THE JOYS AND CHALLENGES OF LEADING FROM THE MIDDLE

April 7–9
LOUISVILLE
KENTUCKY

May 10–12
PORTLAND
MAINE

May 24–26
MINNEAPOLIS
MINNESOTA

June 13–15
PORTLAND
OREGON

www.cic.edu/2016DepartmentChairWorkshops
TABLE OF CONTENTS

Introduction .......................................................... 1
Preliminary Schedule ............................................. 2
Workshop Topics ................................................... 4
Louisville, KY, Workshop ........................................ 7
Portland, ME, Workshop ......................................... 10
Minneapolis, MN, Workshop ................................. 13
Portland, OR, Workshop ......................................... 16
Registration Information ......................................... 19

CIC acknowledges with appreciation the continuing support of Academic Search, Inc. and the American Academic Leadership Institute.
Most chairs come into their positions with little or no training to manage the chair’s responsibilities, cultivate a wide view of campus challenges, or understand the leadership role that they have been asked to accept. The 2016 Workshops for Department and Division Chairs will focus on strategies and practical approaches to developing leadership skills and institution-wide vision—for themselves and faculty peers with whom they will work upon returning to campus.

Department and division chairs serve as the bridge between the members of their department or division and senior administrators. Effective chairs learn the value of developing an institution-wide perspective, communicating clearly, and collaborating with their peers to promote greater institutional effectiveness. They must develop the ability to think strategically, plan actively for the future, and cooperate with other academic and administrative departments on campus, including admissions, advancement, finance, and student affairs. At the same time, most chairs are heavily invested in their faculty responsibilities of teaching, advising, service, and maintaining scholarly activity. How can chairs balance the competing priorities of their roles as faculty member, department advocate, and institutional planner and also become campus leaders?

**WHO SHOULD PARTICIPATE?**

The workshops are designed to serve both experienced and new chairs of departments or divisions at nonprofit, independent colleges and universities. Campuses are encouraged to send several department or division chairs to the workshop so that they can support one another in instituting improvements upon their return to campus. Institutions may wish to send chairs to workshops in different locations to gain the perspectives of several speakers on the same topic and learn from multiple approaches to workshop topics. A single representative from an institution also would find the workshop helpful. Deans and associate deans who work closely with chairs would find the program beneficial and are welcome to participate. Opportunities will be offered at breakfast and lunch for representatives of institutions of similar size and structure to share experiences and effective practices. Registration is limited to chairs and other academic administrators at private, nonprofit liberal arts-based colleges and universities. Each workshop can accommodate 100 participants.
PRELIMINARY SCHEDULE

FIRST DAY

Noon–1:00 p.m.  Registration  *(lunch on your own)*
1:00–1:30 p.m.  Welcome and Workshop Overview
1:30–2:45 p.m.  Serving as Department or Division Chair: Beyond the Job Description
2:45–3:05 p.m.  Break
3:05–4:35 p.m.  The Department or Division Budget
5:00 p.m.       Reception
6:00 p.m.       Dine-around Dinners*

SECOND DAY

8:00–9:00 a.m.  Breakfast Roundtable Discussion Groups
9:00–10:30 a.m. Using Data Effectively
10:30–10:50 a.m. Break
10:50 a.m.–12:05 p.m. Preventive Law I: Adhering to Institutional Procedures and Policies—Hiring Practices
12:15–1:15 p.m.  Luncheon
1:30–2:45 p.m.  Preventive Law II: Adhering to Institutional Procedures and Policies—Faculty Performance Evaluation
2:45–3:05 p.m.  Break
3:05–4:35 p.m.  Dealing with Difficult Faculty Conversations
4:35–4:50 p.m.  Assessing the Day’s Work—Questions and Comments

*Dinner on Your Own*
THIRD DAY
8:00–9:00 a.m. Breakfast Roundtable Discussion Groups
9:00–10:10 a.m. Building and Maintaining a Collegial Department
10:10–10:30 a.m. Break
10:30–11:45 a.m. Becoming a Leader on Campus
11:45 a.m.–Noon Wrap-up
Noon Workshop Adjourns

