13th Annual
2014 Workshops for Department and Division Chairs

The Chair as Strategic Partner

www.cic.edu/2014DepartmentChairWorkshops
CIC acknowledges with appreciation the continuing support of Academic Keys, Academic Search, Inc., and the American Academic Leadership Institute.

Preliminary Schedule

**FIRST DAY**

Noon–1:00 p.m.
Registration

1:00–1:30 p.m.
Welcome and Workshop Overview

1:30–2:45 p.m.
Serving as Department/Division Chair: Beyond the Job Description

2:45–3:00 p.m.
Break

3:00–4:30 p.m.
The Department/Division Budget

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

10:30–10:45 a.m.
Break

10:45 a.m.–Noon
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 Evaluation

2:45–3:00 p.m.
Break

3:00–4:30 p.m.
Dealing with Difficult Faculty Conversations

4:30–4:45 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

9:00–10:15 a.m.
The Wisdom of Chairs and “Open Mike” for Participants

10:15–10:30 a.m.
Break

10:30–11:45 a.m.
Becoming a Leader on Campus

11:45 a.m.–Noon
Wrap-up

Noon
Workshop Adjourns
The Chair as Strategic Partner

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, development, 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 maintain excellence in the very aspects of faculty performance that they are now called upon to evaluate in their faculty colleagues? How do they balance the demands of the sometimes competing roles as department advocate and institutional planner?

Most chairs come into their positions with little training for managing the chair’s responsibilities, cultivating a wider view of campus challenges, or understanding the leadership role that they have been asked to accept. The 2014 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 return to campus.

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. 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. Institutions may wish to send chairs to workshops in different locations to gain the perspectives of other speakers on the same topic and learn from multiple approaches to workshop topics. Registration is limited to chairs and other academic administrators at private, nonprofit colleges and universities. Each workshop can accommodate 100 participants.
Workshop Topics

Serving as Department or Division Chair: Beyond the Job Description

Few chairs planned to serve as an administrator, manager, or chair when they were in graduate school or even when they were starting their academic careers. Most job descriptions for department chairs are simply lists of activities for which the chair is responsible. These lists suggest 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. How do they manage these new responsibilities along with their teaching and scholarly duties? 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. Does the campus culture support a weak chair or a strong chair model? Is a rotating chair or a “chair for life” model more effective? What are the most effective strategies for communicating with faculty colleagues and senior administrators? What tasks and projects might be successfully delegated to colleagues? What does the dean or CAO expect from chairs? Participants will discuss their roles as strategic partners using interactive exercises and small group discussions.

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 as leader influence faculty colleagues within and beyond the department or division? Even though department or division chairs may not aspire to become deans, they can 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.

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.

The Wisdom of Chairs and “Open Mike” for Participants

What are the strategies that experienced chairs employ to advance the work of the department or division? What lessons have they learned about working with their colleagues, managing their time, and delegating departmental responsibilities? Participants will learn from veteran chairs, contribute their own tips for the benefit of other participants, and have an opportunity to raise issues with one another.

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 Evaluation

An attorney will lead a discussion of the chair’s role in faculty 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.
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.

The Department or Division Budget

The department or division operating budget is often viewed as a set of line item allocations that exists in a vacuum. Chairs will learn how their unit budgets fit into the larger institutional picture, how to make an effective case for additional funding for the department or division, how to support colleague chairs in the budget process, and how to prepare requests for additional funding in cases where more than one department or division is involved.
Workshop Leaders

At each workshop, presenters will include experienced department or division chairs, chief academic officers 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. The following individuals will lead sessions and make presentations at the workshops.

**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.

**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.

**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 has made presentations at CIC’s Workshops for Department and Division Chairs, has served on the national board for communication studies, and is currently on the board of directors of the American Conference of Academic Deans.
Kenneth P. Carson, provost of Geneva College, has held faculty and administrative positions at Geneva since 1999. He previously served as a faculty member at University of Tennessee at Chattanooga, in the School of Business at Arizona State University, and at California Polytechnic State University at Pomona. Carson earned a PhD in organizational psychology from the University of Akron in 1985. He has published and presented on many topics in human resource management, organizational psychology, and statistics. He is a frequent presenter at the CIC 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. Deeds has presented at CIC’s Workshops for Department and Division Chairs and Institute for Chief Academic Officers. His interests include liberal education, assessment of student learning, faculty hiring and development, and using data effectively for planning and decision making.

