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### Meet the Provosts

The New American Colleges and Universities consortium is delighted to welcome a most dynamic group of eight new provosts/CAOs this fall. Who are they? Why did they decide to become provosts? What are their biggest challenges?

Three have backgrounds in English/humanities, four in the sciences (physics, psychology, physiology, nursing), and one in higher education administration. Three are new to their institutions, and one is actually serving his alma mater. Only one has previously served as a provost, although almost all have been associate provosts and have held a variety of administrative positions including dean of an Honors College, director of a Teaching Center, vice chancellor for Institutional Planning and Assessment, and dean of a School of Nursing. Two were founding deans of Colleges of Arts and Sciences.

Before learning about their swelling inboxes we caught up with them via email as they began to focus on goals both large (addressing budgeting issues while maintaining academic standards) and small (finding a good dry cleaner). Below are snippets of these virtual conversations.

#### What attracted you to the position?

Provosts at Arcadia University, Drake University, and University of Redlands all found that the missions of their new institutions fit well with their own values. **Michael Renner**, provost and professor at **Drake University**, previously served as provost and professor at Mansfield University in Mansfield, Pennsylvania. He said, "My challenge during the interview process was learning whether the mission statement was empty rhetoric – a billboard slogan – or really mattered in the life of the campus. I'm not a big fan of empty speeches, and I think that a mission statement should



guide operational decision-making. In six months on the job, I'm even more glad to have judged correctly, that Drake really means what it says and that I'm in the right place."

**Arcadia University's** new provost, **Steve Michael**, was previously vice provost at Kent State University.



Michael was drawn to Arcadia when he detected a "palpable energy throughout the campus to take the university to its next level of excellence."

**David Fite**, vice president for academic affairs at the **University of Redlands**, formerly served as vice chancellor for Institutional Planning and Assessment at Chapman University in Orange, California. Fite was especially drawn to the University of Redlands as "an institution that seeks to provide students with transformative educational experiences in all its programs and to integrate liberal and professional education."

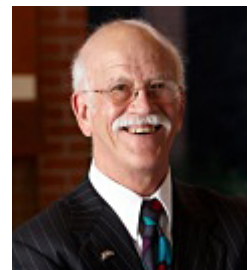


**Marcia McDonald**, provost at **Belmont University**, has been



with the institution since 1980 and said she likes "the idea of the New American Colleges and Universities – institutions that provide an education that makes a difference in the lives of students and that models the kind of meaningful role that private higher education can play in public and civic life."

**Mark Schwehn**, who had been Dean of the Honors College at **Valparaiso University** for 13 years and had returned to the faculty, had not planned to return to college administration. With "an opportunity to serve my alma mater in this critical period of its history" and after getting to know the new president, Mark "felt called to the position."



#### Have you unearthed anything unexpected?

Even those who are well-acquainted with their institutions still have found surprises. **Steven Starkovich**, acting provost at **Pacific Lutheran University**, was in an enviable position of having

several months of preparation with Provost Patricia Killen (now on sabbatical). Some are learning about things they thought they knew, such as the institution's culture of consultation and decision-making.

**Steven House**, provost at **Elon University**, has been at Elon since 2001 and knew that his predecessor and mentor Gerry Francis had a hectic schedule; however, he "was not prepared for the schedule of meetings – weekly meetings with each of more than a dozen direct reports, regular conversations with each colleague on senior staff, committee meetings, and frequent conversations with faculty and staff, plus welcomes and presentations." At Arcadia, Michael said he wished they had told him "the job, with iPhone and internet, is now 24 hours, seven days a week!"



Many concurred with House's prediction that "it will take a full year before I fully discover the rhythm and learn how to efficiently and effectively perform all of the duties." **Pamela Hammond**, provost at **Hampton University** and previously dean of its School of Nursing, said, "My biggest challenge is re-prioritizing when everything seems so important."



Yet despite the hectic pace, she is "loving the ride!"

