



Association  
of American  
Colleges and  
Universities

**PROGRAM**  
**Greater Expectations Institute:**  
***Campus Leadership for Student Engagement, Inclusion, and Achievement***  
**June 23-27, 2004**  
**Cliff Lodge • Snowbird, Utah**

Welcome to the 4<sup>th</sup> annual Greater Expectations Institute and thank you for dedicating your time and expertise to advancing student engagement, inclusion, and achievement. This year's Institute program is comprised of four distinct session types: 1) plenary, 2) facilitated interest group (FIG), 3) seminar working group (SWG), and 4) team time. Each component is specially designed to provide opportunities to work toward your campus goals for educational change.

The **Plenary sessions** will provide conceptual frameworks for issues pertaining to all of the campus teams. They include examples of effective practices and allow for reflection on the implications of the ideas they address.

The **Facilitated Interest Groups (FIGs)** address specific topics related to the goals of the Institute and campus projects. They are an opportunity for participants to engage in cross-campus dialogues and activities and to learn from the experiences of others who share similar goals. Facilitated by an Institute faculty member who has expertise in the topic area, these sessions are also designed to build participants' skills in implementing their plans when they return to campus.

The **Seminar Working Groups (SWGs)** are made up of 3-5 campus teams and a faculty liaison. In addition to providing time to process the information being presented in the plenary sessions, the FIGs, and the readings, the SWGs provide another opportunity for cross-campus learning. Group discussions will help teams apply theories, models, and practices to their own situations and gain insights through conversations with colleagues. Based on extensive review of applicants, teams have been matched according to project goals and institutional size. Liaisons were matched with groups according to the assigned liaison's expertise and the teams' goals. Each SWG is assigned a meeting room that will be available to them throughout the conference. Please see page 3 for information about your SWG.

**Team Time** is designated for working on your campus action plan. Teams are encouraged to meet with their liaison as well as with other faculty consultants during this time. Please use the sign-up sheets on the bulletin board near the registration desk to reserve time with Institute faculty. Teams may meet in the room assigned to their SWG and are asked to coordinate the use of these rooms with others. There are also many areas where teams can meet throughout the Cliff Lodge, the village, and—weather permitting—outdoors!

Each day—Thursday through Sunday—the program will begin with a continental breakfast at 7:30 a.m. and an overview of the day's activities at 8:30 a.m. in Ballroom III.\* Please use this opportunity to ask questions or make announcements. (\*Note: team leader and student meetings on Thursday morning will have Continental Breakfast arranged outside Wasatch A & B.)

We look forward to sharing these next several days with you in productive thought, pleasant company, and beautiful surroundings as you work to advance your plans for student engagement, inclusion, and achievement.

## INSTITUTE FACULTY AND STAFF

**Siah Annand**, Program Assistant, Office of Education and Institutional Renewal, AAC&U

**Alexander W. Astin**, Allan Murray Cartter Professor of Higher Education and Work; Founding Director, Higher Education Research Institute, University of California, Los Angeles

**Michael Bassis**, President, Westminster College

**Edgar Beckham**, Senior Fellow, AAC&U

**Jay Brophy-Ellison**, Teaching Fellow, University of Central Florida Faculty Center for Teaching and Learning; Associate Professor of Psychology

**Alma R. Clayton-Pedersen**, Vice President, Office of Education and Institutional Renewal; Director, Greater Expectations Institute, AAC&U

**Ann Ferren**, Professor of Educational Studies, Radford University; Senior Fellow, AAC&U

**Tori Haring-Smith**, Vice President for Educational Affairs, Willamette University

**Barbara Hill**, Senior Fellow, AAC&U

**Karen Kalla**, Associate Director, Greater Expectations Institute and Network for Academic Renewal, AAC&U

**George Kuh**, Chancellor's Professor, Indiana University; Director, National Survey of Student Engagement

**Andrea Leskes**, Vice President, Office of Education and Quality Initiatives; Director, Greater Expectations Initiative, AAC&U

