Illuminated
Pathways, Possibilities, Partnerships
Liberal Arts Illuminated is hosted by the College of Saint Benedict and Saint John's University with support from the Association of American Colleges and Universities, the Association of Governing Boards of Universities and Colleges, the Council of Independent Colleges, Academic Impressions, the Corella and Bertram F. Bonner Foundation and the Minnesota Private College Council, with special funding from U.S. Bank, The Lawlor Group, Baker Tilly, William F. Knese and Suzan-Oda Crokin Knese, and Lee and Vicki Morgan.
Welcome to Liberal Arts Illuminated: Pathways, Possibilities and Partnerships

Dear Colleagues,

Liberal arts colleges are more important, and more practical, than ever, but they face enormous and unprecedented challenges—challenges related to their purpose, their role, their value and, ultimately, their sustainability and vitality as institutions. There is tremendous opportunity in each of those challenges.

We are called to innovate, embrace risk in new ways and define a future for our students and our institutions that positions the liberal arts as a critical element of our social, political and economic future. We are called to lead.

Liberal Arts Illuminated brings together higher education leaders, faculty, trustees and policymakers to wrestle with challenges and issues facing liberal arts colleges. It features presentations and discussions to facilitate new pathways of opportunity, new partnerships, and new opportunities to lead. The conference is designed to be solutions-oriented and forward-thinking. To that end, conference proceedings will be published and widely disseminated to continue constructive conversation about the liberal arts.

We are proud to host this conversation on the future of liberal arts education. The College of Saint Benedict and Saint John’s University in Central Minnesota are two beautiful liberal arts colleges noted for excellent student outcomes and Benedictine hospitality. We hope that you have a productive conference and a pleasant stay that leads to concrete action within your own professional context.

Thank you for joining us for this critically important conversation.

Mary Dana Hinton, Ph.D.
President
College of Saint Benedict

Michael Hemesath, Ph.D.
President
Saint John’s University
Hospitality

Conference Hours
Hospitality Headquarters
Gorecki Center, Fireside Lounge
320-363-5150 (After hours: 320-290-2238)

Monday 2-10 p.m.
Tuesday 6:30 a.m. to 10 p.m.
Wednesday 6:30 a.m. to 3 p.m.

Check Out for On-Campus Housing
Wednesday, July 13, 7 a.m. to 2 p.m.

Please lock your guest room and return access card and key to the housing check-out desk located in Gorecki Center, Room 120.

CSB and SJU Bookstores
Books authored by conference presenters can be purchased on location throughout the conference program. The CSB Bookstore is located in Mary Commons. The SJU Bookstore is located in Sexton Commons. The hours are:

Conference Kiosk
Monday 5-8 p.m.
Tuesday 8 a.m. to 4:30 p.m.

CSB and SJU Bookstores
Monday through Wednesday, 9 a.m. to 4:30 p.m.

CSB Fitness Hours and Classes
Haehn Campus Center, Lower Level
Monday 7 a.m. to 7 p.m.
Tuesday 6:30 a.m. to 7 p.m.
Wednesday 6:30 a.m. to 7 p.m.

The fitness center has a variety of cardiovascular machines and free weight and selectorized machines to meet your needs. Please identify yourself as a guest of Liberal Arts Illuminated at the fitness center check-in desk.

A complimentary 50-minute yoga class will be offered on Tuesday morning at 6:30 a.m. in the lower level of Haehn Campus Center. Instructor: Jessie L. Sandoval, J.S. Wellness, Inc.

Enjoy an early morning walk or run through campus using a mapped two-mile route. (See page 14.) Longer running routes through St. Joseph and on a nearby bituminous surfaced trail are accessible from campus. Ask at the hospitality table for more information.

SUMMARY OF HOSPITALITY INFORMATION:
- Conference Hours: Monday 2-10 p.m., Tuesday 6:30 a.m. to 10 p.m., Wednesday 6:30 a.m. to 3 p.m.
- Check Out for On-Campus Housing: Wednesday, July 13, 7 a.m. to 2 p.m.
- CSB and SJU Bookstores: Available on location with hours:
  - Conference Kiosk: Monday 5-8 p.m., Tuesday 8 a.m. to 4:30 p.m.
  - CSB and SJU Bookstores: Monday through Wednesday, 9 a.m. to 4:30 p.m.
- CSB Fitness Hours and Classes: Monday 7 a.m. to 7 p.m., Tuesday 6:30 a.m. to 7 p.m., Wednesday 6:30 a.m. to 7 p.m.
- Additional Information:
  - Free 50-minute yoga class on Tuesday morning.
  - Early morning walks and runs available through campus.
  - Contact hospitality for more information.