*To get to know colleagues from other campuses and exchange ideas over dinner in area restaurants, participants are encouraged to sign up at the CIC Registration Desk to join a “dine-around dinner” group on the evening of the first day of the Workshop. Participants are responsible for their own meal expenses. Please sign up by 3:00 p.m. so that CIC can make transportation arrangements if needed. Groups will meet in the hotel lobby at 6:00 p.m.
SERVING AS DEPARTMENT OR DIVISION CHAIR: BEYOND THE JOB DESCRIPTION

Few chairs planned to serve as administrators, managers, or chairs when they were in graduate school or starting their academic careers. Most job descriptions for department chairs are simply lists of activities for which the chair is responsible, suggesting that chairs are task-oriented managers who schedule courses, handle student complaints, order equipment, prepare reports and evaluations, and take care of other departmental business. Chairs also must assume responsibility for departmental leadership, representing the department to the campus and community, serving as departmental advocate, and mentoring junior faculty members. How do chairs manage these responsibilities along with their teaching and scholarly duties? What are models for the chair role? What tasks and projects might be successfully delegated to colleagues? What does the dean or CAO expect from chairs? Participants will discuss their institutional roles using interactive exercises and small group discussions.

THE DEPARTMENT OR DIVISION BUDGET

The department or division operating budget is often viewed as a simple set of line-item allocations. Chairs will learn what a budget is (and isn’t), the different types of budgets, how their unit budgets fit into the larger institutional picture, effective practices for budget management, how to support colleague chairs in the budget process, and how to make an effective case for additional funding for the department or division.

USING DATA EFFECTIVELY

Good data can inform decisions about revisions to existing academic programs, help determine new curricular directions, and suggest strategies for attracting students to the major. How can departmental or divisional-level data—including data from assessment of learning outcomes, program reviews, campus satisfaction surveys, enrollment trends, and national surveys such as the National Survey of Student Engagement—be used to strengthen departments and divisions? Chairs will learn how to use data for revisions to the curriculum, to conduct program reviews, and to attract students to their programs.
PREVENTIVE LAW I: ADHERING TO INSTITUTIONAL PROCEDURES AND POLICIES—HIRING PRACTICES
An attorney with experience in relevant cases will discuss hiring practices from the viewpoint of the department or division chair’s role. Discussion will focus on the importance of following effective procedures and institutional policies in drafting the position description, appointing the search committee, managing candidate files, checking references, and interviewing candidates on the phone and in person.

PREVENTIVE LAW II: ADHERING TO INSTITUTIONAL PROCEDURES AND POLICIES—FACULTY PERFORMANCE EVALUATION
An attorney will lead a discussion of the chair’s role in faculty performance evaluation for reappointment, tenure, and promotion. Topics for discussion include the importance of adhering to effective procedures and institutional policies when documenting professional performance, the role of student evaluations of instruction, peer review of teaching, the evaluation of scholarly activities, and contributions to the work of the department or division.

DEALING WITH DIFFICULT FACULTY CONVERSATIONS
Department and division chairs can prevent many issues from mushrooming into major problems through early intervention. Sometimes chairs delay difficult conversations with colleagues because they lack expertise to encourage change or to deliver bad news tactfully. How can the department or division chair understand better why a faculty member is less effective than expected? What strategies can motivate and support faculty members to become more productive? What skills and strategies might chairs develop to facilitate difficult conversations? Participants will explore how to have a frank conversation with a colleague and have an opportunity to practice proven techniques.
BUILDING AND MAINTAINING A COLLEGIAL DEPARTMENT
What are the strategies that experienced chairs employ to build and maintain a collegial atmosphere within a department or division? What lessons have they learned about working with their colleagues, students, and staff members toward departmental goals? How can chairs encourage diversity of points of view and respect for all department or division members? Participants will explore these questions with an experienced administrator.

BECOMING A LEADER ON CAMPUS
Department and division chairs occupy a pivotal role in the administrative structure of a college or university. The job often has been described as “leading from the middle.” How does the chair learn to lead? What are the potential challenges in the role of leader? How can the chair influence faculty colleagues within and beyond the department or division? Department or division chairs must develop a wider vision and understanding of campus-wide initiatives in which they might assume a leadership role. What campus resources do chairs tap to develop an institutional perspective? How can campus governance be a vehicle for this development? How can a chair find a mentor? What opportunities might be available when the chair is no longer the department or division leader? Participants will learn how to identify opportunities for leadership at the chair level.