**Caryn McTighe Musil**, Senior Vice President, Office of Diversity, Equity, and Global Initiatives, AAC&U

**Jeffrey F. Milem**, Associate Professor, Department of Education Policy and Leadership, University of Maryland

**Nancy O'Neill**, Director of Programs, Office of Education and Institutional Renewal, AAC&U

**Terrel L. Rhodes**, Vice Provost for Curriculum and Undergraduate Studies, Portland State University

**Carol Geary Schneider**, President, AAC&U

**Beverly Daniel Tatum**, President, Spelman College

**Jesús Treviño**, Associate Provost for Multicultural Affairs, University of Denver

## SEMINAR WORKING GROUPS

<b>Teams</b>	<b>Institute Faculty Liaison</b>	<b>Room</b>
Campbellsville University Harvey Mudd College Hobart & William Smith Colleges	<i>Michael Bassis</i>	White Pine Level C
Eastern New Mexico University Prince George's Community College University of Akron Wheaton College	<i>Edgar Beckham</i> <i>Caryn McTighe Musil</i>	Ballroom III Level B
Longwood University McDaniel College McKendree College	<i>Ann Ferren</i>	Wasatch A Level C
East Stroudsburg University John Carroll University Texas Christian University	<i>Tori Haring-Smith</i>	Summit Level 10
California State University Channel Islands Virginia Commonwealth University	<i>Barbara Hill</i>	Boardroom Level C
Oklahoma City University Richard Stockton College of New Jersey St. Mary's College of California	<i>Andrea Leskes</i>	Maybird Level C
IUPUI Occidental College Stanford University SUNY Stony Brook University of Louisville	<i>Jeffrey Milem</i> <i>Alma Clayton-Pedersen</i>	Superior A Level C *Saturday in Ballroom III
Grand Valley State University Indiana State University Western Kentucky University	<i>Terrel Rhodes</i>	Superior B Level C *Saturday in Ballroom II
Mt. Hood Community College University of Rhode Island Washington State University	<i>Carol Schneider</i>	Wasatch B Level C

# DAILY SCHEDULE OF EVENTS

*All Greater Expectations Institute events will take place in the Cliff Lodge*

**WEDNESDAY, JUNE 23, 2004**

## *Part I – Orientation: Vision, Values, and Goals for Higher Education*

- 11:00AM – 6:00PM**  
Ballroom Lobby  
Level B
- Institute Registration**  
Pick up Institute binder; sign-up sheets to meet with consultants (your liaison and other Institute faculty) will be posted near the registration desk throughout the Institute.
- 3:00 – 4:30PM**  
Ballroom III  
Level B
- Welcome**  
*Alma R. Clayton-Pedersen, Vice President, Office of Education and Institutional Renewal (OEIR) and Director, Greater Expectations Institute, AAC&U*
- Opening Plenary: New Vision, New Practice: Preparing Today’s Students for an Era of Rising Expectations**  
*Alexander W. Astin, Allan Murray Cartter Professor of Higher Education and Work and Founding Director, Higher Education Research Institute, University of California, and Carol Geary Schneider, President, AAC&U*
- 4:30 – 4:45PM**  
Ballroom Lobby
- Refreshment Break**
- 4:45 – 5:30PM**
- Team Time**  
Please use this time to review your goals and plans for the Institute and to consider when you would like to meet with particular Institute faculty. You may meet in the location of your choice.
- 5:45 – 6:30PM**  
See p. 3 for room assignments
- Seminar Working Groups (SWG)**  
In these sessions, 3-5 teams meet as a group for interactive discussion. This is the first of three, one-hour SWGs (you will meet with your group again on Thursday and Saturday). You are encouraged to connect with your SWG and other teams at other times throughout the Institute.
- This SWG is designed to help participants get to know one another, and to establish a trusting environment in which cross-campus learning can occur. Teams are expected to process the information from the readings and the opening plenary during this session, and they are encouraged to do so in the context of their projects. Participants are encouraged to be candid about the institutional challenges they face so that colleagues can better aid them in generating effective approaches to addressing them. The faculty liaison will serve as the facilitator of this learning experience and *not* as a presenter.
- 6:30PM**  
Amphitheater  
Lobby Terrace  
Level C
- Reception and Dinner**  
Casual dining on the terrace and introductions of the Institute faculty. In the event of inclement weather, we will dine in the Golden Cliff Room, Level B.