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Your Stay

Non-Conference Dining Options

Registered attendees will receive meals as part of the conference fee. However, these dining options are available for all guests.

Good 2 Go!
Monday through Wednesday, 9 a.m. to 1 p.m.
Located adjacent to the Fireside Lounge in Gorecki Center, offering delicious food and beverages served a la carte.

Refectory
Monday through Wednesday
Breakfast: 7-8:30 a.m.
Lunch: 11 a.m. to 1 p.m.
Dinner: 5-6:30 p.m.
Located at SJU on the ground floor of the Quad, offering a variety of meal choices in buffet style.

Gorecki Dining
Monday through Wednesday, 11:30 a.m. to 1 p.m.
Located at CSB on the first floor of the Gorecki Center, offering a variety of meal choices in buffet style.

Clemens Library at CSB
Clemens Library will be open from 8 a.m. to 4:30 p.m. each day and provides computer access and the ability to print documents, if needed. Please see the staff at the information desk if you have questions.

Sacred Heart Chapel
Morning Prayer: 8 a.m. Monday, July 11 and 7 a.m. Tuesday, July 12 and Wednesday, July 13

Morning, noon and evening prayers are held by the Sisters of the Order of Saint Benedict in the oratory in the lower level of the Sacred Heart Chapel. Please enter through the Gathering Place to receive directions to the oratory. All are welcome.

Whitby Gift Shop & Haehn Museum
Located near Sacred Heart Chapel, Whitby Gift Shop and Gallery showcases works created by the Sisters of Saint Benedict. Within the shop is an art gallery, which highlights creative works of various media from artists in the regional area and beyond. The monastery gift shop also features a unique selection of pottery, silks, needlework, beeswax candles, jewelry, homemade greeting cards, framed photographs, paintings and other one-of-a-kind items. The Haehn Museum's current exhibition “A Legacy of Learning” is also on display.

Tuesday and Wednesday, 10 a.m. to 4 p.m.

Downtown St. Joseph
The College of Saint Benedict is located in the heart of St. Joseph. Minnesota Street is a pedestrian-friendly area featuring The Local Blend, a coffee shop and wine bar, Bello Cucina and other eateries and shops.

Bello Cucina
Monday through Wednesday, 11 a.m. to 10 p.m.

The Local Blend
Monday 6:30 a.m. to 8 p.m.
Tuesday 6:30 a.m. to 10 p.m.
Wednesday 6:30 a.m. to 8 p.m.

Lost and Found
Lost and found will be located at the check-in and hospitality table in Gorecki Center.

In Case of Emergency
At the College of Saint Benedict: Dial 9-911 from any campus phone to reach emergency personnel. Dial 5000 from any campus phone, or 320-363-5000 from a cell phone, to reach campus security.

At Saint John's University: Dial 9-911 from any campus phone to reach emergency personnel. Dial 2144 from any campus phone, or 320-363-2144 from a cell phone, to reach campus security.
Wednesday Transportation

<table>
<thead>
<tr>
<th>Leave CSB Gorecki Center</th>
<th>Leave SJU Abbey Church</th>
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<td>7 a.m.</td>
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BREAK

| 10:30 a.m.               | 10:45 a.m.              |
| 11 a.m.                  | 11:15 a.m.              |
| 11:30 a.m.               | 11:45 a.m.              |
| Noon                     | 12:15 p.m.              |
| 12:30 p.m.               | 12:45 p.m.              |
| 1 p.m.                   | 1:15 p.m.               |
| 1:30 p.m.                | 1:45 p.m.               |
| 2 p.m.                   | 2:15 p.m.               |

Visitor parking is available to the left and right of the square in front of the Abbey Church bell banner. The Great Hall is to the right of the Abbey Church bell banner. Saint John’s Information Desk is located inside the Great Hall. Conference parking is also available in Mary Lot near Sexton Commons and to the right of the large electronic welcome sign.

Post-conference Publication

The Liberal Arts Illuminated post-conference publication will capture the essence of the conference and light the path for attendees to share what they learned in meaningful, actionable ways. Rather than simply providing a recap of conference proceedings, this document is intended to elevate the content from the conference in order to kindle passion and provide action steps for the four questions Liberal Arts Illuminated will address. Finally, it will highlight talking points and suggest tools to help attendees guide conversations on their campuses and through media so they can present the case for the liberal arts with potency, relevancy and consistency. Information about the post-conference publication will be shared via email and on www.liberalartsilluminated.com.