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

David R. Evans is vice president for academic affairs, dean of the faculty, and professor of English at Buena Vista University. He served as dean of the Petree College of Arts and Sciences at Oklahoma City University and as a faculty member and chair of English at Georgia College and State University. At Buena Vista he has responsibility for more than 500 adjunct faculty members. Evans writes the “On Hiring” blog in the Chronicle of Higher Education and has a particular interest in faculty careers at small colleges.
Mary Ann Gawelek is provost and dean of the faculty at Seton Hill University, where she is professor of psychology and teaches a senior integrative seminar. Before coming to Seton Hill, 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 for CIC’s annual Workshop for New Chief Academic Officers and in 2011 received CIC’s Chief Academic Officer Award.

Jonathan D. Green, provost and dean of the faculty at Illinois Wesleyan University, served in a similar position at Sweet Briar College. Green is an award-winning composer, conductor, and scholar of choral and orchestral music and is the author of seven music reference books. His professional activities also include service on the boards of the Illinois Symphony Orchestra and the Illinois Shakespeare Festival. He has made numerous presentations on higher education topics for the Council of Independent Colleges, the Annapolis Group, and the American Council on Education and is a current coordinator of CIC’s Workshop for New Chief Academic Officers.

James F. Kirkley is associate professor of religion and ethics and chair of the department of religion and philosophy at Shaw University, where he has been on the faculty since 1993. Kirkley’s interests include American Christianity, ethics and public policy, religion and society, world religions, and professional ethics. He currently leads the campus-wide effort to review and update the general education program.
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 in representing these colleges and universities in a broad range of issues such as 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.

Lori J. Joseph is chair of the communication studies department and associate professor of communication studies at Hollins University in Roanoke, Virginia. In addition to two terms as department chair, Joseph has been elected by her peers as chair of the division of social sciences as well as chair of the faculty. Her academic interests are organizational communication and health communication. She presents at scholarly conferences on a variety of topics, including work/life balance and effective patient/provider communication. Her current research focuses on the narratives of women in nontraditional occupations.

Susan Kline is a partner with Faegre Baker Daniels LLP in Indianapolis. She focuses her practice in the area of employment law. Kline has given a variety of presentations to employers and trade groups on topics such as employment law compliance for supervisors, the Americans with Disabilities Act, the Family and Medical Leave Act, workplace harassment, employee privacy, workplace violence, and other topics in employment law. She served as a law clerk to Indiana Chief Justice Randall T. Shepard from 2000 to 2002.

Rita E. Knuesel is provost of the College of Saint Benedict and Saint John’s University. She also has 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 and has presented at CIC’s annual Institute for Chief Academic Officers. Knuesel was the recipient of the 2013 CIC Chief Academic Officer Award.

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 an upper grade teacher and administrator for Lutheran schools in Wisconsin and Minnesota. Kolander’s research interests include campus and organizational culture, curriculum development, and learning communities.

Charles McCormick is provost and vice president for academic affairs at Schreiner University. He previously served in faculty and administrative positions at Cabrini College. His scholarly work focuses on folklore studies, and he has made presentations to higher education associations on the assessment of student learning, undergraduate research, and civic engagement. McCormick is a member of the honors advisory committee of the Washington Center for Internships and Academic Seminars and served as an organizer of the state capital programs for undergraduate research in both Pennsylvania and Texas.

Monica McCoy is professor of psychology at Converse College where she has served as department chair for 14 years. McCoy’s training is in experimental psychology with an emphasis on developmental issues, and her research focuses on child abuse and neglect. She recently published a textbook, Child Abuse and Neglect, second edition.

McCoy currently serves on the board of directors for the local child advocacy center. She received the Kathryne Amelia Brown Award for excellence in teaching in 1999 and the O’Herron Award for faculty excellence in 2004. In 2009, she was selected as the South Carolina Governor’s Distinguished Professor of the Year Award, and in 2010 she was named the South Carolina Professor of the Year by CASE (Council for Advancement and Support of Education) and the Carnegie Foundation for the Advancement of Teaching.