## THURSDAY, JUNE 24, 2004

### Part II – Understanding Institutional Change: Contexts and Cultures

**7:30 – 8:30AM**      **Continental Breakfast**  
Ballroom III

Wasatch A  
Level C      **Team Leaders Meeting**  
*Alma R. Clayton-Pedersen* will lead this meeting to help you plan your teams' participation in the Institute in order to best achieve your campus goals.  
(*Continental Breakfast provided outside Wasatch Rooms A & B.*)

Wasatch B  
Level C      **Undergraduate Students Meeting**  
*Nancy O'Neill* will lead this meeting to help students better understand their larger role at the Institute and to begin planning the closing session. (*Continental Breakfast provided outside Wasatch Rooms A & B.*)

**8:30 – 8:45AM**      **Overview of Activities for the Day**  
Ballroom III

*Alma R. Clayton-Pedersen, AAC&U*

**8:45 – 10:45AM**      **Plenary: The Benefits of Inclusion**  
Ballroom III  
*Jeffrey F. Milem, Associate Professor, Department of Education Policy and Leadership, University of Maryland, and Jesús Treviño, Associate Provost for Multicultural Affairs, University of Denver*

**10:45 – 11:00AM**      **Refreshment Break**  
Ballroom Lobby

### Part III – Who Are Our Students?

**11:00AM – 12:00PM**      **Plenary: Using Diversity as a Catalyst to Deepen Student Engagement**  
Ballroom III  
*Beverly Daniel Tatum, President, Spelman College*

**12:00 – 1:00PM**      **Lunch**  
Golden Cliff  
Room, Level B

**1:00 – 2:00PM**      **Team Time**  
Schedule meetings with consultants ahead of time; sign-up sheets at registration.

**2:00 – 3:00PM**      **Plenary: Student Engagement: Expectations, Realities, and Strategies for Closing the Gap**  
Ballroom III  
*George Kuh, Chancellor's Professor, Indiana University and Director, National Survey for Student Engagement*

**3:00 – 3:15PM**      **Refreshment Break**  
Ballroom Lobby

**3:15 – 4:15PM**  
See p. 3 for room  
assignment

**Seminar Working Group**  
In the second SWG, participants will explore the information from the day's plenary sessions and readings as they relate to campus goals. This discussion is designed to tap the experiences of colleagues at other campuses as an aid in developing campus action plans. The faculty liaison will serve as a learning facilitator and advisor to the campus teams during the session.

**4:30 – 5:30PM**

**Team Time**  
Schedule meetings with consultants ahead of time; sign-up sheets at registration.

**Dinner on your own**

<b>FRIDAY, JUNE 25, 2004</b>
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***Part IV – Fostering Leadership for Change***

**7:30 – 8:30AM**  
Ballroom III

**Continental Breakfast**

**8:30 – 8:45AM**  
Ballroom III

**Overview of Activities for the Day**  
*Alma R. Clayton-Pedersen, AAC&U*

**8:45 – 9:45AM**

**Facilitated Interest Groups**

Superior A  
Level C

**Intercultural Dialogues**  
Participants will explore the meaning and dynamics of a multicultural campus community in this session. They will discuss how diversity and inclusion help develop the competencies and habits of the mind and heart. Participants will also consider ways to foster effective communication among students, staff, administrators, and faculty.  
**Facilitator:** *Jesús Treviño*