Conference Materials Online

The conference is intended to reach the widest possible audience. The conference materials, including speaker bios, presentation slides, and session video-recordings, will be made available shortly after the conclusion of the Liberal Arts Illuminated conference on the CSB/SJU website. Visit www.liberalartsilluminated.com and click on “Digital Commons” to access this content.
Wireless Access

Guest Wireless Access

Guest wireless is a free service intended for use by visitors of the College of Saint Benedict and Saint John's University who require short-term access to the wireless network to perform general internet activities. It is an unsecured connection and should not be used to send or receive sensitive information.

If you would like to connect to the guest wireless network, use the instructions below to create and obtain a guest account. After three days, your account will automatically expire and you will have to register again. If you need an extension, contact the Help Desk at 320-363-2228 or helpdesk@csbsju.edu.

Instructions for Guests Connecting to the CSB/SJU Wireless Network

Every wireless device is different, and the following instructions are meant as a guide to help you connect your device to the Guest wireless network.

• From the list of available networks, choose Guest, and click Connect.
• After the connection is established, open an internet browser (i.e. Internet Explorer or Safari).
  • Take one of the following steps:
    • If you do not have an account, click on the option to create one.
    • Fill in the appropriate information and accept the terms of use.
    • Click Register.
    • Your username and password will be displayed and emailed to the address you used to register.
      Note: You will need this username and password to register multiple devices to the guest wireless network. Please make note of it before closing the internet browser.
    • If you have an existing account, type in the username and password in the appropriate fields.

Please direct any questions related to these instructions to the IT Services Help Desk at 320-363-2228 or helpdesk@csbsju.edu.
Conference Agenda

Monday, July 11
All events take place at the College of Saint Benedict.

2-6 p.m.
Registration and Check-in
Gorecki Center, First Floor Lobby

6-8 p.m.
Opening Plenary Session and Dinner
Gorecki Center, Room 204

What is College For?
- Dr. Andrew Delbanco, Columbia University
- Introduction by Dr. Mary Dana Hinton and Dr. Michael Hemesath, Conference Co-Hosts

At a time of rising public anxiety about the cost and value of liberal education, Andrew Delbanco, author of *College: What it Was, Is, and Should Be*, will speak about the past, present, and future of a distinctive institution: the American college. How can we help students become active citizens and fulfilled human beings? How can we know if a college education is effective—and to what end? Educators must help to frame and answer these urgent questions; otherwise, others will do it for us.

8-9:30 p.m.
Social Hour with Random Road
CSB Mall

Random Road is a group of talented local musicians making music in and around the St. Joseph and St. Cloud areas. Through alumnae/i and former and current employees, the band has many connections to the CSB/SJU community and is excited to be a part of *Liberal Arts Illuminated* and support the benefits of a liberal arts education. “We hope you enjoy our music and have a successful conference filled with enthusiasm and new ideas.”

Tuesday, July 12
All events take place at the College of Saint Benedict.

6:30-7:20 a.m.
Yoga with Jessie L. Sandoval, J.S. Wellness, Inc.
Haehn Campus Center, Lower Level

7:30-8:30 a.m.
Hot Buffet Breakfast
Gorecki Center, Upper Lobby

8:30-10 a.m.
Panel Discussion
Gorecki Center, Room 204

The Liberal Arts Experience
- Dr. Charlie Blaich and Ms. Kathy Wise, Center of Inquiry, Wabash College
- Dr. Alexander C. McCormick, National Survey of Student Engagement
- Moderated by Dr. Susan Whealler Johnston, Association of Governing Boards of Universities and Colleges

High-impact teaching and learning practices are generally seen as hallmarks of liberal arts colleges. The enhanced engagement and learning outcomes associated with these practices have been objectively confirmed. What are the specific strengths of the liberal arts experience? Are there some unfounded assumptions about the advantages of liberal arts colleges over other academic models, and are there opportunities to strengthen all of our institutions by building upon the most successful models among our peer campuses?

1-1:30 p.m.
Morning Break
Gorecki Center, Upper Lobby

10:30-11:30 a.m.
Panel Discussion
Gorecki Center, Room 204

Challenging the Constraints: The Economic Issues
- Mr. Chris Farrell, Minnesota Public Radio/American Public Media
- Mr. Jon McGee, College of Saint Benedict and Saint John’s University
- Moderated by Dr. Michael Hemesath, Saint John’s University

The Wall Street and Main Street economies present two different tales, one of growth and productivity, the other of continued uncertainty and no small measure of fear. Led by economic, demographic, and cultural changes that converged during the depths of the Great Recession, the higher education landscape has been reshaped in ways that demand renewed consideration of value and vision. This conversational session will examine the economics of the new marketplace and their implications for colleges and universities.
11:45 a.m. to 1:15 p.m.
Luncheon Plenary Session
*Alumnae Hall, Haehn Campus Center*

