Leading Departments and Divisions in a Time of Change

www.cic.edu/2019DepartmentChairWorkshops
ABOUT THE HOST

The Council of Independent Colleges (CIC) is an association of 768 nonprofit independent colleges and universities, state-based councils of independent colleges, and other higher education affiliates, that works to support college and university leadership, advance institutional excellence, and enhance public understanding of independent higher education’s contributions to society. CIC is the major national organization that focuses on services to leaders of independent colleges and universities and state-based councils. CIC offers conferences, seminars, publications, and other programs and services that help institutions improve educational quality, administrative and financial performance, student outcomes, and institutional visibility. It conducts the largest annual conferences of college and university presidents and of chief academic officers in the United States. Founded in 1956, CIC is headquartered at One Dupont Circle in Washington, DC.

ABOUT THE SPONSOR

Academic Search, Inc. is an executive search firm dedicated to serving higher education institutions and related organizations and is the only search firm in the nation with a formal relationship to a premier leadership development program. As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides substantial financial support to a number of signature CIC leadership programs, including the Executive Leadership Academy and Senior Leadership Academy, through grants by AALI, and the 2019 Workshops for Department and Division Chairs.
2019 Workshops for Department and Division Chairs

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Leading Departments and Divisions in a Time of Change

Department and division chairs are the bridges between the members of their department or division and senior administrators. The 2019 Workshops for Department and Division Chairs will focus on strategies and practical approaches to develop leadership skills and institution-wide vision—for chairs and faculty peers with whom they work on campus.

Most chairs begin their positions with little or no training in the chair's responsibilities and with incomplete knowledge of campus challenges and the leadership role that they have accepted. 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 academic and administrative departments, 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 scholarship. How can chairs become campus leaders while they balance the competing priorities of their roles as faculty members, departmental advocates, and institutional planners?

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 implementing improvements when they 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. 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 *(Separate sections for newer chairs and experienced chairs/deans)*

3:05–4:35 p.m.
The Department or Division Budget *(Newer chairs)*
Using Data Effectively *(Experienced chairs/deans)*

5:00 p.m.
Reception

6:00 p.m.
Dine-around Dinners**

**SECOND DAY**

8:00–9:00 a.m.
Breakfast Roundtable Discussions

9:00–10:30 a.m.
Using Data Effectively *(Newer chairs)*
The Department or Division Budget *(Experienced chairs/deans)*

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

3:05–4:45 p.m.
Dealing with Difficult Faculty Conversations

4:45–5:00 p.m.
Assessing the Day’s Work—Questions and Comments

Evening
Dinner on your own

**THIRD DAY**

8:00–9:00 a.m.
Breakfast Roundtable Discussion Groups

9:00–10:15 a.m.
Becoming a Leader on Campus *(Separate sections for newer chairs and experienced chairs/deans)*

10:35–11:45 a.m.
Building and Maintaining a Collegial Department

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.**
Workshop Topics

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.

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—and sometimes senior—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. Each workshop will offer separate sections for new and experienced chairs/deans.

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. Each workshop will offer separate sections for new and experienced chairs/deans.

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 learning-outcomes assessment, program reviews, campus satisfaction surveys, enrollment trends, and national surveys such as the National Survey of Student Engagement—be used to strengthen programs? Chairs will learn how to use data for revisions to the curriculum, to conduct program reviews, and to attract students. Each workshop will offer separate sections for new and experienced chairs/deans.
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 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 will have an opportunity to practice proven techniques.

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 the 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. Each workshop will offer separate sections for new and experienced chairs/deans.

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 diverse points of view and respect for all department or division members? Participants will explore these questions with an experienced administrator.
Virginia Beach Workshop

WORKSHOP LEADERS

Ron Cole became provost and dean of the college at Allegheny College, his undergraduate alma mater, in 2015. Prior to this appointment, he served Allegheny as a faculty member for 20 years and held several leadership positions including chair of the geology department, moderator of the faculty, and member of the trustee diversity task force. As a faculty member, he actively engaged undergraduate students in research with funding from the National Science Foundation, National Geographic Society, and the American Chemical Society and was the recipient of an award for excellence in teaching. Before his career in higher education, Cole worked in the environmental consulting industry.