### What are your top goals for this academic year?

In addition to essential accomplishments for those new to their institutions, such as "finding the men's room, parking lot, and dry cleaner," and "looking sane, with a perennial smile on your face, as you appear to harmonize the voices of faculty, students, staff, and the administration," the provosts shared many of their goals for this academic year. Here's what we heard:

#### *Invest in the Future*

- View the institution and higher education through students' eyes—what do we need to be thinking about to provide 21<sup>st</sup> century students with an effective, meaningful education?
- Implement a plan that restructures the university into colleges
- Launch new schools, including in the areas of Continuing Studies and Law

#### *Strengthen What Is*

- Review the general studies program
- Develop an academic strategic plan
- Establish and support a more strategic enrollment management process

- Improve systems of review of educational effectiveness, develop institutional and academic unit plans for assessment
- Develop and update program cost methodology
- Provide an outstanding engaged, experiential education while ensuring a rigorous and challenging academic environment
- Provide leadership to enhance faculty scholarship and professional activity while maintaining a commitment to being a student- and learning-centered institution

#### *Strike a Balance that Delivers Quality Yet Pays the Bills*

- Address continuing budgetary challenges while maintaining and improving educational effectiveness
- Understand the costs of individual academic programs to make sure resources are being used effectively
- Work with faculty to increase research university-wide, while increasing the amount of external funds secured through grantsmanship activities

#### *Listen Well*

- Maintain clear and effective lines of communication based upon mutual trust and a commitment to transparency
- Design and develop decision-support infrastructure

### What do you think are the biggest challenges facing provosts?

Responses from Fite and Schwehn reflected a common theme. Fite said that one of the biggest challenges is "developing strategies for maintaining and improving educational effectiveness and ensuring the engagement and support of faculty while at the same time addressing the difficult realities of today's higher education marketplace and the need for improved efficiency, cost-effectiveness and accountability." Schwehn echoed this concern. The challenge will be "to maintain the balance between high quality and the deepest and most important traditions of the university, especially the liberal arts, on the one hand, and the need to be entrepreneurial in order to flourish in today's economic and shifting educational priorities," he said.

Welcome, Pam, Marcia, Mark, David, Michael, and the three Stevens. The New American Colleges & Universities consortium, and its Council of Institutional Representatives (IREPS), will be strengthened by your energy and vision.

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## New on the Web

We've made the following changes to

[www.newamericancolleges.org](http://www.newamericancolleges.org):

- A page with links to our members' Expert Pages. Visit <http://www.anac.org/experts.html>
- Featured campus photo pages, highlighting a new member of NAC&U every few weeks. For the latest, see [http://www.anac.org/FeaturedCampus\\_Scranton\\_2009.html](http://www.anac.org/FeaturedCampus_Scranton_2009.html). For the archives, visit [http://www.anac.org/news\\_FeaturedCampusIndex.html](http://www.anac.org/news_FeaturedCampusIndex.html).

**Summer Institute 2010:  
Wagner College, Staten Island, NY  
June 16-18, 2010  
*Sustaining Community, Meaning and Renewal  
in our Work***



Each year the New American Colleges and Universities sponsors a Summer Institute. Last June, under the leadership of Mark Thompson, provost at Quinnipiac University, a very successful institute was held for senior leadership teams. Nineteen of our twenty member institutions were represented.

The theme for the 2010 Summer Institute is *"Sustaining Community, Meaning, And Renewal In Our Work."* Why is this theme so relevant right here, right now? During these economic times, campuses have more financial uncertainty than ever before, an uncertainty that has been felt deeply and widely by every member of the campus community. Consequently, administrators, staff, and faculty report feeling greater anxieties and pressures around attrition and retention, recruitment, and raising and maintaining appropriate funds for the well-being of the institution. In addition, they cite the need for increased balance between graduate and undergraduate programs.

In light of these uncertainties and concerns, Summer Institute 2010 will be dedicated to finding ways to sustain community, meaning, and renewal on campus, in departments, in our disciplines, and in our own work. Several items make this year's Institute different from those preceding it. Summer Institute 2010 will:

- feature two exhilarating and informative plenary speakers: Dr. Charles Blaish, the Wabash Center, and Dr. Ann Austin, Michigan State University
- include educational expeditions to Manhattan for tours, a visit to Wall Street, and a Broadway show
- focus on ways that all participants can find greater meaning, renewal, and community among their NAC&U colleagues and their home campuses
- offer inter-institutional panels that focus on community, meaning, and renewal
- include a pre-Institute workshop to share best practices of leadership development on our campuses
- bring together, in addition to interested faculty and administrators, those who:

- ✚ advise students on national and international fellowships
- ✚ chair or teach in education departments
- ✚ facilitate faculty and staff leadership development programs
- ✚ manage communications for their campuses

**On-line registration for the Summer Institute will begin in early February.**

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**Samford Joins Student Exchange Program will focus on the History of the Civil Rights Movement**

Faculty from participating NAC&U institutions will want to alert students interested in American History or Studies, African American Studies, Museum Studies, or those simply interested in learning more about the civil rights movement of an outstanding educational opportunity.