**Public Policy and the Liberal Arts**
- Dr. Zakiya Smith, Lumina Foundation
- Introduction by Mr. Paul Cerkvenik, Minnesota Private College Council

Many seem to feel that the liberal arts are under attack, particularly by those with an adversarial agenda in political office. Policies that focus exclusively on quantitative outcomes seem to reduce higher education to that which can be counted and minimize the true impact of higher education for both individuals and society as a whole. What are the factors influencing policymakers’ shift towards an outcomes-based focus? And where do the liberal arts fit into these considerations?

1:30-2:30 p.m.
Panel Discussion
*Gorecki Center, Room 204*

**Challenging the Constraints: Access**
- Dr. Carol Christ, University of California at Berkeley
- Mr. Robert (Bobby) Hackett, The Corella and Bertram F. Bonner Foundation
- Moderated by Dr. Mary Dana Hinton, College of Saint Benedict

This session begins with the premise that liberal arts colleges provide value to their students, and that this valuable experience should be accessible to all students. Yet political conversations about accessible (and even free) education for all students often focus on vocational preparation and community colleges as the primary higher education delivery vehicle for the majority of students. At this session, panelists will discuss how we ensure broad financial, social and cultural access to a liberal arts education.

2:30-3 p.m.
Afternoon Break
*Gorecki Dining, Upper Lobby*

3-4:30 p.m.
Panel Discussion
*Gorecki Center, Room 204*

“*What Makes the Liberal Arts Essential for the Next 50 Years?***”
- Mr. Eric P. Blackhurst, Alma College
- Dr. S. Georgia Nugent, The Council of Independent Colleges
- Mr. Steven G. Poskanzer, Carleton College
- Moderated by Dr. Debra Humphreys, American Association of Colleges and Universities

Liberal arts education, and each small college that delivers it quintessentially well, now occupies a tenuous position in our society. If the liberal arts are to be as foundational to our future as our past—capable of effecting a more connected, informed, and civic-minded nation and a more humane and just world—then what must we do differently, and how might we shape a new conversation with the public? In this discussion session, liberal arts college leaders will look to the future of liberal arts colleges. What is changing, what needs to change, and what are commitments that should endure even in the midst of change?

4:30-5:15 p.m.
Reception
*CSB Mall*

5:15-7:30 p.m.
Dinner and Plenary Session
*Alumnae Hall, Haehn Campus Center*

**Transforming Students, Transforming Ourselves**
- Dr. Rebecca Chopp, University of Denver
- Introduction by Dr. Jonathan Green, Illinois Wesleyan University

No form of education is more dedicated to the ongoing transformation of students, knowledge and society than the American liberal arts model. But in the midst of all the challenges and possibilities facing us, naming our own emerging transformations is difficult. Old categories fail to describe our new realities, and new concepts often seem superficial. Yet a powerful framing is necessary for people to understand us and to allow us to effect the transformations that are so fundamental to our mission.

7:30-9 p.m.
Evening Entertainment
Shaun Johnson Big Band Experience
*Darnall Amphitheater*

The Shaun Johnson Big Band Experience performs a swinging big band sound fused with a modern day mix of genres. Blending the musical stylings of Frank Sinatra, Tony Bennett and Michael Bublé, the Big Band Experience performs innovative, energetic and upbeat shows that audiences remember long afterward! The sizzling eight-piece band is led by crooner, Shaun Johnson, who is no stranger to the College of Saint Benedict and Saint John’s University as a 1994 graduate of SJU.
Wednesday, July 13
All events take place at Saint John’s University.
(See bus schedule on page 4.)

7:30-8:30 a.m.
Buffet Breakfast
Great Hall

8:45-9:45 a.m.
Morning Plenary Session
Quad 264

New Business Models for Higher Education
• Mr. Rick Beyer, AGB Institutional Strategies
• Introduction by Dr. Andrew Lounder, Association of Governing Boards of Universities and Colleges

The change in higher education's competitive landscape has become a challenge for colleges and universities across the country. Institutions struggle to match revenues with expenditures, while simultaneously trying to cope with lower net revenue per student, rising labor costs, evolving consumer behaviors, and shifting student demographics. As a result, institutions are forced to address critical business model issues. Too often, liberal arts institutions get stuck in a survival mindset, trying to keep above water with day-to-day challenges. To reach sustainable prosperity, liberal arts institutions need to rely on creativity and innovation in order to find opportunities for growth. This conversation will outline key business model issues and major trends in the future of higher education.