Katie Conboy is provost and senior vice president at Simmons College. Previously, she spent 26 years at Stonehill College, where she was professor and department chair of English and then for 13 years the chief academic officer. Her scholarly interests include British fiction, feminist theory, and Irish literature. Conboy is a regular presenter at national higher education association meetings on topics such as the future of the liberal arts and liberal education, strategic planning, change management, and faculty work. She has served on the CIC Chief Academic Officer Task Force, the board of directors of the American Conference of Academic Deans, and the advisory board for the National Institute for Technology in Liberal Education.

LeeRay Costa is professor and chair of the gender and women’s studies program at Hollins University. Her research, teaching, and community activism focus on social justice and a desire to understand processes of social change. Trained as a feminist cultural anthropologist, she has conducted ethnographic fieldwork on women’s activism and non-governmental organizations in Thailand, on transgender youth (Male Bodies, Women’s Souls, co-authored with Andrew Matzner, 2007), and on the local food movement in Hawaii. Her current interests include exploring the integration of contemplative practices and spirituality into social justice education and social movement activism.
Her research and teaching have been supported by grants and fellowships from the Fulbright Program; the Andrew W. Mellon, Teagle, and Luce Foundations; and the Virginia Foundation for Independent Colleges.

**Monique Guillory** has served as the vice president for academic affairs at the College of Saint Elizabeth since 2015. Previously, she served as vice president for academic and student affairs for the Southern University System— the only historically black higher education system in the country. Guillory served as deputy chief of staff at Jackson State University, where she coordinated the institution’s first strategic plan, and was campus executive administrator at the University of the Virgin Islands. She is the co-editor of *Soul: Black Power, Politics, and Pleasure* (1998). Guillory is known for her expertise in program assessment, accreditation, proposal development, student-learning outcomes, and strategic planning.

**Beth Tyner Jones** is a partner with Womble Bond Dickinson (U.S.) 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.

**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.

**Jenna Templeton**, vice president for academic affairs at Chatham University, provided leadership through the university’s academic reorganization and transition to undergraduate coeducation. Her career in higher education administration has included service as director of online academic and support services, associate dean of distance education, and director of student life. Earlier, her work focused on advising at-risk youth who were completing high school equivalency diplomas and securing entry-level employment. Templeton also provided individual counseling for college students focused on overcoming personal and academic barriers to successful degree completion.
GENERAL INFORMATION

The Holiday Inn & Suites - North Beach hotel is located on the Virginia Beach Boardwalk. Virginia Beach offers a glimpse at the founding of the country, with historic landmarks and sites such as the Cape Henry Lighthouse and the First Landing State Park, where the first English settlers arrived in 1607. Explore it all from one of the most convenient, comfortable, and family-friendly hotels in Virginia Beach.

For reservations, please call (757) 428-1711 and state that you are participating in the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations may also be made online. Reservations made after the March 11 deadline cannot be guaranteed at the group rate and will be accommodated on a space-available basis. All reservations must be accompanied by a one-night deposit for room and tax on a major credit card.

AIRPORT TRANSPORTATION

Holiday Inn & Suites - North Beach hotel is about 20 miles from Norfolk International Airport (ORF), which offers many ground transportation options. Please visit the airport website for multiple options, including taxis and prearranged car services. Taxi service from the airport is about $30.

HOTEL PARKING

The hotel offers complimentary self- and valet parking.
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 joining Berea in 2006, he was a faculty member in history 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.

Mary K. Boyd is provost of Berry College. She previously served as vice president for academic affairs at St. Edward’s University and dean of the college of arts and sciences at the University of San Diego. Earlier, Boyd was a faculty member and chair of the department of chemistry at Georgia Southern University and a faculty member at Loyola University Chicago. A strong advocate for undergraduate research, she co-edited the book, Broadening Participation in Undergraduate Research: Fostering Excellence and Enhancing the Impact (2009). In 2015, Boyd was named a Fellow of the American Chemical Society. She also has been a principal investigator for several National Science Foundation grants.

Mark J. Braun is professor of communication studies at Gustavus Adolphus College, where he also served as provost from 2011 to 2016 and earlier 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 University (SD). He formerly served on the board of directors of 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.
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.

