

Hiring and Supporting a Pioneering President

A Resource for Governing Boards,
Presidents, and Presidential Candidates at
Independent Colleges and Universities



The Council of
Independent Colleges

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A Letter from CIC's President

This document is offered as a resource for academic institutions—especially independent colleges and universities—that intend to hire and support “pioneering” presidents. To start with a simple definition: by “pioneering” we mean presidents who are the first people to bring specific, sometimes but not necessarily visible, and institutionally relevant identities to the role.

This is not meant to be an exhaustive statement of the challenges that pioneering presidents face, nor a definitive guide to hiring and supporting such leaders. Think of it as a toolkit: a collection of hard-won, practical advice from presidents and board chairs who have already blazed new trails. The toolkit includes advice about defining the role of a new president, especially one who breaks the traditional mold at a given institution; the hiring process itself; the announcement of a pioneering president; preparing the campus and, if necessary, piloting a new campus culture; onboarding procedures; support during the first year of a new presidency; and ongoing support from the board of trustees and other stakeholders. The resource also includes a series of guiding questions that board chairs, trustees, pioneering presidents, and others might want to ask at every step, from the first inclination to hire a pioneer through their inaugural year as president and beyond.

The resource has been made possible by a generous grant from the Mellon Foundation. It is part of a multi-year project to review and expand CIC's academic leadership programs. The larger initiative is designed to develop a strong pipeline of leaders from different backgrounds for independent colleges and universities. To advance this goal, CIC is fostering collaborative networks of pioneers and allies who can help each other navigate unique institutional and personal challenges. CIC is also developing resources, like this one, to support professional and institutional success.

While the wisdom and advice is specifically framed around the hiring and support of pioneering presidents, much of it applies to the hiring and support of all college and university presidents. We also hope this resource will contribute to the success of everyone on campus—from incoming students to senior administrators—facing their own challenges as pioneers.



Marjorie Hass
President, Council of Independent Colleges

Background: A Convening of Pioneering Presidents and Board Chairs

On August 1–3, 2024, 20 presidents of CIC member institutions and their board chairs gathered in Washington, DC, for CIC’s first Convening of Pioneering Presidents and Board Chairs. This meeting brought together a representative group of presidents who are the “first” in their roles, such as the first woman, the first person of color, the first lay leader of a Catholic institution, the first openly LGBTQ+ president, or some combination of these and other self-proclaimed identities. In some cases, the board chair was also the “first” in the role. During three days of confidential discussions and table exercises, participants shared their experiences, their insights, and their advice—much of which is distilled into this resource. See Appendix 2 for the agenda of the convening.

The opening sessions set the tone for the rest of the convening, as participants shared personal experiences that were often quite painful: unintended insults from board members, implicit and explicit slights from community members,

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blunt statements from alumni and donors such as “you’re not the kind of president we want, or the kind of president we used to have.” As one president confided, “I never thought I would be a president, because you don’t see a lot of people like me. And some older trustees and alums couldn’t deal with me.” The candor and vulnerability of the presidents and board chairs in the room was admirable—and essential to the quality of the conversations that followed. One participant later described “the frankness of sharing ... [as] breathtaking;” another added that “the structure of the program was uniquely effective in terms of encouraging interaction ... and prompting insightful and frank inputs from the participants.” A board chair reflected simply, “[Now I understand] the weight

on the shoulders of a pioneering president.”

Other sessions of the convening were devoted to practical strategies for supporting new and incoming presidents, such as navigating partner/spousal/family considerations, developing thoughtful communication plans to introduce a new president to the community, and setting realistic goals and targets during the pioneer’s first year. Participants and presenters also addressed best practices for supporting pioneering presidents beyond their introduction to the campus, such as executive coaching, professional development, and visible, continuous support from the board chair and other community leaders. Both formal and informal conversations focused on the unique role of the board chair in supporting and championing a pioneering president in the first year and beyond.

