Achieving High Quality in Changing Times

www.cic.edu/2020DepartmentChairWorkshops
About the Council of Independent Colleges

The Council of Independent Colleges (CIC) is an association of 769 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 Academic Search

Academic Search 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 AALI; and the 2020 Workshops for Department and Division Chairs.
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Achieving High Quality in Changing Times

Introduction

Department and division chairs are the bridges between the members of their department or division and senior administrators. The 2020 Workshops for Department and Division Chairs will focus on strategies and practical approaches to develop leadership skills that promote academic quality and enhance resilience for chairs and the 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?

Institutions are encouraged to send both new and experienced chairs together, in teams if possible. Faculty members who will soon become a department or division chair are especially encouraged to participate. There will be separate program tracks for new and experienced chairs and deans. 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 at 6:00 p.m. in the hotel lobby.
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 often faced by department and division chairs at independent colleges and universities; 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 students’ 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 in small group discussions. Each workshop will offer separate sections for new and experienced chairs and 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 and 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 and 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 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 can 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 and 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.
Des Moines, Iowa, Workshop

WORKSHOP LEADERS

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.

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 presented with CIC’s Chief Academic Officer Award in 2016.

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.
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 received the 2018 Chief Academic Officer Award.

Catharine O’Connell is provost and dean of the college at Illinois College. She 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.

Kevin Reilly is assistant vice president for academic affairs at Ferrum College. Previously, he served as dean of the school of social sciences and professional studies at Ferrum College for nine years. He is a three-time winner of the Ferrum College Teacher of the Year award and a two-time winner of the Ferrum College Advisor of the Year award. A psychologist by training, Reilly is a full professor and has taught a wide variety of psychology courses.

Marilyn Sutton-Haywood serves as dean of arts and sciences at Pfeiffer University. 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.
DES MOINES, IOWA, HOTEL AND TRAVEL INFORMATION

Hilton Des Moines Downtown
435 Park Street
Des Moines, IA 23451
(515) 241-1456

Reservation deadline: Friday, March 20, 2020
Room Rate: $149 single/double

General Information
The Hilton Des Moines Downtown is a bright and modern hotel in step with the tech-centric area. Part of the Des Moines Skywalk system, the hotel is connected to the Iowa Events Center and offers quick access to local dining and Des Moines attractions, which include Hy-Vee Hall, Science Center of Iowa, and Des Moines Civic Center.

For reservations, please call (515) 241-1456 and state that you are participating in the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations made after Friday, March 20, cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

Airport Transportation
The Des Moines International Airport (DSM) is about five miles from the Hilton Des Moines Downtown. The hotel offers complimentary shuttle service to and from the airport. Please call (515) 241-1456 when arriving at baggage claim to arrange for transport to the hotel.

Hotel Parking
Valet parking is $25 per night. Self-parking is available for $18 per night.
Mobile, Alabama, Workshop

WORKSHOP LEADERS

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, 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.

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 nongovernmental organizations in Thailand, on transgender youth (Male Bodies, Women’s Souls, co-authored with Andrew Matzner, 2007), and on the local food movement in Hawai’i. 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.

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.

Monique Guillory has served as 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. Earlier 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.

Lisa E. Long is provost and vice president for academic affairs at Talladega College. She served the institution as a faculty member, chair, and interim dean prior to becoming its chief academic officer in 2013. Long led the development and accreditation of Talladega College’s first master’s program and its ten-year reaffirmation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). In 2019, she was elected to the Alabama delegation of the board of trustees of SACSCOC. Long also was selected for the 2019–2020 cohort of CIC’s Executive Leadership Academy.