9:45-10 a.m.
Morning Break
Quad 264

10-11:30 a.m.
Concurrent Sessions

Liberal Arts Curricular Models
Quad 252
• Dr. Debra Humphreys, Association of American Colleges and Universities
• Moderated by Dr. Emily Esch, College of Saint Benedict and Saint John’s University

Creative faculty members across the country are developing new approaches to designing general education and major curricular pathways. The session will explore these new approaches that connect students’ deep engagement with substantive bodies of knowledge and challenge students to integrate and apply intellectual skills to relevant and societally and important problems.

Turbulent Waters: The Economic Future of America’s Colleges and Universities
Quad 261
• Dr. Robert Archibald, College of William and Mary
• Moderated by Mr. Amit Mrig, Academic Impressions

A range of apparent threats loom over higher education, including internal threats, environmental threats and technological threats. But still, the future of higher education isn’t as dire as some have made it out to be. This session will focus on the economics of higher education, including some of the biggest issues facing institutions today, such as tuition dependency, cost, state support and technology. Each of these issues will be relevant to the evolution of the liberal arts college.

Collaboration in Higher Education
Quad 249
• Dr. Mary Dana Hinton, College of Saint Benedict
• Dr. Michael Hemesath, Saint John’s University
• Moderated by Mr. Jon McGee, College of Saint Benedict and Saint John’s University

In the face of significant economic challenges, the idea of educational institutions working together to obtain efficiencies has gained significant ground. The idea of collaboration is great in theory, but where exactly does one start? The College of Saint Benedict and Saint John’s University are two independent colleges who collaborate at the heart of their liberal arts mission with a fully joint academic program. This session will share lessons learned in 50 years of collaboration and tips for building a partnership that puts students first.

Higher Education Media and the Liberal Arts
Quad 360
• Mr. Scott Jaschik, Inside Higher Ed
• Ms. Beckie Supiano, The Chronicle of Higher Education
• Ms. Lori Sturdevant, Star Tribune
• Moderated by Dr. Richard Ice, College of Saint Benedict and Saint John’s University

This panel discussion includes leaders in media covering higher education and will focus on the perspectives and media coverage of the liberal arts. Key issues to be discussed include: How are the liberal arts understood in various publics? How are messages about the liberal arts conveyed publicly? What are the central issues facing liberal arts institutions in various publics?

11:45 a.m.-noon
Closing Remarks
Quad 264

• Conference Co-Hosts, Dr. Mary Dana Hinton and Dr. Michael Hemesath

Noon. Conference Adjourns
Lunch on your own at SJU Refectory or CSB Gorecki Center
Conference Keynote Addresses

Andrew Delbanco
What is College For?

Andrew Delbanco is Alexander Hamilton Professor of American Studies at Columbia University. He is the author of several books, including *College: What it Was, Is, and Should Be* (2012), which is required reading on many campuses, and has been translated into Chinese, Korean, Turkish, Russian, and Hebrew. *Melville: His World and Work* (2005), a finalist for the Los Angeles Times Book Prize in Biography, was awarded the Lionel Trilling Award by Columbia University, and has been translated into German and Spanish. His essays appear regularly in *The New York Review of Books* and other journals, on topics ranging from American literary and religious history to contemporary issues in higher education. Delbanco is a trustee of the Teagle Foundation and the Library of America, and Trustee Emeritus of the National Humanities Center. He has also served on the board of the Association of American Colleges and Universities, and as vice president of PEN American Center. In 2001, Delbanco was elected a fellow of the American Academy of Arts and Sciences, and in 2013 to membership in the American Philosophical Society. In 2006, the Society of Columbia Graduates honored him with its “Great Teacher” award. In 2011, he was awarded a National Humanities Medal by President Barack Obama.