Major Themes



Major Themes from the Convening

- Identity shapes the search process and presidency in ways both known and unknown, predictable and unpredictable. Parts of identity may be visible, but these are not the only parts. Nonetheless, manifest identities force people to reckon with their assumptions about pioneering leaders.
- Pioneers need visible and ongoing support from board chairs, other board members, and members of the campus community.
- Support includes managing expectations in a clear and proactive way. Pioneering presidents can be burdened by greater expectations of change than “traditional” presidents, but they also have fewer degrees of freedom and less room for missteps. They need support from their boards, and especially their board chairs, to navigate the “[glass cliff](#)” of unrealistic leadership expectations in times of institutional crisis or transformation.
- The success of a pioneering presidency begins with a clear understanding of the new president’s role as an agent of change. Every new presidency is an implicit theory of institutional change. Pioneering presidencies succeed when there is a shared and explicit vision for change. As one board chair put it, “having a pioneering president means the board is a pioneering board.” Recognizing this fact can shape the board’s strategy, its understanding of how the campus and surrounding community may view a new president’s leadership based on assumptions and biases, and its own composition (through the “recruitment of new trustees who will embrace the pioneering role”).
- The president is, in many ways, the “living logo” of an institution—so what challenges and opportunities does a pioneering presidency offer?
- Presidents and trustees need more opportunities to come together to discuss the challenges and opportunities faced by pioneering leaders. The board chairs found it especially helpful to meet with their peers and would welcome opportunities to meet board chairs from other institutions that have hired pioneering presidents.
- Successful pioneering presidencies are as much about “lasts” as about “firsts”—i.e., the things that will no longer define an institution or its leaders after their time at the institution.

Advice

The advice in this section is distilled from the plenary sessions, breakouts, table exercises, and casual conversations that took place during the convening in August 2024 as well as a formal evaluation survey distributed to participants afterwards. Details about specific institutions have been removed from the direct quotes.

Advice for Boards (Especially Board Chairs)

- Prepare the campus *and* the community for incoming presidents, especially those who are pioneers. Assume that there will be some level of resistance to the new president, even if it is simmering beneath the surface. Have a plan to deal with resistance, even before a new pioneer is hired.
- Encourage inclusive campus environments; if necessary, start by providing the board with appropriate training.
- Ensure that onboarding processes address institutional culture, implicit bias, and mentorship.
- Emphasize alignment between the institution's mission and the new president's vision.
- During the transition, schedule individual meetings between the new president and each board member so the new president can begin forging relationships with them.
- Set clear, realistic performance expectations, aligning them with institutional goals.
- “Remember that those who are the first in their role are judged differently than a traditional leader would be.” Prioritize the pioneer's wellbeing and look for opportunities to provide additional support. Executive coaching is an especially effective form of support, not just for pioneering presidents but for all college and university leaders; board chairs should make it clear that a request for executive coaching is never a sign of inability.
- Offer consistent, visible support for the president, and address any challenges openly. As one board chair expressed, “Don't assume they know that they are doing a great job: *communicate* that they're doing a great job.”
- Consider how the president responds to feedback from the board, whether through formal evaluation or informal interactions: new presidents and experienced presidents, whatever their identities, do not necessarily have the same communication styles. Board chairs in particular should be aware of the impact their words and nonverbal communication can have on the new president.
- Some board chairs at the convening wanted to “encourage presidents to be more proactive in communicating [their own] accomplishments to the board, the faculty, and the community generally.” They noted that pioneers can seem reluctant to call well-earned attention to their own accomplishments. Several presidents responded that pioneers may just be more aware than board members that calling attention to accomplishments can evoke a range of reactions—especially from community members who are more inclined to focus on their identities than the actual accomplishments. Presidents and board chairs should be able to talk about these different perceptions.
- “Always have the president's back.” This may mean, for example, intervening in difficult conversations with constituents if the president's identity becomes a complicating factor.