Srebrenka Robic is professor and chair of the biology department at Agnes Scott College. She teaches a range of courses in the areas of microbiology, bioinformatics, and genomics. Her scholarly work has led to numerous journal articles, including published research with students in The Protein Journal and G3: Genes, Genomes, and Genetics. Robic is active in several national organizations, including the Genomics Education Partnership, the Protein Society, and the Network for Integration of Bioinformatics into Life Sciences.
MOBILE, ALABAMA, HOTEL AND TRAVEL INFORMATION

The Admiral Hotel Mobile
251 Government Street
Mobile, AL 36602
(251) 432-8000

Reservation deadline: Monday, April 6, 2020
Room Rate: $115 single/double

General Information
The Admiral Hotel Mobile is a distinctive blend of historic architecture, modern amenities, and southern hospitality located in the heart of charming downtown Mobile. This historic building is just steps away from the Gulf Coast Exploreum Science Center and minutes from the History Museum of Mobile. It also is near the Alabama Contemporary Art Center, Bienville Square, and several other local attractions.

Hotel reservations can be made online or by calling (800) 774-1500. Please provide the group code CIC for either reservation method. Reservations made after Monday, April 6, cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

Airport Transportation
The Mobile Regional Airport (MOB) is about 18 miles from the Admiral Hotel Mobile. The Pensacola International Airport (PNS) is approximately 57 miles from the Admiral Hotel Mobile. Shuttle service is available from several providers. Please consult airportshuttles.com for the appropriate service.

Hotel Parking
Valet parking is $25 per night. Self-parking is available for $12 per night.
Portland, Maine, 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.

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.

Pamela MacRae was recently appointed as dean of environmental conservation and research and professor of fisheries ecology in the distance education division at Unity College (ME). Previously, she served as dean of the school of biodiversity conservation at Unity College. She has experience recruiting, supervising, and evaluating faculty as well as leading a new faculty orientation program, faculty professional development, and faculty grants administration. Other titles and responsibilities have included director of the honors program, and oversight of undergraduate research and academic scholarships and awards. MacRae also has served as the program coordinator of environmental science and technology and a faculty member at Tallahassee Community College, Florida.
Matthew Oware is Lester Martin Jones Professor of Sociology and the director of Africana Studies at DePauw University. He also served two terms as chair of the sociology and anthropology department at DePauw. Oware’s primary research focuses on the constructions of racialized and gendered identities in popular culture, Black masculinity in African-American expressive culture, and the Black family in American society. His book, *I Got Something to Say: Race, Gender, and Social Consciousness in Rap Music* (2018), uses systematic, analytic, and interdisciplinary approaches to examining the lyrics of millennial rap artists. He also has publications in the *Journal of Contemporary Ethnography*, *Journal of Black Studies*, *Sociology of Race and Ethnicity*, and *Journal of African American Studies*, among others.

Kathleen A. Rinehart serves as president of Cardinal Stritch University. Previously, she was general counsel for Saint Xavier University (IL), and earlier 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.

Aimee Sapp is vice president for academic affairs at William Woods University. She has provided leadership through the initiation of academic reorganization, the establishment of program prioritization, and the implementation of budgetary process reforms. Sapp previously served as a department chair, division chair, and associate dean at William Woods. In addition to her administrative responsibilities, she is a tenured full professor in communications and holds doctoral faculty status. Her scholarly interests include leadership communication styles, interpersonal communication, and gender communication. She has received numerous teaching awards, has mentored new chief academic officers through the CIC mentorship program, and currently serves on the CIC Chief Academic Officers Task Force.

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 at the Art Institute of Pittsburgh. 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.
PORTLAND, MAINE, HOTEL AND TRAVEL INFORMATION

The Westin Portland Harborview
157 High Street
Portland, ME 04101
(207) 775-5411
www.marriott.com/hotels/travel/pwmwi-the-westin-portland-harborview

Reservation deadline: Wednesday, April 15, 2020
Room Rate: $159 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 Wednesday, April 15, cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

Airport Transportation
The Portland International Jetport (PWM) is about four miles from the Westin Portland Harborview. The hotel offers complimentary shuttle service to and from the airport. Please call (207) 775-5411 when arriving at baggage claim to arrange for transport to the hotel.

The Portland Transportation Center (POR) is home to Portland’s Amtrak station, which is located two miles from the Westin Portland Harborview.

Hotel Parking
Valet parking is $34 per night. Self-parking is available next to the hotel for $26 per night.
Long Beach, California, 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.

**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 East Tennessee Historical Society’s 2005 Teaching Excellence Award and of Central Kentucky Diversity Consortium’s 2015 MOSAIIC (Multicultural Opportunities, Strategies, and Institutional Inclusive Conference) Award.