Zakiya Smith
Public Policy and the Liberal Arts

Dr. Zakiya Smith is a strategy director at the Lumina Foundation, the nation’s largest foundation dedicated solely to higher education. At Lumina, she leads the work of the foundation to develop new models of student financial support for higher education, focusing on issues of affordability. Prior to her work in philanthropy, Smith served as a Senior Advisor for Education at the White House Domestic Policy Council, where she was tasked with developing President Obama’s higher education policy. Smith also served in the Obama administration at the U. S. Department of Education, where she developed programmatic, policy and budget solutions to respond to pressing challenges in college access, affordability, and completion. Earlier in her career, she worked directly with students in various capacities across the K-12 system, and her goal is to always bring those insights to her current work. Smith has been featured on C-SPAN and Fox Business News as well as profiled in *The Chronicle of Higher Education, Forbes Magazine*, and *Diverse Issues in Higher Education* and serves on the board of directors for the National Association for College Admission Counseling (NACAC). Smith holds a bachelor's degree in political science and secondary education from Vanderbilt University, a master’s degree in education policy and management from the Harvard Graduate School of Education, and a doctorate from the University of Pennsylvania.
Dr. Rebecca Chopp is chancellor of the University of Denver where she is leading community-wide strategic planning effort focused on the 21st-century transformation of knowledge, the holistic education of students, and the university’s impact in the world. Chopp has emphasized the importance of creating an intentional and inclusive community. Previously, she was president of Swarthmore College and Colgate University. She also served as provost and executive vice president for academic affairs at Emory University and as a dean at Yale University. Chopp is a widely published author and editor, including six books and more than 50 articles.

Mr. Rick Beyer is the managing principal of the Association of Governing Boards of Universities and Colleges (AGB) Institutional Strategies, which focuses on higher education trends, challenges and the development of new models for colleges and universities. AGB Institutional Strategies is one of a number of consulting services offered by the Association of Governing Boards of Universities and Colleges. Beyer has a unique combination of experience in higher education and business. As a former college president and board governance chair, technology CEO and senior operating executive of a $1 billion public company, Beyer has consistently been at the forefront of industry-leading initiatives and has a history of leading organizations through change and growth.
Conference Presenters

**Robert B. Archibald**

Dr. Robert B. Archibald is Chancellor Professor of Economics at the College of William and Mary where he has been on the faculty since 1976. Archibald received his bachelor's degree from the University of Arizona and a master's degree and Ph.D. from Purdue University. At William and Mary he has served as chair of the economics department, director of the Thomas Jefferson Program in Public Policy, interim dean of the faculty of arts and sciences, president of the faculty assembly and faculty representative to the Board of Visitors. His current research focuses on higher education finance. He is the author of two books on higher education finance: *Redesigning the Financial Aid System: Why Colleges and Universities Should Switch Roles with the Federal Government* and, together with David H. Feldman, *Why Does College Cost So Much?* He and Feldman are working on another book, *Turbulent Waters: The Future of America's Colleges and Universities.*

**Eric P. Blackhurst**

Mr. Eric P. Blackhurst is assistant general counsel of The Dow Chemical Company and serves as the vice chair of the Board of Trustees for Alma College. He specializes in creating, structuring and implementing strategic alliances, joint ventures and mergers within the non-profit and for-profit sectors. Over the last 30 years, he has overseen the design and execution of multiple innovative collaborations, from Dow's sponsorship of the Olympics to the $110 billion merger between Dow and DuPont. As chair of MidMichigan Health, a 15-county, $1.4 billion health system, Blackhurst led the affiliation with the University of Michigan Health System. As a board member, speaker and advisor, he has shared his expertise and perspective with numerous community and corporate organizations, including Wolverine Bancorp, Northwood University and The Episcopal Church USA. Blackhurst earned a bachelor's degree from Alma College and juris doctorate from the University of Kentucky.

**Charlie Blaich**

Dr. Charles Blaich directs the Center of Inquiry at Wabash College and the Higher Education Data Sharing Consortium (HEDS). Blaich and his colleagues at the Center of Inquiry work with faculty, staff and students at hundreds of colleges and universities to use evidence to improve student learning. Blaich also led the Wabash National Study of Liberal Arts Education. Blaich’s publications include “From Gathering to Using Assessment Results: Lessons from the Wabash National Study,” “Effects of Diversity Experiences on Critical Thinking Skills Over Four Years of College” and “Knowing About vs. Knowing How.”

**Carol Christ**

Dr. Carol Christ is the interim executive vice chancellor and provost at the University of California at Berkeley where she was previously a faculty member in English and held a number of administrative positions, including director of the Center for Studies in Higher Education. Christ serves on the board of the Consortium on Financing Higher Education (COFHE) and is a trustee of Sarah Lawrence College and Dominican University of California. From 2002 to 2013, she served as president of Smith College in Northampton, Mass.