Susan Llewellyn Deniker is an attorney at Steptoe & Johnson PLLC, where she leads the firm’s labor and employment practice group and is a member of the higher education law team. She specializes in labor and employment law, litigation, and education law. She regularly provides legal counseling to colleges and universities and represents higher education clients in matters pending before state and federal administrative agencies, including the U.S. Office for Civil Rights and the Equal Employment Opportunity Commission, and in state and federal court cases.

David R. Evans has served as president of Southern Vermont College since 2015. Previously, he was vice president for academic affairs, dean of the faculty, and professor of English at Buena Vista University, dean of the Petree College of Arts and Sciences at Oklahoma City University, and a faculty member and chair of English at Georgia College and State University. For many years, Evans wrote the “On Hiring” blog for the Chronicle of Higher Education and he continues to have a particular interest in faculty careers at small colleges.

Kevin Reilly has served as the dean of the School of Social Sciences and Professional Studies at Ferrum College since 2010. He also is co-director of the Ferrum College Center for Community Engagement and co-facilitator for the Ferrum Cultural Competence Campus Conversations. Previously, Reilly was director of Ferrum’s Quality Enhancement Plan, coordinating both development and implementation of the plan’s critical thinking theme. A psychologist by training, he is an associate professor and has taught a wide variety of psychology courses.
MILWAUKEE, WISCONSIN, HOTEL AND TRAVEL INFORMATION

Sheraton Milwaukee Brookfield Hotel
375 South Moorland Road
Brookfield, WI 53005
(262) 364-1100
www.marriott.com/hotels/travel/mkesi-sheraton-milwaukee-brookfield-hotel

Reservation deadline:
Monday, April 15, 2019
Room Rate: $126 single/double; $146 triple; $156 quad

GENERAL INFORMATION

Landmarks near the Sheraton Milwaukee Brookfield Hotel include the Pettit National Ice Center and Milwaukee Symphony Orchestra. Other nearby attractions are the Boerner Botanical Gardens and local brewery tours.

For reservations, please call (262) 364-1100 and state that you are participating in the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations made after the April 15 deadline cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

AIRPORT TRANSPORTATION

The Sheraton Milwaukee Brookfield Hotel is about 18 miles from General Mitchell International Airport (MKE), which offers several ground transportation options to get travelers to and from the hotel. Please visit the airport website for multiple options, including taxis and prearranged car services. Taxi service from the airport is about $60.

HOTEL PARKING

The hotel offers complimentary self-parking.
Columbus Workshop

WORKSHOP LEADERS

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.

Kerry D. Fulcher has been provost and chief academic officer at Point Loma Nazarene University (PLNU) since 2010. He began his PLNU career in 1994 as a faculty member in the biology department and served as biology chair from 2002 to 2008. In all of his roles, he has worked to develop the PLNU sciences into a nationally recognized faith-based program. Fulcher’s publications have appeared in journals such as Biology of Reproduction, Aquaculture, and Developmental Biology. In addition, for the past three years he has served as a coordinator of CIC’s Workshop for New Chief Academic Officers.

Tresmaine Grimes has been vice president for academic affairs and dean of faculty at Bloomfield College since 2015. Previously, she served as assistant vice president for academic affairs and associate professor of psychology at Iona College, and as associate professor and chair of the department of psychology and sociology at South Carolina State University. Grimes has published articles in The Handbook of Multicultural School Psychology and journals including the Review of Journalism and Mass Communication. She received a grant from the National Institute on Drug Abuse for a two-year study, Rural Black Youth in Transition: Impact on Drug Use. Grimes has a strong commitment to collegial and consultative decision-making processes.
Tara L.S. Kishbaugh has served as chair of the biology and chemistry departments of Eastern Mennonite University (EMU) since 2013. During graduate school she spent a year teaching organic chemistry at Saint Michael's College (VT) and afterwards was a Dreyfus Postdoctoral Fellow at the University of Massachusetts–Dartmouth. At EMU, Kishbaugh has taught a variety of chemistry courses as well as seminars on ethics, land use, and food chemistry. She has been involved in a number of transdisciplinary projects on campus, such as EMU Common Reads. Her research interests include chemical education, heterocyclic chemistry, and water quality studies.