At each workshop, presenters will include experienced department or division chairs, chief academic officers and deans who are knowledgeable about the work of chairs, an attorney who has experience with the legal issues that department and division chairs at independent colleges and universities face, and a CIC staff member.
Melvin Foster is associate professor of voice and chair of the division of humanities and social sciences at Morehouse College, where he has served for 19 years. He holds a bachelor of music degree from the Eastman School of Music and master of music and doctor of musical arts degrees from the University of California, Santa Barbara. Foster regularly engages in opera, oratorio, and recital performances in the United States and Europe and has premiered more than ten roles and solos for the Americolor Opera Alliance, of which he is artistic director. Foster also is interested in the vital role that the arts play in sustaining culture.

Susan Schneider Hasseler has held the position of senior vice president for academic affairs at Augustana University (SD) since 2012. She previously served as dean of the school of business, education, and social sciences and dean of community engagement at Messiah College, as a faculty member and associate dean for teacher education at Calvin College, and as a faculty member at Michigan State University. Hasseler’s scholarly interests include inclusive excellence, international education, and leadership. She is a participant in CIC’s Executive Leadership Academy, 2015–2016.

Beth Tyner Jones is a partner with Womble Carlyle Sandridge & Rice LLP in the firm’s Raleigh, North Carolina, office. Jones practices primarily in the areas of employment and education law and uses her experience as a human resources professional and in-house legal counsel to assist both public and private institutions of higher education. She has experience representing these colleges and universities in a broad range of issues, including tenure denial, faculty discipline and dismissal matters, discrimination and
harassment, program closures, wrongful termination, student discipline, FERPA compliance, accommodation requests, investigations, and governance matters. She is a frequent presenter at regional and national meetings on legal issues in higher education.

Catharine E. O’Connell, vice president for academic affairs and dean of the college at Mary Baldwin College, previously served as provost and vice president for academic affairs at Defiance College, dean for academic affairs at Cabrini College, and chair of the English department at St. John Fisher College. Her scholarly work focuses on 19th century American literature and issues in contemporary higher education. O’Connell has been a frequent presenter at regional and national meetings on such topics as global learning and citizenship, community-based research, outcomes assessment, and faculty-student learning communities.

J. Andrew Prall is vice president for academic affairs at the University of Saint Francis in Indiana. Under his leadership, the university completed its first set of comprehensive program reviews in ten years and created its first wholly online programs. He also has played a central role in efforts to increase partnerships with regional employers and economic development agencies by locating a new performing arts center and relocating the Keith Busse School of Business and Entrepreneurial Leadership into downtown Fort Wayne. Prall’s professional activities include participation in CIC’s 2015–2016 Executive Leadership Academy and a two-year Franciscan Leadership Enhancement Program.

Marc M. Roy is provost of Albion College. Previously he served as provost of Goucher College, academic vice president of Coe College, and associate academic dean of Beloit College. Roy has served as a National Science Foundation grant review panelist and has received grants from the W.M. Keck and Sanger Foundations, the Howard Hughes Medical Institute, and the Carver Charitable Trust. He is the immediate past chair of the American Conference of Academic Deans. Roy is a frequent presenter at CIC’s Workshops for Department and Division Chairs.

Jeanine Stewart is a tenured professor of psychology at McDaniel College; her current work applies positive psychological concepts to employee evaluation models and metrics associated with organizational commitment. Stewart’s professional experience in psychology, neuroscience, and applied leadership spans more than two decades across three small independent college campuses. Her responsibilities have included direct
oversight of all academic departments, masters-level graduate programs, and academic support areas; and supervision of strategic planning initiatives, program prioritization, cost reduction modeling, and student recruitment and retention. Originally trained as a systems neuroscientist, Stewart often presents at conferences on topics related to higher education management and workplace dynamics.

**LOUISVILLE, KENTUCKY, HOTEL AND TRAVEL INFORMATION**

*The Brown Hotel*
335 West Broadway, Louisville, KY 40202
Phone: (502) 583-1234 • Fax: (502) 561-8443
www.brownhotel.com/about-the-brown

**Reservation deadline: Monday, March 7**
Room Rate: $135 single/double

**General Information**
The Brown Hotel is a historic hotel featuring classic English Renaissance architecture. Located in the Theatre District, it is one block from the Palace Theatre, adjacent to the Brown Theatre, and two blocks from 4th Street Live, Louisville’s premier entertainment and retail district. The hotel also offers complimentary high-speed internet access throughout.