**Chris Farrell**

Mr. Chris Farrell is senior economics contributor at *Marketplace*, American Public Media’s nationally syndicated public radio business and economic programs. He is economics commentator for Minnesota Public Radio and host of MPR’s series, “Conversations on the Creative Economy.” An award-winning journalist, Farrell is a columnist for *Next Avenue* and the *Star Tribune* and a contributor to *The New York Times*. His most recent book is *Unretirement: How Baby Boomers Are Changing the Way We Think About Work, Community and the Good Life.*

**Robert (Bobby) Hackett**

Mr. Bobby Hackett joined the Corella and Bertram F. Bonner Foundation in 1992 as vice president and director of the Bonner Scholars Program and assumed the role of president in July 2010. Prior to joining the Bonner Foundation, he worked at the Telesis Corporation, an affordable housing developer in Washington, D.C. Hackett also served as managing director of the Campus Outreach Opportunity League (COOL) during its first three years of operation. In addition, for the past 20 years, he has been associated in various capacities with the Youth Policy Institute, a Washington, D.C.-based non-partisan organization that researches and reports on policies and programs relating to young people. Hackett received his bachelor’s degree from Harvard University in 1985 and a master’s degree in public and private management from Yale University’s School of Organization and Management in 1990.
Debra Humphreys
Dr. Debra Humphreys is the senior vice president for academic planning and public engagement at the Association of American Colleges and Universities (AAC&U). Prior to this position, she served as vice president for policy and public engagement and as director of programs in the Office of Diversity, Equity and Global Initiatives at AAC&U where she directed programs on women's issues and diversity in higher education. Humphreys leads AAC&U's national and state-level advocacy and policy efforts and coordinates all of AAC&U's academic programs and strategic planning efforts related to issues of student success and the quality of liberal learning in higher education. As part of AAC&U’s campaign, "Liberal Education and America's Promise: Excellence for Everyone as a Nation Goes to College," she has led efforts to educate the public about the value of an engaged liberal education to prepare for the changing global economy. Humphreys received her bachelor's degree from Williams College and her doctorate in psychology from Williams College.

Mary Dana Hinton
Dr. Mary Dana Hinton is the fifteenth president of the College of Saint Benedict. Hinton has extensive administrative experience in Catholic higher education, national experience with non-profit K-12 education management and school development and a philanthropic background in the corporate sector. Her scholarship focuses on African American religious history, religious education, and leadership, strategic planning, assessment, and diversity in the academy. She is a member of the Minnesota Private College Council Board of Presidents and the Bonner Foundation Presidents' Advisory Council. Since 2012, Hinton has taught in the University of Pennsylvania Graduate School of Education doctoral program in higher education management. She earned a Ph.D. in religion and religious education with high honors from Fordham University, a master of arts degree in clinical child psychology from the University of Kansas, Lawrence, and a bachelor of arts degree in psychology from Williams College.

Debra Humphreys
Dr. Debra Humphreys is the senior vice president for academic planning and public engagement at the Association of American Colleges and Universities (AAC&U). Prior to this position, she served as vice president for policy and public engagement and as director of programs in the Office of Diversity, Equity and Global Initiatives at AAC&U where she directed programs on women's issues and diversity in higher education. Humphreys leads AAC&U's national and state-level advocacy and policy efforts and coordinates all of AAC&U's academic programs and strategic planning efforts related to issues of student success and the quality of liberal learning in higher education. As part of AAC&U’s campaign, "Liberal Education and America's Promise: Excellence for Everyone as a Nation Goes to College," she has led efforts to educate the public about the value of an engaged liberal education to prepare for the changing global economy. Humphreys received her bachelor's degree from Williams College and her doctorate in psychology from Williams College.

Scott Jaschik
Mr. Scott Jaschik is editor and one of the three founders of Inside Higher Ed. He leads the editorial operations of Inside Higher Ed, overseeing news content, opinion pieces, career advice, blogs and other features. Jaschik is a leading voice on higher education issues, quoted regularly in publications nationwide, and publishing articles on colleges in publications such as The New York Times, The Boston Globe, The Washington Post, Salon and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. Jaschik served as a mentor in the community college fellowship program of the Hechinger Institute on Education and the Media, of Teachers College, Columbia University. He is a member of the board of the Education Writers Association. From 1999-2003, Jaschik was editor of The Chronicle of Higher Education. He graduated from Cornell University.

Susan Whealler Johnston
Dr. Susan Whealler Johnston is executive vice president and chief operating officer of the Association of Governing Boards of Universities and Colleges (AGB). Prior to joining AGB, she was professor of English and dean of academic development at Rockford University. She serves on the boards of Rollins College and Radford University, and she chairs the board of the Southern Education Foundation. She is a member of the advisory committees of the National Institute on Learning Outcomes Assessment and the National Survey of Student Engagement. Johnston earned her Ph.D. and M.A. from Purdue University and her B.A. summa cum laude from Rollins College.