Catharine 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 topics including global learning and citizenship, community-based research, outcomes assessment, and faculty-student learning communities.

April Oettinger is associate professor of art history and chair of the art and art history department at Goucher College in Baltimore, Maryland. Prior to her arrival at Goucher in 2005, she taught at the University of Delaware, the University of Hartford, and for the Colgate University Study Abroad Program in Venice. At Goucher College, she teaches a broad range of survey and thematic courses that address Western visual culture before 1800. She is founder and director of Goucher’s new book studies program, an interdisciplinary minor that explores the past, present, and future of the book. Oettinger’s research interests include Italian Renaissance art and literature, 16th-century Venetian painting, the history of landscape, and the history of the book.

Elizabeth L. Paul, provost and vice president for academic affairs and professor of psychology at Stetson University, previously served as vice provost and professor of psychology at The College of New Jersey, a public residential college. While at The College of New Jersey Paul also served as interim provost and vice president for academic affairs, chair of the department of psychology, and interim vice president for student life. Her academic experience also includes service as a faculty member at Wellesley College and as a research associate at Harvard University. Paul served as president of the Council on Undergraduate Research in 2010–2011 and has made presentations at the CIC Institute for Chief Academic Officers.

R. Richard Ray, Jr. is provost and professor of kinesiology at Hope College. Prior to his current position he served as the college’s dean for social sciences and chair of the kinesiology department. As chair he oversaw a department that was home to majors in athletic training, exercise science, and physical education. He directed the major in athletic training and coordinated the distinguished lecture series in sports medicine. He holds certification as an athletic trainer, was elected to the National Athletic Trainers’ Association Hall of Fame in 2006, and received the career achievement award from the University of Michigan School of Kinesiology in 2009. He was a contributor to Core Concepts in Athletic Training and Therapy (2012), Praeger Handbook of Sports Medicine and
Athlete Health (2010), and several articles on athletic training in professional journals, and is the author of three books on athletic training practice and leadership. Ray has presented at the CIC 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 did 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.

Marc M. Roy is provost and professor of biology at Goucher College. Earlier he served as academic vice president at 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 chair of the American Conference of Academic Deans.

Elizabeth Rudenga is provost and professor of education at Trinity Christian College. She is co-author of the book, Journeying: Integrating Literacy Instruction, as well as numerous book chapters and articles on teacher education. As a faculty member at Trinity she served as director of faculty development and chair of the education department. Rudenga has made presentations at CIC’s Workshops for Department and Division Chairs and Institute for Chief Academic Officers.

Stuart J. Sigman is provost of American Jewish University. Prior to his current position, he was provost and vice president for academic affairs at Naropa University. Sigman also served as founding dean of
the school of communication at Emerson College. He has made presentations on using data effectively at CIC’s Workshops for Department and Division Chairs and Institute for Chief Academic Officers and on program review and academic planning at the Higher Learning Commission of the North Central Association.

Jeanine Silveira Stewart is provost at McDaniel College. Before coming to McDaniel, she served as vice president for academic affairs at Hollins University and interim dean of the college and professor of psychology and neuroscience at Washington and Lee University. She has made presentations at CIC’s Workshops for Department and Division Chairs and Institute for Chief Academic Officers. Stewart is a current coordinator of CIC’s Workshop for New Chief Academic Officers. She also serves on the board of Target, Inc., a 501c3 organization in Westminster, Maryland.

Marilyn Sutton-Haywood has been professor of biology and vice president for academic affairs at Shaw University since 2009. Prior to her work at Shaw she served as a faculty member and vice president for academic affairs at Bethune-Cookman University and Johnson C. Smith University. Sutton-Haywood is a current coordinator of the CIC Mentoring Program for new chief academic officers and has strong interests in faculty development and academic leadership.

Susan Traverso is provost and senior vice president and professor of history at Elizabethtown College. Prior to coming to Elizabethtown, she served as dean of the college of arts and sciences at the University of Redlands and as associate professor and chair of the history department at North Central College (IL). She has made presentations at CIC’s Workshops for Department and Division Chairs and CIC’s Chief Academic Officers Institute, and she has participated in CIC’s Network for Vocation in Undergraduate Education (NetVUE).
Hotel and Travel Information

More detailed travel information, including travel directions and links to the hotel websites, is available at www.cic.edu/2014DepartmentChairWorkshops.