For reservations, please call (888) 888-5252 and state that you are attending the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations also may be made online. Reservations made after the March 7 deadline cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

**Airport Transportation**
Louisville International Airport (SDF) is approximately five miles from the Brown Hotel. The hotel offers complimentary airport shuttle service. Please call the hotel front desk at (502) 583-1234 for details and to make arrangements.

**Hotel Parking**
Parking is available at the lot adjacent to the hotel. Self-parking is $20 per night, and valet parking is $24 per night.
PORTLAND, ME
MAY 10–12

WORKSHOP LEADERS

Kenneth P. Carson, professor of business and coordinator of business program assessment at Grove City College, served as provost of Geneva College from 2005 to 2015. He previously served as a faculty member at Geneva College, the University of Tennessee at Chattanooga, the School of Business at Arizona State University, and California Polytechnic State University at Pomona. Carson has published and presented on many topics in human resource management, organizational psychology, and statistics. He is a frequent presenter at CIC’s Workshops for Department and Division Chairs and the Institute for Chief Academic Officers.

Mary Ann Gawelek is provost, dean of the faculty, and professor of psychology at Seton Hill University. Previously, Gawelek served as dean of Lesley University’s counseling psychology and expressive therapies division and interim dean of the graduate school. Her interests include exploration of the effects of gender on teaching and learning, educational equity issues that face undergraduate women, and multiculturalism. Gawelek has served as coordinator of CIC’s Workshop for New Chief Academic Officers and in 2011 received CIC’s Chief Academic Officer Award. She is a frequent presenter at CIC’s Workshops for Department and Division Chairs.

Michael Glassman is a partner in Dinsmore & Shohl’s labor and employment department and chairs the employment law practice group. He has practiced management-side labor and employment law for more than 30 years. Glassman represents and advises employers regionally and nationally on matters involving traditional
labor and union issues, collective bargaining, discrimination, sexual harassment, wrongful discharge, and other issues that involve the employer/employee relationship. Glassman is a frequent speaker and trainer on labor and employment law topics and previously taught labor and employment law at Xavier University (OH). He has been recognized by his peers as an Ohio Super Lawyer, is listed in Best Lawyers in America, and is recognized as a Leading Business Lawyer by Chambers USA Guide to America’s Leading Business Attorneys.

**Rita E. Knuesel** is provost emerita of the College of Saint Benedict and Saint John’s University, from which she retired in 2015. She also served the joint institutions as chair of the music program and the College of Saint Benedict as dean of the college. She is a frequent presenter on topics such as collaborative approaches to improving teaching and learning, faculty governance, and administrative reporting structures. She has served as a mentor in CIC’s Workshop for New Chief Academic Officers. Knuesel received the 2013 CIC Chief Academic Officer Award.

**Chad Berry** is academic vice president and dean of the faculty at Berea College, where he previously held the positions of director of the Loyal Jones Appalachian Center and director of the Center for Excellence in Learning through Service. Prior to his joining Berea in 2006, he was a faculty member at Maryville College (TN). Berry is widely published in the areas of Appalachian studies and international education and is the author, editor, or co-editor of four books. He was the recipient of the East Tennessee Historical Society’s 2005 Teaching Excellence Award and of the Central Kentucky Diversity Consortium’s 2015 MOSAIIC (Multicultural Opportunities, Strategies, and Institutional Inclusive Conference) Award.

**Michael McDonald** is provost of Kalamazoo College and oversees all educational programs and activities, academic personnel, and athletics. Previously, McDonald served at Occidental College as professor of mathematics and in a variety of administrative positions, including associate dean for curriculum and academic affairs. McDonald is a former coordinator of CIC’s Workshop for New Chief Academic Officers.

**Tarshia L. Stanley** is associate professor and chair of the English department at Spelman College, where she has been a faculty member since 1999. She teaches courses in film and media studies, particularly focusing on images of women of African descent. She has authored several articles critiquing the role of black women in African, African
American, and Caribbean cinema as well as black female iconography in American popular culture. Stanley edited *The Encyclopedia of Hip Hop Literature* published by Greenwood Press in 2008 and is completing two manuscripts—*Mothering Our Daughters: Mediating the Messages*, which is about helping girls navigate the messages they receive about femininity from the mass media, and the second on a viable definition of African diaspora literature through the work of writer Octavia Butler.