Catharine O’Connell, provost and dean of the college at Illinois College, previously served as vice president for academic affairs and dean of the college at Mary Baldwin College, 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 became the provost of St. Edward’s University in Texas in 2018. Previously he served as vice president for academic affairs at the University of Saint Francis in Indiana. Under Prall’s leadership, the University of Saint Francis completed its first set of comprehensive program reviews in ten years and created its first wholly online programs. He also 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 in 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.

Kathleen A. Rinehart serves as president for Cardinal Stritch University. Previously, she was general counsel for Saint Xavier University (IL), and earlier led the education law practices at two large law firms in Milwaukee, Wisconsin. Rinehart developed a general counsel model for use on campuses without 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.
COLUMBUS, OHIO, HOTEL AND TRAVEL INFORMATION

Sheraton Columbus Hotel at Capitol Square
75 East State Street
Columbus, OH 43215
(800) 325-3535
www.marriott.com/hotels/travel/cmhc-s-sheraton-columbus-hotel-at-capitol-square

Reservation deadline:
Wednesday, April 24, 2019
Room Rate: $153 single/double

GENERAL INFORMATION

Sheraton Columbus Hotel at Capitol Square is in the heart of Columbus’s thriving downtown, directly across from the Ohio Statehouse. Participants can explore nearby attractions such as the Center of Science and Industry, Franklin Park Conservatory, Nationwide Arena, and Ohio State University.

For reservations, please call (800) 325-3535 and state that you are participating in the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations may also be made online. Reservations made after April 24 cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

AIRPORT TRANSPORTATION

Sheraton Columbus Hotel at Capitol Square is about six miles from the John Glenn Columbus International Airport (CMH). Taxi service from the airport is about $30.

HOTEL PARKING

Onsite and valet parking is $30 per day for overnight guests.
Anaheim Workshop

WORKSHOP LEADERS

**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 presented at CIC’s Workshops for Department and Division Chairs, Institute for Chief Academic Officers, and Presidents Institute.

**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. He was named CIC’s Chief Academic Officer of the Year in 2016.

**John Kolander**, provost of Wisconsin Lutheran College, has served as the college’s chief academic officer since 2004. Previously, 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. He is a frequent presenter at CIC’s Workshops for Department and Division Chairs and Institute for Chief Academic Officers and was named Chief Academic Officer of the Year in 2018.
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 Institute for Chief Academic Officers.

Yolanda Williams Page became vice president for academic affairs at Dillard University in 2013. In this role, she has secured funding to support faculty development and student success and worked collaboratively to develop an adjunct faculty member orientation program, medical physics curriculum, and online course offerings, including a hybrid RN-to-BSN program. Previously, Page served as dean of the school of arts and sciences and chair of the department of English, theatre, and mass communication at the University of Arkansas-Pine Bluff and as director of Title III and academic success at University of Arkansas-Little Rock. She is the editor of the two-volume Encyclopedia of African American Women Writers (2007) and of Icons of African American Literature: The Black Literary World (2011).

Caroline J. Simon is provost and executive vice president of Whitworth University. She came to Whitworth after serving as a professor of philosophy 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, including virtue, friendship, sexuality, and the role of narrative in thinking about how to live a flourishing life.

Tarsha L. Stanley is dean of the school of humanities, arts, and sciences at St. Catherine University, where she has served since 2018. Previously she was director of the E.W. Githii Honors Program and associate professor of English at Spelman College. During her time at Spelman she also served as chair of the English department and was the faculty lead in implementing the college-wide revision of student advising. Stanley’s professional interests are in film and media studies, particularly focusing on images of women of African descent. She has written several articles on black women in African, African American, and Caribbean cinema as well as on black female iconography in American popular culture. She edited The Encyclopedia of Hip Hop Literature, published by Greenwood Press in 2008 and, most recently, edited a forthcoming volume for the Modern Language Association’s teaching series entitled Approaches to Teaching the Works of Octavia E. Butler.
ANAHEIM, CALIFORNIA, HOTEL AND TRAVEL INFORMATION

DoubleTree by Hilton Hotel Anaheim–Orange County
100 The City Drive
Orange, CA 92868
(714) 634-4500

Reservation deadline:
Friday, May 3, 2019
Room Rate: $149 single/double

Attractions near the DoubleTree by Hilton Hotel Anaheim–Orange County include Disneyland Park, Downtown Disney District, and Disney California Adventure Park. The Outlets at Orange, an outdoor shopping and entertainment complex, and Crystal Cathedral of Garden Grove also are close to the hotel.