Superior B  
Level C

**Curricular/Co-Curricular Coordination**  
Participants in this session will discuss how to recognize and understand different campus cultures and how to collaborate among them to foster a learning-centered environment for high achievement. They will address various approaches to integrative learning and strategies for moving existing and new resources to support these endeavors.  
**Facilitator:** *Tori Haring-Smith*

Wasatch A  
Level C

**Connecting Innovations Across Campus**  
This session will engage teams in using their pre-conference inventory as a starting point for identifying pockets of innovation and individuals responsible for them. Conversations will address how to create processes that bring campus leaders together and coordinate their distinct work to reflect institutional mission and enhance the learning experience for students.  
**Facilitator:** *Alma Clayton-Pedersen*

Wasatch B Level C	<p><b>Creating a Climate for Student Engagement through First-year Programs</b> Participants in this session will explore the ways in which First-year Programs provide meaningful learning experiences for students and help them to take responsibility for their learning and achieving their educational goals. Discussion will include strategies for fostering First-year Programs in the context of the participants' campus goals and institutional missions. <b>Facilitator:</b> <i>Terrel Rhodes</i></p>
<b>9:45 – 10:00AM</b> Superior Lobby	<b>Refreshment Break</b>
<b>10:00AM – 12:00PM</b>	<p><b>Team Time</b> Schedule meetings with consultants ahead of time; sign-up sheets at registration.</p>
<b>12:00 – 1:00PM</b> Golden Cliff Room, Level B	<b>Lunch</b>
<b>1:00 – 2:00PM</b> Ballroom III	<p><b>Plenary: Aligning Leadership to Support Academic Change</b> <i>Michael Bassis, President, Westminster College, and Ann Ferren, Professor of Educational Studies, Radford University and Senior Fellow, AAC&amp;U</i></p>
<b>2:00 – 2:15PM</b> Ballroom Lobby	<b>Refreshment Break</b>
<b>2:15 – 3:15PM</b>	<b>Facilitated Interest Groups</b>
Wasatch A Level C	<p><b>The Challenges of Diversity</b> Participants will explore the dynamics, implications, and changing nature of campus cultures, student learning, and faculty work in the context of diversity. How do students, faculty, staff, and administrators from campus to campus engage diversity and how do their understandings and actions influence campus climate and student achievement? Participants will consider the commonalities and contradictions that support and challenge inclusion and high student achievement. <b>Facilitator:</b> <i>Edgar Beckham</i></p>
Wasatch B Level C	<p><b>Creating Curricular Coherence Through the Values of Liberal Education</b> Participants will examine how the values of liberal education (such as inclusion and engagement) can serve as a thread throughout the curriculum and as a starting point for bringing coherence to each student's educational experience. <b>Facilitator:</b> <i>Carol Geary Schneider</i></p>
Superior A Level C	<p><b>What Can Assessment Tell Us about the Contribution of Inclusion and Engagement to Student Achievement?</b> This session will focus on assessment as a means to understand better how diversity, inclusion, and engagement are linked to student achievement—what works and what doesn't. Participants will explore processes of systematic review, benchmarking, and how to make effective use of data gathered. <b>Facilitator:</b> <i>Jeffrey Milem</i></p>

Maybird  
Level C

**Rethinking General Education Competencies for Realigning the Curriculum**

Participants will identify and discuss ways to integrate desired general education outcomes across the curriculum and to connect general education with the majors. They will address how a culture of engagement might nurture faculty and staff ownership of the general curriculum.

**Facilitator:** *Andrea Leskes*

Superior B  
Level C

**Collaboration for Change**

Participants will discuss strategies for uniting a campus to fulfill its mission. They will identify the different roles that faculty, staff, and administrators can assume in their daily activities to reflect the mission and how they might initiate new approaches to their work in response to feedback from assessment, research, and evolving campus cultures.

**Facilitator:** *Barbara Hill*

**3:30 – 5:30PM**

**Team Time**

Schedule meetings with consultants ahead of time; sign-up sheets at registration.