Advice for Hiring Committees (and Search Firms)

- Be clear about how much change the institution really wants. Resist the temptation, whether from search firms or other trustees, to draft a “presidential profile that expresses a desire for transformation” that goes beyond what the campus is ready to accept.
- The presidential profile/prospectus is either a new president’s best friend or worst enemy. It sets the tone for the search and the presidency.
- Actively consider the “institutional saga” (i.e., how the institution tells the story about its history and mission); remain open to evolving institutional missions, even if that challenges traditional roles.
- Involve search firms in setting realistic expectations for prospective candidates.
- Search firms can also help hiring committees set more realistic expectations about the pool of potential applicants and opportunities for meaningful change once a pioneering president is hired.
- Begin to develop a comprehensive communications plan, even during the search process, to make sure that the announcement of the new president will highlight the president’s goals and values—and not just their identity.

Advice for Presidential Candidates

- Remember that “pioneer” is not always a positive term and “pioneering” is rarely an easy process.
- Not everyone will welcome you to your new institution. “Pioneering means learning to accept who you are.”
- “Don’t let your desire to be a president overpower the obvious signs of a misfit.” Not every candidate is the right fit for a given presidential opening. It could be that a campus is not ready for someone with a particular identity—or it could be that the candidate doesn’t have the skills, experience, or goals that a particular institution needs (or it could be both). Look for a good fit.
- Believe what you see and hear, but find out everything you can about the *actual* state of the institution before you say “yes.”
- Ask about the “must have” members of the community who might not accept—at least, not right away—a pioneering president with your identity. Which community members are opinion leaders and makers, and will they be able to support you?
- Work with the board to develop a comprehensive “pioneer transition plan” for at least the first year of the new presidency, including a discretionary fund, executive coaching, conversations with the board (or at least the executive committee) about what it means to be a pioneer, and a plan for opening doors to key community members, donors, and alumni.
- Negotiating a contract is “your first piece of work with the board.”
- Know yourself. As one president at the convening readily confessed, “I may not have gravitas, but I have humor.”

Advice for Pioneering Presidents

- Lead authentically, right from the start. For example, make sure that your new communications team understands who you are and how you want to lead, and then make sure these preferences are reflected in both the language and the visuals they use to describe you and your presidency.
- Set clear, relationship-based goals for the first year; then shift to more objective goals (e.g., financial or numerical) in the second and subsequent years.
- Resist the temptation to say “yes” to everything during your first year; learn to say “no” gracefully to protect yourself.
- Don’t be afraid to tell your trustees: “Be as brave as you expect me to be as president!”
- “Ensure that the university community and board is educated on the [relevant] aspects of your identity.” The board chair needs to support this work. It may be necessary to bring in external voices to talk with the board about what it means to be a pioneer, so the message is not coming from the same person every time.
- Think carefully about your strategy for board meetings. “Be clear with the [board chair] about [your] needs and challenges as a pioneering president.”
- Although the board should be visible and explicit in its support for you, they are also probably supporting you in ways that you cannot see.
- Develop connections with all the relevant campus stakeholders, including students, faculty, staff, alumni, and donors.
- Establish relationships with community leaders, too.
- Make allies—and learn where the existing alliances are.
- Protect your time by managing external expectations and maintaining boundaries.
- Engage an executive coach to provide guidance and feedback.
- Find a community of other college and university presidents, especially other pioneers.
- Mentor other presidents who are also the “first” in their roles.
- Mentor your colleagues as well. “A good leader develops others for greater responsibility and growth.”
- Recognize the challenges faced by *all* the pioneering people on campus and try to institutionalize efforts to promote difference and inclusion. Ask yourself: “What can I do—what *must* I do as a leader—to [expand the participation of] other pioneers ... among the faculty, staff, and students?” As one president stated during the convening, “Creating a larger culture of inclusion on campus is the best way to assure the success of a pioneering president.”
- “Know yourself, including your critical values.”