**PORTLAND, MAINE, HOTEL AND TRAVEL INFORMATION**

**The Westin Portland Harborview**
157 High Street, Portland, ME 04101
Phone: (207) 775-5411 • Fax: (207) 775-0106
www.westinportlandharborview.com

**Reservation deadline: Friday, April 8**
Room Rate: $139 single/double

**General Information**
The Westin Portland Harborview is located in the heart of the Arts District in downtown Portland. This hotel is steps away from the Portland Museum of Art, the State Theatre, Cross Insurance Arena, Portland’s Old Port district, and Casco Bay. Originally known as the Eastland Park, this hotel gained fame as the largest hotel in New England when it opened in 1927.

For reservations, please call (855) 811-0043 and state that you are attending the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations made after Friday, April 8, cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

**Airport and Amtrak Transportation**
The Portland International Jetport (PWM) is approximately four miles from the Westin Portland Harborview. The hotel offers its guests complimentary shuttle service to and from the jetport. Please call (207) 775-5411 in advance to make arrangements.

The Portland Transportation Center (POR) is home to Portland’s Amtrak station, which is located two miles from the Westin Portland Harborview. For more information about Amtrak services to and from Portland, please visit Amtrak’s website.

**Hotel Parking**
Valet parking is $34 per night. Self-parking is available next to the hotel for $24 per night.
Jeffrey H. Barker is vice president for academic affairs and dean of the school of humanities and sciences at Converse College, where he has served since 2002. A philosopher by training, his scholarly work focuses on bioethics and includes books, book chapters, and essays in philosophy journals and law reviews. Barker serves as vice chair of the institutional review board for the Spartanburg Regional Healthcare System, as a member of the institutional biosafety committee of the Biomedical Research Alliance of New York, and as a consultant member of the bioethics committee of the South Carolina Medical Association. He also is past coordinator of CIC’s Workshop for New Chief Academic Officers.

Kristine Bartanen has served as academic vice president and dean of the University of Puget Sound since 2004. As CAO, she chairs the university’s Budget Task Force. She previously served Puget Sound as a faculty member, department chair, associate dean (with primary responsibility of managing the academic budget), and vice president for student affairs and dean of students. She is a past member of CIC’s Chief Academic Officer Task Force and a frequent contributor to the Institute for Chief Academic Officers.

William C. Deeds is vice president for academic affairs and dean of the college at Morningside College and has served in this role since 2000. Previously, he served Moravian College as dean for academic affairs and professor and chair of the department of psychology. His interests include liberal education, assessment of student learning, faculty hiring and development, and using data effectively for planning and decision making. Deeds
is a frequent presenter at CIC’s Workshops for Department and Division Chairs and the Institute for Chief Academic Officers.

R. Joseph Dieker is vice president for academic affairs and dean of the college at Cornell College in Iowa. Previously, he served in a similar position at Culver-Stockton College and was professor of music and chair of the fine arts division. Dieker has made presentations at CIC’s Workshops for Department and Division Chairs and the Institute for Chief Academic Officers. He is a conductor and clarinetist, and he continues to find performance opportunities within his busy schedule.

John Kolander, provost of Wisconsin Lutheran College, has served as the college’s chief academic officer since 2004. Prior to his current position, he was a teacher and administrator for Lutheran elementary and high schools in Wisconsin and Minnesota. Kolander’s research interests include campus and organizational culture, curriculum development, and leadership development. Kolander is a frequent presenter at CIC’s Workshops for Department and Division Chairs and the Institute for Chief Academic Officers.

Kathleen A. Rinehart serves as general counsel for Saint Xavier University (IL). Prior to her position at Saint Xavier, she led the education law practices at two large law firms in Milwaukee, Wisconsin. Rinehart developed a general counsel model for use on campuses that do not have an established, in-house general counsel office. She has served as counsel to boards, presidents, and other administrative leaders regarding matters of governance; strategic planning; legal compliance; drafting and implementation of institutional documents, policies, and procedures; management of student issues and education records; campus safety; prevention of legal exposure; and litigation management. Rinehart presents lectures and workshops for regional and national professional associations on supervisory best practices, the application of dispute resolution in higher education, and other substantive issues of concern to colleges and universities.