**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.
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.

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).

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.

Tarshia 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 Ethel Waddell 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 include 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 in 2008 and, most recently, a forthcoming volume for the Modern Language Association’s teaching series titled Approaches to Teaching the Works of Octavia E. Butler.
LONG BEACH, CALIFORNIA, HOTEL AND TRAVEL INFORMATION

The Queen Mary Hotel
1126 Queens Highway
Long Beach, CA 90802
(714) 634-4500
www.queenmary.com

Reservation deadline: Friday, May 8, 2020
Room Rate: $149 single/double

General Information
With rooms decorated either with authentic wood paneling, the original 1930s artwork, Art Deco style, or the operable porthole(s), there is no question that the Queen Mary hotel is unlike any other Southern California hotel. Since 1967, the Queen Mary has been the centerpiece of Long Beach Harbor. Larger than the Titanic, this hotel/ship allows for tours of the bridge, engine rooms, and officers’ quarters, while guided tours visit areas of the ship that are otherwise inaccessible.

Hotel reservations can be made online or by calling (877) 600-4313 or (877) 342-0742 and stating that you are attending the Council of Independent Colleges’ Workshop for Department and Division Chairs. Reservations made after Friday, May 8, cannot be guaranteed at the group rate and will be accommodated on a space-available basis.

Airport Transportation
The Queen Mary Hotel is about 11 miles from the Long Beach Airport (LGB), about 22 miles from the Los Angeles International Airport (LAX), and approximately 31 miles from the John Wayne/Orange County Airport (SNA).

Hotel Parking
Valet parking is $27 per night. Self-parking is available for $15 per night.
Registration Information

Please register for the 2020 Workshops for Department and Division Chairs online at www.cic.edu/2020DepartmentChairWorkshops.

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.ncbe.edu. If you do not receive confirmation within five days, please inquire.

Registration Fees

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<tr>
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<th>CIC Member Rate</th>
<th>Nonmember Rate</th>
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<tr>
<td>First Registrant</td>
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Note that the Workshops are open only to faculty and administrators at CIC-member or CIC-eligible institutions.

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 ahead 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 Leslie Rogers-Brown, CIC conference manager, by fax to (202) 466-7238 or by email to lrogers-brown@cic.ncbe.edu. Registrations are transferable within an institution.

Dress Guidelines

Business casual clothing is appropriate throughout the workshops.
Research Items of Interest

CIC has undertaken a series of research reports to provide useful and compelling information about private liberal arts colleges and universities. Recent reports include:

- **Student Debt: Myths and Facts** (CIC staff, November 2019)
- **The Financial Resilience of Independent Colleges and Universities** (CIC staff, August 2017)
- **Study of Chief Academic Officers at Independent Colleges and Universities, 2009–2019** (CIC staff, October 2019)
- **Utilizing Independent Colleges and Universities to Fulfill States’ College Degree Attainment Goals** (William Zumeta and Nick Huntington-Klein, April 2017)
- **Strengthening the STEM Pipeline Part II** (CIC and NORC at the University of Chicago, Tafaya Ransom, Zachary Gebhardt, Erin Knepler, and Lance A. Selfa, June 2019)
- **Changes in Faculty Composition at Independent Colleges** (Christopher Morphew, Kelly Ward, and Lisa Wolf-Wendel, June 2016)
- **Teaching the Humanities Online: Lessons from a Consortium of Liberal Arts Colleges** (Barbara Hetrick, Deanna Marcum, and Philip M. Katz, July 2019)
- **Strategic Change and Innovation in Independent Colleges: Nine Mission-Driven Campuses** (James C. Hearn, Jarrett B. Warshaw, and Erin B. Ciarimboli, April 2016)
- **Taking the Field: Intercollegiate Athletics on CIC Campuses** (James C. Hearn, David Welch Suggs Jr., and Jennifer May-Trifiletti, October 2018)
CIC also published 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)

PDFs of all CIC research projects can be downloaded at [www.cic.edu/ResearchProjects](http://www.cic.edu/ResearchProjects).