Through the NAC&U Student Exchange, **Samford University** is offering a Spring Semester program, to experience firsthand the city where the apogee of the civil rights movement took place in April 1963 when thousands of men, women and even children, took to the streets of Birmingham to demand "Freedom Now!" Students can choose from a number of courses on Civil Rights at Samford and through the Birmingham Area Consortium of Higher Education at the University of Alabama in Birmingham and Birmingham Southern College. They may also access the archives and museum at the Birmingham Civil Rights Institute ([www.bcric.org](http://www.bcric.org)) and visit the shrines of the movement in Birmingham and Alabama: the 16th Street Baptist Church, Kelly Ingram Park, the Edmund Pettis Bridge in Selma, the martyr's trail from Hayneville to U.S. 80, and the Rosa Parks Museum in Montgomery.

To learn about other NAC&U Student Exchange opportunities, go to [www.studyaway.org](http://www.studyaway.org) or find us on [Twitter](https://twitter.com) where you can download the Student Exchange brochure.

To learn more about Samford's program, contact: David Shipley, director of International Programs Samford University  
E: [dsshiple@samford.edu](mailto:dsshiple@samford.edu)  
P: (205) 726-2064

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Become a friend of [The New American Colleges & Universities](http://www.newamericancollegesanduniversities.org) and of the [NAC&U Student Exchange](https://www.facebook.com/nacu-student-exchange) on Facebook.

## NAC&U Panels at National Meetings

At the October 2009 AAC&U Network for Academic Renewal Conference, the following presentation featured representatives from NAC&U:

*The Connective Tissue of Integration: Deepening the Impact of Integrative Initiatives beyond the Integrative Course*

Fran Navakas, associate dean, North Central College  
Maggie Monteverde, assistant provost, Belmont University  
Cheryl Jacobsen, provost, Loras College

NAC&U members will present at the following national meetings:

### CIC Presidents Institute

January 4-6, 2010  
Marco Island, FL

*Creating and Sustaining Senior Leadership Teams in Challenging Times*

Mark Heckler, Valparaiso University  
David Maxwell, Drake University  
Susan Scrimshaw, The Sage Colleges

### AAC&U Annual Meeting

January 20-22, 2010  
Washington, DC

*The Provost - CFO Partnership: Reflections on Effective Teamwork*

Vicky Payseur and Ron Troyer, Drake University  
Gerry Francis and Gerald Whittington, Elon University  
Roy Austensen and Charley Gillispie, Valparaiso University

*What Presidents Expect and Need from their Senior Leadership Teams*

David Maxwell, Drake University, moderator  
Bobby Fong, Butler University  
Richard Guarasci, Wagner College  
Linda Hanson, Hamline University  
Leo Lambert, Elon University

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The 2009-10 NAC&U Membership Directory is [now available](#) on the NAC&U website. If you would like to receive a hard copy of the directory, email [ianbagley@newamericancolleges.org](mailto:ianbagley@newamericancolleges.org).

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## Fresh Freshman Seminar Ideas

New American Colleges & Universities are recognized for innovation in freshman year programs. Here is an interesting one from Arcadia University:

The First-Year Seminar **Pets: Food or Prey? The Complicated Relationship Between Human and Non-human Animals**, co-taught by Drs. Jeff and Norah Shultz, examines “how



non-human animals play an important part in our lives: in our language, food, families, economy, education, science, and recreation. Our ambivalence toward them is reflected in the ways in which we treat some of them like children (e.g. dogs), while others are thought of as food (e.g. cows).” The picture is of Tussock Sedge Farm in Blooming Glen, PA, where the class went to learn about sustainability and grass farming.