Useful Conversations and Questions

Every stage of the process—from defining the role of a new president through recruitment, hiring, launching, and then sustaining an effective presidency—should prompt the relevant actors to ask a few key questions about the salience of a president’s pioneer status to the mission and success of an institution. The sets of questions offered in this section should not be considered definitive or exhaustive, just a starting place.

Questions for Trustees to Consider Among Themselves at the Start of a Presidential Hiring Process

1. Have we had the hard conversations about institutional readiness for a pioneer? This includes not only with the board, but also students, faculty, administrators, staff, and alumni.
2. Candidates want to feel welcomed and valued. How have we prepared the campus for a pioneering president? How will we make sure they feel welcomed and valued?
3. What is our theory of successful change at this institution?
4. What things should never be changed?
5. What pace of change is appropriate for our context?
6. Who, other than the president, will be a visible advocate for the change?
7. How will we react to pushback from stakeholders against a new president who is also a pioneer? (Pushback is not inevitable—and it may be unrelated to any identity that a new president brings to the job—but leaders who represent difference often require stronger and more visible support from trustees.)



Questions for Trustees to Ask Search Firms

1. How does your firm ensure a broad and varied candidate pool? Can you provide examples of past successful placements of candidates who were pioneers in their role?
2. What specific strategies do you employ to attract candidates from underrepresented backgrounds or who bring a pioneering identity to the role?
3. How do you evaluate candidates' commitment to building connections and creating positive change in their previous roles?
4. What networks or partnerships do you leverage to reach pioneering candidates?
5. What measures do you have in place to minimize bias in the search and selection process?
6. What kind of training for a successful process does your firm offer for members of a search committee?
7. Can you help us identify an executive coach with higher education experience to support our new president?

Questions for Presidential Search Committees to Consider

1. What measures do we have in place to minimize bias in the search and selection process?
2. Is the prospectus compelling to a variety of candidates (i.e., the potential pioneers at this institution)?
3. Based on objective criteria that have been applied with an even hand, how is this (potential) president the right leader for our institution now?
4. Have we developed a candidate evaluation process that allows the candidate to be fairly evaluated, and not unfairly pigeonholed or targeted—either during the hiring process or on campus as our new president?
5. How do the candidate's personal history, leadership skills, and professional experiences mesh with the college's mission and needs?
6. Have we been candid about the needs of our campus and the possible sources of resistance to change? (Especially any resistance to change that is not directly related to the candidate's skills and abilities?)

Questions for Search Committees/Trustees to Ask Candidates Who Would Be Pioneering Presidents at the Institution

1. Can you share with us an experience from a previous role (or roles) where you were a pioneer? How will this experience inform your work as the president of our institution?
2. What challenges did you experience in your previous role (or roles) as a pioneer? How can the hiring committee and board ensure they are sensitive to such challenges during the current presidential search?
3. How will your identity as the first *X* president benefit our institution? How will you help us address the biggest challenges and opportunities facing our institution?
4. What support from the board would be most helpful for you as the first *X* president of our institution? How do you envision your working relationship with the board, particularly in light of your pioneering identity?
5. What would be the most effective way for the board (or the board chair) to communicate with you about emerging challenges that might arise from your pioneering identity?
6. What do you think will be the most effective way to introduce you to our campus community and raise awareness of the particular strengths and challenges you face as a pioneering president?

Questions for Would-Be Pioneers to Consider, Before and After They Are Hired

1. How will I and my lived experience benefit this institution?
2. If I am hired, will I find a supportive community?
3. Is the board committed to my success? How is this demonstrated?
4. How have other constituencies—students, faculty, staff, cabinet, alumni, community members, etc.—indicated that they are ready for me to be president?
5. What kind of support will I need to succeed?
6. Are there pockets of resistance to my appointment? Who will support me in gaining trust?
7. What conversations between the board and future president are needed to prepare them to respond to any backlash?
8. Is there a good transition plan for the president's house and household?
9. Unfortunately, every college president (and their family members) can become a target for threats or even violence. What safety and security measures are already in place at this institution? What additional measures may be required for a pioneering presidency?
10. What is the communication plan for the entire first year of my presidency? What parts of my lived experience do I want to highlight and which parts do I want to downplay or keep private? (See Appendix 1 for more advice about announcing the appointment of a pioneering president.)