H. Paul Thompson, Jr., is dean of humanities and chair and professor of history at North Greenville University (SC). He had a 13-year career in public secondary education and was a faculty member at Lander University before moving to North Greenville University in 2006. Thompson was the founding president of the board of directors of Lead Academy Public Charter School (Greenville, SC) and a former president of the South Carolina Historical Association. He received the 2015 North Greenville University
Excellence in Teaching Award, granted annually by the South Carolina Council of Independent Colleges and Universities. Thompson recently published *A Most Stirring and Significant Episode: Religion and the Rise and Fall of Prohibition in Black Atlanta, 1865–1887*.

**MINNEAPOLIS, MINNESOTA, HOTEL AND TRAVEL INFORMATION**

**Crowne Plaza Minneapolis Downtown Northstar**  
618 Second Avenue, Minneapolis, MN 55402  
Phone: (612) 338-2288 • Fax: (612) 338-6194  
www.cpmnneapolis.com/downtown-minneapolis-minnesota

**Reservation deadline: Saturday, April 23**  
Room Rate: $109 single/double

**General Information**

The Crowne Plaza Minneapolis Downtown Northstar is located in the heart of downtown Minneapolis. It is connected by the city’s enclosed skyway to shopping, dining, entertainment, and the business district, all just a short walk away. Some of the area’s attractions include the Stone Arch Bridge and Mill City Museum, the Basilica of Saint Mary, the Walker Art Center and Sculpture Garden, Orchestra Hall, the Guthrie Theater, and Nicollet Mall.

For reservations, please call (612) 338-2288 and state that you are attending the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations also may be made online. Reservations made after April 23 cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

**Airport Transportation**

Minneapolis/St. Paul International Airport (MSP) is approximately 14 miles from the Crowne Plaza Minneapolis Downtown Northstar. Super Shuttle is the recommended choice for airport transportation. Reservations can be made online or by calling 1-800-BLUEVAN. Taxi service from the airport is approximately $35.

**Hotel Parking**

The Crowne Plaza Minneapolis Downtown Northstar parking ramp is accessible from 2nd Avenue, 7th Street, and 6th Street. Guests can park on levels C–G and take the hotel elevator (marked with signs) to the first floor lobby.

Parking rates are $23 for overnight each weekday and $14 for overnight parking on weekends. Weekend rates begin on Friday at 2:30 p.m. Once parking fees are added to the guestroom folio, the front desk agent will issue a pass for unlimited access into and out of the parking ramp.
Natasha Baker is a partner with Hirschfeld Kraemer LLP in the firm’s San Francisco office. Baker represents private and public institutions of higher education in a broad range of legal matters, including Title IX, student discipline, FERPA compliance, disability accommodation for students and employees, faculty discipline, and employment matters such as tenure denial and dismissal, harassment, discrimination, and wrongful termination. She has made presentations at CIC’s Workshops for Department and Division Chairs, Institute for Chief Academic Officers, and Presidents Institute.

Mark J. Braun is provost of Gustavus Adolphus College, where he also served as associate dean and department chair in communication studies. From 2007 to 2011, Braun was senior vice president for academic affairs and dean of the college at Augustana College (SD). He currently serves on the board of directors for the American Conference of Academic Deans and has served on the national board for the Broadcast Education Association. Braun has presented at CIC’s Workshops for Department and Division Chairs and the Institute for Chief Academic Officers, and he received the 2014 CIC Chief Academic Officer Award.

Michael B. Brown is provost and senior vice president for academic affairs at North Carolina Wesleyan College. Previously, he was associate dean of the Thomas Harriot College of Arts and Sciences at East Carolina University. There he received the University of North Carolina Board of Governors Distinguished Professor for Teaching Award and the East Carolina University Scholar-Teacher Award. Brown was an American Council on Education Fellow at Dickinson College in 2004–2005. He has been a
presenter at the CIC Institute for Chief Academic Officers, and he is a participant in the 2015–2016 Executive Leadership Academy.

**Johnnella E. Butler** is professor of comparative women’s studies at Spelman College, where she also served as provost and vice president for academic affairs from 2005–2014. Prior to joining Spelman in 2005, she served as professor and chair of American ethnic studies and associate dean and associate vice provost of the graduate school at the University of Washington, Seattle, and as a tenured faculty member and department chair at Smith College. Butler’s scholarly work focuses on topics ranging from pedagogy, ethnic studies, and African-American literary theory to institutional change, liberal education, and democracy, diversity, and civic engagement in higher education. She is at work on a fourth book tentatively titled *Diversity, the First Liberal Art*. In 2015, Butler received the Educational Visionary Award from the Association for Program Administrators of the Collegiate Science and Technology Entry Program and the Science and Technology Entry Program of the state of New York.

