System Administration, he quickly rose to the position of Vice Provost for the 64-campus System and headed the Office of Academic Affairs. From 2001-2010, Poskanzer served as President of SUNY New Paltz. New Paltz dramatically enhanced its student and faculty quality and its overall academic reputation during Poskanzer's tenure, including being recognized by *Newsweek* as the "Hottest Small State School" in America.

The centerpiece of Poskanzer's administrative career was his presidency at Carleton. Under his stewardship, applications to the Carleton rose to record levels and the student body became much more diverse racially and geographically. The College emphasized and dramatically expanded need-based financial aid for both low- and for middle-income students. The College held to the highest standards for faculty hiring and tenure decisions, and also built new state-of-the-art interdisciplinary science research and teaching and music performance facilities. Poskanzer also led the creation of a consortium of ten top liberal arts colleges that jointly experimented with distance learning and other emerging technologies. Carleton's endowment increased in value from \$460 million to over \$1.1 billion over the course of his tenure, and Poskanzer raised over \$491 million in a development campaign (far exceeding the \$400 million target).

Having returned to Carleton in a full-time faculty role in fall 2022, Poskanzer teaches courses on Constitutional Law, Judges and Courts, and Legal Issues in Higher Education. He is currently writing a book on the issue of whether and when it is appropriate for universities to take institutional stances on political, economic, moral, and social issues.

Roundtable topics include but are not limited to:

- AI and ChatGPT: Student Success and Academic Integrity Approaches
- So, You Want to be a Dean?
- So, You Want to be a Chief Academic Officer?
- Surviving and Advancing in the Administrative Job Search
- Student Success and Retention
- Lessons to Lead By: Navigating Faculty Affairs
- Academic Prioritization
- Rewarding In-House Superstars
- Orienting and Mentoring New Faculty
- Data and Analytics: Applying Business Models in Higher Education
- Budget Basics
- Active Listening
- So, What am I Supposed to be Doing Now?