This course examines these relationships from a variety of perspectives – the domestication of animals (history); various creation stories, including Genesis (anthropology); social construction of the roles other-than-human-animals play in the everyday life of human animals (sociology); and, finally, representation in film and other forms of media. Ultimately, the goal of the course is to provide a comprehensive look at the complexity and contradiction inherent in human animal/other-than-human-animal interaction.

Are you offering a new freshman seminar this year? Send a description to [lrobinson@newamericancolleges.org](mailto:lrobinson@newamericancolleges.org).

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## Leadership Development Survey

At its June meeting, the Board decided to ascertain what member campuses are doing to promote faculty and staff leadership development. Elon president Leo Lambert recently emailed two surveys to presidents. One survey collects best practice examples of leadership development programs/opportunities from each institution. A second asks member presidents of their levels of interest in the initiative. If you have not yet completed your survey, please do so by Friday, November 20. The links to the surveys follow:

Survey 1: [Examples of Leadership Development Programs](#)  
If the above link does not work, copy and paste the following into the address line of your web browser:  
<http://survey.fs.elon.edu/cgi-bin/qwebcorporate.cgi?idx=WRX5W7>

Survey 2: [President Survey](#)  
If the above link does not work, copy and paste the following into the address line of your web browser:  
<http://survey.fs.elon.edu/cgi-bin/qwebcorporate.cgi?idx=93V546>

## NAC&U Institutions in the News

### Fulbrights Abound at New American Colleges

A report in the October 19, 2009 edition of *The Chronicle of Higher Education* ranked six New American C & U's -- **Drake University, Hamline University, Ithaca College, University of Redlands, The University of Scranton, and Valparaiso University** -- among only 130 institutions nationwide based on the number of students earning Fulbright fellowships for the 2009-10 academic year. The colleges are listed in four categories based on institution type and size. The six institutions were on the master's-level institution list.

### Six NAC&U Members Named Most Military Friendly

**Arcadia University, Drury University, Pacific Lutheran University, The University of Scranton, University of Evansville, and Westminster College** were named to *G.I. Jobs'* 2010 Military Friendly Schools list. This honor roll features the top 15 percent of colleges, universities and trade schools doing the most to embrace America's veterans as students. More than 7,000 schools in the U.S. were considered for the list.

### Scrimshaw Inaugurated

**The Sage Colleges** inaugurated Susan C. Scrimshaw as its 9th president, on October 23, 2009 at Bush Memorial Hall.

### U.S. News & World Report Recognizes New American Colleges and Universities for Innovation, Teaching, and Values

- Out of 29 master's level universities nationwide recognized for a **commitment to teaching undergraduates**, eight were New American Colleges and Universities – **Elon University, Wagner College, The University of Scranton, Belmont University, Butler University, Valparaiso University, North Central College, and University of Evansville. Wagner College and Elon University** were top-ranked in their geographic regions in this category.
- On the **"Keep an Eye on These Schools"** list, seven of the 37 master's level universities were New American Colleges and Universities, and all were in the top four for their respective regions. For two years in a row, both **Belmont University and Elon University** (South region) were cited most in the nominations for this list nationally. The list also included **Arcadia University, Butler University, Quinnipiac University, The University of Scranton, and Wagner College.**
- In the overall rankings, more than half of New American Colleges and Universities classified as master's level universities were in the top ten for their respective geographic regional rankings, and 95 percent were in the top 30 for master's level universities.
- Samford University**, classified as a national university, moved up four places to #126 this year. Samford was also listed among the top 25 national universities whose students graduate with the least debt, based on the

percentage of graduates with debt and the average amount of debt incurred.

- Hampton University** was ranked 6th among Historically Black Colleges and Universities.
- Valparaiso University's** civil engineering program was rated 8th nationally among engineering schools that offer only bachelor's and master's degrees.