Alexander C. McCormick
Dr. Alexander C. McCormick is an associate professor of educational leadership and policy studies at Indiana University Bloomington, where he teaches in the Higher Education and Student Affairs program. He also directs the National Survey of Student Engagement (NSSE), housed at IU’s Center for Postsecondary Research. Since its inception in 2000, more than 1,500 bachelor's-granting colleges and universities in the US and Canada have used NSSE to assess the extent to which undergraduates engage in and are exposed to effective educational practices. Through this work, McCormick aims to enrich the national discourse about quality and accountability in higher education, while also providing institutions with tools to diagnose and improve undergraduate teaching and learning. His research interests center around assessment, accountability, and evidence-based improvement in higher education. Before coming to Indiana, McCormick was a senior scholar at the Carnegie Foundation for the Advancement of Teaching, an educational research and policy center. In that role, he led a major overhaul of the Foundation's widely-used classification of U.S. colleges and universities. He holds a bachelor's degree in French from Dartmouth College, and a Ph.D. in education and sociology from Stanford University.
Jon McGee
Mr. Jon McGee is vice president for planning and public affairs at the College of Saint Benedict and Saint John’s University. He has worked in higher education research and policy for 24 years. He serves on the cabinet of both colleges and is responsible for research and analysis in support of enrollment and budget decision-making, state and federal government relations, and strategic planning. His book, *Breakpoint: The Changing Marketplace for Higher Education*, examines key forces of disruption in higher education and offers a framework to colleges and universities for addressing those issues. McGee is a trustee of the College Board. He also serves on the faculty of the Harvard Summer Institute on College Admissions.

Georgia Nugent
Dr. S. Georgia Nugent has served as a senior fellow at The Council of Independent Colleges since 2013. In that role, she led a public information campaign, “Securing America’s Future: The Power of Liberal Arts Education,” which won national awards for its innovative use of social media, as well as print media. She served as interim president of The College of Wooster during the 2015-16 academic year and as president of Kenyon College from 2003 to 2013. She served as president of Kenyon College from 2003 to 2013. Prior to her service at Kenyon, Nugent held a series of positions at Princeton University from 1992 to 2003, including assistant to the president, associate provost, and dean of the Harold W. McGraw Jr. Center for Teaching and Learning. She taught classics at Brown University from 1985 to 1992, and at Princeton from 1979 to 1985. Nugent earned her bachelor’s degree from Princeton in 1973 and doctorate from Cornell University in 1978.

Steven G. Poskanzer
Mr. Steven Poskanzer became Carleton College’s eleventh president in August 2010. A scholar of higher education law, his 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 and a law degree from Harvard University. Among his professional roles, he has served as associate general counsel at the University of Pennsylvania, executive assistant to the president at the University of Chicago, vice provost for the State University of New York’s 64-campus System, and president of SUNY New Paltz.

Lori Sturdevant
Ms. Lori Sturdevant writes editorials and a weekly column about topics she has covered for more than 35 years, state government and politics. She joined the *Minneapolis Tribune* as a summer replacement reporter in 1975, returned as a reporter in 1976, and was lead Capitol reporter and a newsroom assignment editor before joining the editorial staff in 1992. A native of South Dakota, Sturdevant is a graduate of Coe College in Cedar Rapids, Iowa and a member of that institution’s Board of Trustees. She is the author, editor or co-author of 10 books, including *A Man’s Reach: The Autobiography of Elmer L. Andersen*, *Her Honor: Rosalie Wahl and the Minnesota Women’s Movement*, and *The Pillsburys of Minnesota*. Her latest book is *Citizen Swain: Tales of a Minnesota Life*, by Tom H. Swain, released in 2015. She is a three-time winner of the Minnesota Book Award.

Beckie Supiano
Ms. Beckie Supiano is a senior reporter for *The Chronicle of Higher Education*. She writes about college affordability, the job market for new graduates, and professional schools, among other things. Supiano joined *The Chronicle* in 2008. A native of Ann Arbor, Mich., she holds a bachelor’s degree in comparative religion from Miami University and a master’s degree in journalism from Northwestern University’s Medill School of Journalism.

Kathy Wise
Ms. Kathy Wise is the associate director of the Center of Inquiry at Wabash College and the Higher Education Data Sharing Consortium (HEDS). Wise received her undergraduate degree from Yale University and her MBA from the University of Chicago. Wise joined the Center of Inquiry in 2004 and organized the implementation and institutional assessment components of the Wabash National Study of Liberal Arts Education. Wise also leads the Teagle Assessment Scholar Program. Her most recent publications are “From Gathering to Using Assessment Results: Lessons from the Wabash National Study” and “Knowing About vs. Knowing How.”
Thank You

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We are called to lead.