Questions for Trustees—Especially Board Chairs—to Consider Once a Pioneer Is Hired (Onboarding and Expectations)

1. Who will be responsible for ensuring a positive introduction of the new president?
2. How will we respond to emerging challenges that might arise from our new president's pioneering identity?
3. Are we evaluating our new president by the same standards that we used for their predecessor? If not, why?
4. How do we handle the transition from the former president to the new president as effectively and sensitively as possible?
5. How will we introduce the new president to our most important alumni and donors? If we encounter any resistance, how do we plan to address it?

Questions for Pioneering Presidents to Consider After the First Six Months, or Year, or Two Years, etc.

1. What kind of support do I still need to succeed?
2. Is the board still demonstrating its commitment to my success? How do they show it?
3. Are other constituencies (still) committed to my success? How do they show it?

Conclusion: What Will You Be the Last of?

Mary Dana Hinton, president of Hollins University (VA), challenged participants in the Convening of Pioneering Presidents and Board Chairs to think about “lasts” as well as “firsts.” Pioneering presidencies are almost always about change, always about “firsts”—but they should also be about “lasts.” Ask yourself: What do you want to be the last to do or see or feel at your institution? What permanent change do you want to make? Hinton gave her own example: “[I want to be the] last to apologize for trying to change things and the last to say a student can’t stay at our college for financial reasons.”

In the end, the selection of a president, of whatever identity, is a statement about institutional values and mission. The presidential hiring process is an opportunity for institutions to clarify or evolve their values and mission; supporting the new president is a way for trustees (and other stakeholders) to support the values and mission. When the president is a pioneer, the stakes may be higher and the challenges more evident, but the goals are the same: effective leadership, strong institutions, and excellent student outcomes.



Resources



Resources

Background Readings for Context

[“Round-up: College Presidents Remain Older, Male and White Despite Diversification Efforts,”](#) NAICU (April 14, 2023).

Eddie R. Cole, [“Race at the Top: Historical Insights on the College Presidency and Racial Inequities,”](#) *Change: The Magazine of Higher Learning* 52:2 (2020), pp. 17–21.

Doug Lederman, [“Diversity on the Rise Among College Presidents,”](#) *Inside Higher Ed* (February 13, 2022).

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Ryan Crawford, [“Open, Closed, or Hybrid? Confidentiality and the Presidential Search,”](#) *Chronicle of Higher Education* (February 21, 2024).

Jessica J. Frey et al., [“Who Did They Just Hire? A Content Analysis of Announcements of New College Presidents and Chancellors,”](#) *Journal of Research on the College President* 3 (Fall 2019), pp. 72–88.

Mary Dana Hinton, [“Dismantling the Academy,”](#) *Diverse: Issues in Higher Education* (November 8, 2023).

Mary Dana Hinton, *Leading from the Margins: College Leadership from Unexpected Places* (JHU Press, 2024); also the [interview with Pres. Hinton](#) in *Inside Higher Ed* (February 27, 2024).

Lisa Jasinski, [“How to Choreograph a Leadership Transition,”](#) *Chronicle of Higher Education* (January 19, 2024).

Jay Lemons and Shirley Robinson Pippins, [“Strengthening the Foundation: Creating an Inclusive Environment for New Leaders,”](#) *Academic Search* (2020).

Lori D. Patton and Chayla Haynes, [“Hidden in Plain Sight: The Black Women’s Blueprint for Institutional Transformation in Higher Education,”](#) *Teacher’s College Record* 120:14 (2018), pp. 1–18.

Rachel M. Rall, et al., [“Challenging Presidential Selection Done White: How to Remediate Racial Exclusion in the Recruitment and Selection of College and University Leadership,”](#) *Change: The Magazine of Higher Learning* 57:1 (2025).