### Another Strong Showing for NAC&U Business Schools

Eight NAC&U members were listed on *The Princeton Review's* 2010 edition of the "Best 301 Business Schools." Appearing in the non-hierarchical listing were **Belmont University, Butler University, Elon University, Ithaca College, Pacific Lutheran University, Quinnipiac University, The University of Scranton, and Valparaiso University.**

**Belmont University, Butler University, and Elon University** were featured in *BusinessWeek's* 2009 part-time MBA ranking list, that includes 69 schools accredited by the Association to Advance Collegiate Schools of Business (AACSB). Elon's program ranked 1<sup>st</sup> in the South Region and 6<sup>th</sup> nationwide, Belmont's took 3<sup>rd</sup> in the South and 18<sup>th</sup> nationwide, and Butler was ranked 8<sup>th</sup> in the Midwest Region and 36<sup>th</sup> nationally. The rankings were formulated on three measures: a survey sent to a sample of students, academic quality based on six criteria, and the percentage of survey respondents who say their program was 'completely' responsible for them achieving their goals.

### Elon and Butler Elected to Phi Beta Kappa

**Elon University and Butler University** join **Valparaiso, Redlands, Drake, and Hamline** as NAC&U members with Phi Beta Kappa Chapters. The two institutions comprised half of the chapters awarded this year, bringing the total number of chapters to 280 nationwide.



### New American Colleges Highlighted in 2010 Princeton Review

Ten New American Colleges and Universities were named in the 2010 edition of *The Princeton Review's* annual college guide "The Best 371 Colleges." They are **Elon University, Hampton University, Ithaca College, Quinnipiac University, Samford University, The University of Scranton, University of Redlands, Valparaiso University, Wagner College, and Westminster College.** *The Princeton Review* collected institutional data during 2008-09 and scored institutions in areas such as admissions selectivity, financial aid, and attention to environmental concerns (or how "green" a school is). All ten were also cited as top college choices in their geographic regions, along with NAC&U members: **Arcadia University, Belmont University, Butler University, Drake University, Drury University, Hamline University, North Central College, and University of Evansville.**

## The New American Colleges & Universities

### Upcoming Meetings

#### January 3, 2010

##### NAC&U Board Meeting

Marco Island Marriott, Marco Island, FL

- President's Roundtable: 12:00 - 3:00 p.m.
- Chairs of CFO, SSAO, and Provosts Affinity Group Roundtable: 12:00 – 3:00 p.m.
- Presidents' Spouses Meeting: 12:00 - 4:00 p.m.
- Board of Directors Meeting: 3:00 - 5:00 p.m.
- Board of Directors & Spouses Dinner: 6:30 p.m.

#### January 20, 2010

##### CAO Roundtable at AAC&U Annual Meeting

Place: TBA

- 3:30 – 6:30 p.m. (light dinner)

##### Associate CAO Roundtable

Place: TBA

- 3:30-6:30 p.m. (light dinner)

#### January 22, 2010

##### Summer Institute Planning Meeting at AAC&U Annual Meeting

Grand Hyatt Hotel, Washington DC

- 7:00 - 8:30 a.m. (breakfast)

#### January 22, 2010

##### IREP Meeting at AAC&U Annual Meeting

Grand Hyatt Hotel, Washington DC

- 3:30-5:30 p.m.

#### March 23-25, 2010

##### CFO Roundtable

Samford University, Birmingham, AL

- Begins with dinner on the 23<sup>rd</sup> and ends after lunch on the 25<sup>th</sup>

#### May 30, 2010

##### NAC&U Study Away Meeting prior to NAFSA

Springfield, MO (Details forthcoming)

#### June 16-18, 2010

##### 2010 Summer Institute

Wagner College, Staten Island, NY

June 15

- Pre-Institute Workshop on Leadership Development Programs
- Presidents and Spouses Dinner: 6:30 p.m.

June 16

- President's Roundtable: 8:00 - 11:00 a.m.
- President's Spouses Meeting: 8:00 a.m. - 1:00 p.m.
- IREP Meeting: 9:00 - 11:00 a.m.
- Newcomers to NAC&U Meeting: 11:00 a.m. - 12:00 p.m.
- Executive Committee Meeting: 11:00 a.m. - 12:00 p.m.
- Board of Directors Meeting & Lunch: 12:00 - 1:30 p.m.
- Summer Institute Opening Luncheon: Noon

#### June 25, 2010

##### Senior Student Affairs Officers Roundtable – details forthcoming

University of Redlands, Redlands, CA

(Immediately preceding the NASPA Small Colleges & Universities Institute)

#### July 24, 2010

##### CFO Roundtable at NACUBO Annual Meeting

San Francisco, CA

Questions about this newsletter or about NAC&U should be sent to:

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