**Dinner on your own**

**SATURDAY, JUNE 26, 2004**

***Part IV, continued – Fostering Leadership for Change***

**7:30 – 8:30AM**  
Ballroom III

**Continental Breakfast**

**8:30 – 8:45AM**  
Ballroom III

**Overview of Activities for the Day**  
*Alma R. Clayton-Pedersen, AAC&U*

**8:45 – 9:45AM**

**Facilitated Interest Groups**

White Pine  
Level C

**Moving Change Along the Continuum**

Participants will discuss how to cultivate relationships to implement change, including who to engage and when. They will analyze how to create climates of inclusion throughout the process to address the underlying causes of resistance and nurture ownership of innovations. Participants will consider who to approach when they return to campus and how to handle those who might challenge their efforts.

**Facilitator:** *Michael Bassis*

Wasatch B  
Level C

**Creating a Campus -wide Plan for Diversity and Student Success**

Participants will discuss what constitutes a “diversity plan” and the processes by which one might be articulated, introduced, and accepted as part of the campus culture. They will also consider how to assure that the diversity plan they design is linked to student achievement and preparation for a world lived in common.

**Facilitator:** *Caryn McTighe Musil*

Wasatch A  
Level C

**Communication Strategies: Creating a Compelling Case for Educational Change**

Participants in this session will talk about what makes a compelling case for educational change, how they developed their own position on the need for innovation, and how they might lead others through a similar process. They will examine how to craft a message that compels colleagues to move from complacency to join in the process of change. Participants will also discuss how to recognize and address resisters as well as examine the implications that diverse perspectives and cultures will have for their action plans upon return to campus.

**Facilitator:** *Ann Ferren*

**9:45 – 10:00AM**  
Superior Lobby

**Refreshment Break**

**10:00AM – 12:00PM**

**Team Time**

Schedule meetings with consultants ahead of time; sign-up sheets at registration.

**12:00 – 1:00PM**  
Aerie Restaurant  
Level 10

**Lunch**

**Part V – Designs for New Academic Excellence**

**1:00 – 2:00PM**  
See p. 3 for room assignments

**Seminar Working Group**

In this last SWG, campus teams are encouraged to discuss any remaining questions or concerns about their work, the readings, or the sessions that their SWG colleagues might be able to help them address. This will also be the last formal opportunity to receive feedback from SWG colleagues about the action plans each team will present on Sunday.

**2:00 – 2:15PM**  
Ballroom Lobby  
Superior Lobby

**Refreshment Break**

**2:15 – 5:30PM**

**Team Time**

Schedule meetings with consultants ahead of time; sign-up sheets at registration.

**Dinner on Your Own**

**SUNDAY, JUNE 27, 2004**

***Part V, continued – Designs for New Academic Excellence***

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| <b>7:30 – 8:30AM</b><br>Ballroom III  | <b>Continental Breakfast</b>   |
| <b>8:30 – 8:35AM</b><br>Ballroom III  | <b>Overview of Activities for the Day</b><br><i>Alma R. Clayton-Pedersen, AAC&amp;U</i>  |
| <b>8:35 – 9:45AM</b><br>Ballroom III<br>(break-out rooms<br>assigned at that<br>time) | <b>Plenary: Campus Plans for Action</b><br>Campus teams will be paired so that each may stage their action plan as practice for the presentation they will make when they return to campus. Partner teams will provide final feedback for improvements to each other. <u>Teams will submit their action plans to AAC&amp;U staff prior to departure; please ask an AAC&amp;U staff person for a floppy disk or CD.</u> |
| <b>9:45 – 10:30AM</b><br>Ballroom III   | <b>Plenary: Undergraduate Students: Reflections on the Leadership Needed for Their Engagement, Inclusion, and Achievement</b>  |
| <b>10:30 – 10:45AM</b>  | <b>Closing Remarks: Principled, Collaborative Leadership for Action</b><br><i>AAC&amp;U Staff</i>  |

**CONGRATULATIONS AND GOOD LUCK!**