Resources (continued)

Hanna Rodriguez-Farrar and L. Hazel Jack, “[An Unrecognized Bias Contributing to the Gender Gap in the College Presidency](#),” *Higher Education Today* (March 6, 2023).

Patrick Sanaghan and Mary Dana Hinton, “[The Benefits of a Presidential Teach-In](#),” *Inside Higher Ed* (June 9, 2023).

Brandon L. Wolfe and Paulette Patterson Dilworth, “[Transitioning Normalcy: Organizational Culture, African American Administrators, and Diversity Leadership in Higher Education](#),” *Review of Educational Research* 85:4 (2015), pp. 667–697.

“[Voices from the Field 2023: Experiences of Women Presidents in Higher Education](#),” *American Council on Education*.

“[Voices from the Field 2024: LGBTQ+ Presidents in Higher Education](#),” *American Council on Education*.

Lessons from Elsewhere in the Nonprofit Sector

“[Avoiding the Glass Cliff: Advice to Boards on Preparing for and Supporting New Leaders of Color](#),” BoardSource (n.d.).

“[Making \(or Taking\) Space: Initial Themes on Nonprofit Transitions from White to BIPOC Leaders](#),” *Building Movement Project* (September 2021).

Sayu Bhojwani, “[Women Leaders of Color Are Exhausted. Philanthropy Needs to Step Up.](#),” *Chronicle of Philanthropy* (February 27, 2024).

Jean Chin, Lyne Desormeaux, and Katina Sawyer, “[Making way for paradigms of diversity leadership](#),” *Consulting Psychology Journal: Practice and Research* 68:1 (2016), pp. 49–71.

Emily Haynes, “[‘Start With Culture Change’: The Work Boards Must Do Before Launching Diversity Efforts](#),” *Chronicle of Philanthropy* (May 16, 2024).

Hanna Rodriguez-Farrar and L. Hazel Jack, “[An Unrecognized Bias Contributing to the Gender Gap in the College Presidency](#),” *Higher Education Today* (March 6, 2023) [includes specific questions for trustees to consider when developing a diverse pool of presidential candidates].

Appendices

Appendix 1

Announcing the Appointment of a Pioneering President

The introduction of a pioneering president—or any new president—to the campus community and the world beyond is more than just a simple “announcement.” It requires thoughtful planning and collaboration between the new president, the governing board, and communications professionals. Done well, it can magnify an institution’s support for a pioneering president and set the tone for a new era of leadership. Done poorly, it can sidetrack or undermine a new presidency. Either way, the announcement of a new president will make a lasting impression.

Appendix 1 offers practical advice for communications teams to help pioneering presidents and their boards launch a new era with strong, unified, and authentic messaging.

Consider the Content, Formats, and Audiences

Consider how the news about the new president will be announced: in-person, at events for specific audiences, via email messages, in a press release, on social media, with a live or recorded video, etc. In most cases, a single version of “the announcement” will not be enough.

Consider all your audiences, both internal (members of the search committee, other trustees, students, faculty and staff, alumni) and external (parents, community representatives, the press, the general public). Try to anticipate how each segment of the audience will interpret your messaging about the new president and how they might react to the announcement; tailor the messages accordingly.

The institutional announcement(s) should focus on the accomplishments of the new president, not the fact that they are a pioneer.

Pioneering presidents should take an active role in the announcement process to make sure it reflects the authentic voice of the new president, not just an institutional voice.

Confirm with the new president their preferred name and pronunciation; if needed, include a phonetic spelling in all written materials starting with the announcement.

Empower key members of the search committee, the governing board, or others to provide quotes to members of the media. Be ready to help these surrogates answer questions accurately and on message. Help them be effective champions of the pioneering president and the hiring process that brought them to your campus.

Post positive things on social media—and help the surrogates post positive things as well.

Consider the Timing of the Announcement

The official announcement of a new president should be delivered to all audiences simultaneously, to prevent leaks or people finding out through unofficial channels.