**Leanne M. Neilson** is provost and vice president for academic affairs and professor of psychology at California Lutheran University. She is a clinical psychologist and is active in work related to accreditation and assessment. Neilson has presented on topics pertinent to higher education administration at CIC’s Workshops for Department and Division Chairs and the Institute for Chief Academic Officers.

**Caroline J. Simon** is provost and executive vice president of Whitworth University. She came to Whitworth after serving as a professor and administrator at Hope College for 25 years. Simon has been a department chair, interim dean of social sciences, director of teaching and learning, and director of general education and served a term on Hope College’s board of trustees. She is a philosopher who sees administration as field-testing the relevance of applied ethics. Simon has co-authored two books on higher education and has written books and articles on a variety of topics related to ethics: virtue, friendship, sexuality, and the role of narrative in thinking about how to live a flourishing human life.

**Marilyn Sutton-Haywood** serves as dean of arts and sciences at Pfeiffer University in Misenheimer, North Carolina. Previously, she was a faculty member and vice president for academic affairs at Shaw University, Bethune-Cookman University, and Johnson C. Smith University. Sutton-Haywood has strong interests in faculty development and academic leadership.
PORTLAND, OREGON, HOTEL AND TRAVEL INFORMATION

Doubletree by Hilton Portland
1000 NE Multnomah Street, Portland, OR 97232
Phone: (503) 281-6111 • Fax: (503) 284-8553
www.doubletreeportland.com

Reservation deadline: Friday, May 13
Room Rate: $139 Single; $149 Double or Premium King

General Information
Conveniently located in the heart of Portland’s metro area, the DoubleTree by Hilton Portland is close to public transportation and within walking distance of top Portland attractions such as the Oregon Convention Center, Moda Center (formerly known as the Rose Garden Arena), and the Portland Memorial Coliseum. Recognizing the importance of preservation and conservation, DoubleTree by Hilton Portland is one of Portland’s first sustainable hotels and is located near the Lloyd District, one of the nation’s most thriving collaborations of businesses, residents, and organizations committed to sustainability.

For reservations, please call the hotel at (503) 281-6111 or (800) 996-0510 and state that you are with the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations made after May 13 cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

Airport Transportation
Portland International Airport (PDX) is approximately 11 miles from the DoubleTree by Hilton Portland. Taxi service from the airport is approximately $35. Additional transportation options from PDX can be found online.

Hotel Parking
Hotel self-parking is $20 per night Sunday through Thursday and $10 per night Friday and Saturday. Valet Parking is $25 per night Sunday through Thursday and $15 per night Friday and Saturday.
Please register for the 2016 Workshops for Department and Division Chairs online at www.cic.edu/2016DepartmentChairWorkshops.

Credit cards and checks made payable to “Council of Independent Colleges” are accepted payment methods.

Email confirmation will be sent to you upon receipt of payment. Any questions may be sent to conferences@cic.nche.edu. If you do not receive confirmation within a few days, please inquire.

**REGISTRATION FEES**

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<th><strong>CIC Member Rate</strong></th>
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CANCELLATION POLICY
Refunds will be made in full (less a $50 processing fee) for cancellations received more than ten business days prior to the workshop for which participants have registered. Refund requests received between five and ten business days of the start of the workshop incur a charge equal to 25 percent of the total registration fee. Requests received fewer than five business days prior to the start of the workshop are ineligible for a refund.

Please send cancellation requests, in writing, to the attention of Vanessa Taylor, CIC conference and program coordinator, by fax to (202) 466-7238, or by email to vtaylor@cic.nche.edu. Registrations are transferable within an institution.

DRESS GUIDELINES
Business casual clothing is appropriate throughout the workshops.
Register today at www.cic.edu/2016DepartmentChairWorkshops.

April 7–9
LOUISVILLE, KENTUCKY

May 10–12
PORTLAND, MAINE

May 24–26
MINNEAPOLIS, MINNESOTA

June 13–15
PORTLAND, OREGON