For reservations, please call the hotel at (714) 634-4500 and state that you are participating in the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations also may be made online. Reservations made after the May 3 deadline cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

AIRPORT TRANSPORTATION

Los Angeles International Airport (LAX) is 42 miles from the DoubleTree by Hilton Hotel Anaheim–Orange County and offers many ground transportation options. Please visit the airport website, www.flylax.com, for additional details.

HOTEL PARKING

The hotel offers self-parking for $12 per day. Valet parking is $20 per day.
Registration Information

Please register for the 2019 Workshops for Department and Division Chairs online at www.cic.edu/2019DepartmentChairWorkshops. Note that only individuals from CIC-member or CIC-eligible institutions may register for the workshops.

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 emailed to conferences@cic.nche.edu. If you do not receive confirmation within five days, please inquire.

**REGISTRATION FEES**

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<th>CIC Member Rate</th>
<th>Nonmember Rate</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 prior to 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. Requests should be directed to:

- **Virginia Beach Workshop**: Leslie Rogers-Brown, conference manager, by fax to (202) 466-7238 or by email to lrogers-brown@cic.nche.edu.
- **Milwaukee and Anaheim Workshops**: Sherita Ashmon, conference manager, by fax to (202) 466-7238 or by email to sashmon@cic.nche.edu.
- **Columbus Workshop**: Tabitha Truscott, conference and program coordinator, by fax to (202) 466-7238 or by email to ttruscott@cic.nche.edu.

Registrations are transferable within an institution.

**DRESS GUIDELINES**

Business casual clothing is appropriate throughout the workshops.
CIC has undertaken a series of research reports to provide useful and compelling information about private liberal arts colleges and universities, particularly in response to widely held misperceptions. Recent reports include:

**Student Debt: Myths and Facts**
(CIC staff, November 2018)

**Taking the Field: Intercollegiate Athletics on CIC Campuses**
(James C. Hearn, David Welch Suggs Jr., and Jennifer May-Trifiletti, October 2018)

**Innovation and the Independent College: Examples from the Sector**
(Barbara Hetrick, Philip M. Katz, and S. Georgia Nugent, March 2018)

**The Financial Resilience of Independent Colleges and Universities**
(CIC staff, August 2017)

**Utilizing Independent Colleges and Universities to Fulfill States’ College Degree Attainment Goals**
(William Zumeta and Nick Huntington-Klein, April 2017)

**Changes in Faculty Composition at Independent Colleges**
(Christopher Morphew, Kelly Ward, and Lisa Wolf-Wendel, June 2016)

**Strategic Change and Innovation in Independent Colleges: Nine Mission-Driven Campuses**
(James C. Hearn, Jarrett B. Warshaw, and Erin B. Ciarimboli, April 2016)

**The Cost-Effectiveness of Undergraduate Education at Private Nondoctoral Colleges and Universities: Implications for Students and Public Policy**
(William Zumeta and Nick Huntington-Klein, September 2015)

**Mission-Driven Innovation: An Empirical Study of Adaptation and Change among Independent Colleges**
(James C. Hearn and Jarrett B. Warshaw, July 2015)
CIC also publishes a series of research briefs on innovations in pedagogy and curriculum that may enhance student learning at independent colleges and universities. Each paper includes a review of recent literature, examples of how the innovation has been adopted by CIC members, discussion questions for further exploration, and recommendations for additional reading.

- **High-Tech or High-Touch? Online Learning and Independent Higher Education** (February 2016)
- **Living-Learning Communities and Independent Higher Education** (October 2015)
- **Career Preparation and the Liberal Arts** (July 2015)
- **Interdisciplinary Undergraduate Education** (May 2015)
- **Competency-Based Education** (April 2015)

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