Consider a press embargo. This will allow extra time for interviews or background reporting to make the media coverage better.

Make sure to coordinate both the timing and content of the hiring announcement with a departure announcement from the incoming president's current employer.

Review and clean up (where necessary and possible) the incoming president's digital footprint and online presence before any announcement. Secure any desired social media handles before the appointment becomes public.

Photography and Video Should Not Be Afterthoughts

The first presidential photos will be used for many years to come. The new president's "official image" will become part of the institution's brand.

The first photographs of a pioneering president will signal some mix of continuity and change from past leaders. Consider the message(s) that photographs of the new president will send; also consider the messages you want to avoid. The choice of clothing and accessories, the makeup and hairstyling, the backdrop or setting, the presence or absence of family members—all of these things can send explicit or unintended messages. Talk about this with the new president.

Work with an experienced photographer or videographer. If necessary, make sure they have experience lighting multiple skin tones and/or mature skin.

Develop a Yearlong Communications Plan

There should be a strategy to keep communicating with key constituencies—and the media—throughout the first year of a pioneering presidency. The messaging should align with the goals that the president and board have set for the first year.

Discuss a social media strategy with the new president and the board chair before, during, and after the initial announcement.

Refresh the presidential photos and videos as needed.

Appendix 2

Agenda of the August 2024 Convening

Day 1 (Thursday, August 1)

- 3:00 p.m. **Registration**
- 5:00 p.m. **Welcome, Overview of Convening, and Introductions**
Marjorie Hass, President, CIC and
Titilayo Ufomata, Senior Vice President for Academic Programs, CIC
- 6:30 p.m. **Reception and Dinner**

Day 2 (Friday, August 2)

- 7:30 a.m. **Breakfast**
- 9:00 a.m. **Panel Discussion: Leading as Pioneers**
James Gandre, President, Manhattan School of Music (NY)
Mary Dana Hinton, President, Hollins University (VA)
Colin Irvine, President, Concordia College (MN)
Moderated by *Paulette Granberry Russell*, President, National Association of Diversity Officers in Higher Education
- 10:30 a.m. **Break**
- 11:00 a.m. **Presidents/Board Chairs Breakout Conversations:**
“What I Wish My Counterpart Knew”
- Board Chairs Conversation**
Moderated by *Marjorie Hass* and
Mary Papazian, Executive Vice President, AGB
- Presidents Conversation**
Moderated by *L. Jay Lemons*, President, Academic Search, Inc. and
Titilayo Ufomata

12:15 p.m.	Break
12:30 p.m.	Lunch: Reporting Out
2:00 p.m.	Launching and Supporting Pioneers: From Prospectus through the First Year and Beyond “Prospectus and Candidate Search” with <i>L. Jay Lemons</i> “The Announcement” with <i>Matt Gerien</i> , Senior Advisor for Strategic Communications, CIC, and <i>Susan Jenkins</i> , Vice President for Marketing and Communication, CIC “Announcement to Commencement” with <i>Marjorie Hass</i> “The First Year” with <i>Mary Papazian</i> “Beyond the First Year” with <i>Titilayo Ufomata</i>
3:30 p.m.	Break
3:45 p.m.	Small Group Discussion: Advice for Future Pioneers and Their Campuses Moderated by <i>Paulette Granberry Russell</i>
4:45 p.m.	Reflection on the Day: Key Themes, Opportunities, and Challenges
5:30 p.m.	Reception

Day 3 (Saturday, August 3)

7:30 a.m.	Working Breakfast: How to Implement Change on Campus
9:00 a.m.	Reporting Out from Breakfast Moderated by <i>Titilayo Ufomata</i>
10:15 a.m.	Break
10:30 a.m.	Building a Toolkit Moderated by <i>Marjorie Hass</i>
11:30 a.m.	Adjournment

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This image shows a full page of blank, lined paper. It features approximately 20 evenly spaced horizontal grey lines across its entire width, providing a template for writing or drawing. The background is a solid off-white color.