Charlotte, NC • April 3–5, 2014

General Information
Centrally located in Charlotte’s financial district, the Omni Charlotte Hotel is convenient to area businesses and attractions. It is connected via a glass-enclosed sidewalk to the Blumenthal Performance Center, the Overstreet Mall, and the brand new Epicentre.

For reservations, please call the hotel directly at (800) 843-6664 and state that you are with the Council of Independent Colleges’ 2014 Workshop for Department and Division Chairs. Reservations also may be made online. The reservation deadline is Monday, March 3, 2014.

Airport Transportation
Charlotte Douglas International Airport (CLT) is approximately 15 minutes from the Omni Charlotte Hotel. Taxi service from the airport is about $30 each way.

Airport shuttle service is provided by Access Transportation. The cost is $35 for one or two guests from the airport to the Omni Hotel and must be made in advance by calling (704) 493-3671. Service from the Omni Hotel to the Charlotte Douglas International Airport is $25 for one or two guests and advance reservation is required.

Hotel Parking
The hotel group rate includes self-parking for all overnight attendees.
General Information
Located in the heart of downtown Baltimore, Embassy Suites Inner Harbor is just steps from Inner Harbor, National Aquarium, and the Science Center. With easy access to the city’s major points of interest, the hotel also is within walking distance of shopping, dining, and the Mt. Vernon cultural district.

For reservations, please call the hotel directly at (800) 873-6668 and state that you are with the Council of Independent Colleges’ 2014 Workshop for Department and Division Chairs. The reservation deadline is Tuesday, April 22, 2014.

Airport Transportation
Baltimore-Washington Thurgood Marshall International Airport (BWI) is approximately 11 miles from the Embassy Suites Inner Harbor. Taxi service from the airport is roughly $29 one way.

Super Shuttle provides airport shuttle service to and from BWI airport. The fare is $14 one way for shared ride van service. Reservations can be made by calling 1-800-BLUE-VAN (1-800-258-3826) or online at www.supershuttle.com.

Amtrak Train runs from BWI to Baltimore Penn Station for $26 one way. Baltimore Penn Station is approximately 1.4 miles from Embassy Suites Inner Harbor.

Hotel Parking
Grand Historic Venue at 222 St. Paul Place offers 24-hour service that includes unlimited in-and-out parking privileges for $32 per day.

Self-parking is available in a city-owned garage adjacent to the hotel, located at 210 St. Paul Place. Please note that with the self-parking option, you will be charged each time you exit the garage throughout your stay.
General Information
Sheraton St. Louis City Center Hotel and Suites is in the downtown historic area of St. Louis. The hotel is steps from the Metro Link/Light Rail system, making it easy to visit downtown attractions such as the Gateway Arch, Busch Stadium, and Union Station. It also is directly across from the Scottrade Center Sports Arena, home of the St. Louis Blues and Peabody Opera House.

For reservations, please call the hotel directly at (888) 627-8096 and state that you are with the Council of Independent Colleges’ 2014 Workshop for Department and Division Chairs. Reservations also may be made online. The reservation deadline is **Wednesday, April 16, 2014.**

Airport Transportation
Lambert-St. Louis International airport (STL) is approximately 15 miles from the Sheraton St. Louis City Center Hotel and Suites. Taxi service from the airport is about $45 one way.

GO BEST Express Airport Shuttle provides shuttle service to and from the Lambert-St. Louis International airport. Shuttle service is $21 per person one way and $37 per person round trip. A discount of $4 one way and $5 round trip is provided for two or more people traveling together. Reservations can be made in advance, or transfers can be purchased at the baggage claim area. For more information, call 1-877-STL-GOVAN (1-877-785-4682) or visit [www.gobestexpress.com](http://www.gobestexpress.com) to book online.

Shared ride shuttles leave Lambert-St. Louis International Airport approximately every 15 to 30 minutes between 6:00 a.m. and 10:00 p.m. and begin serving routes to the airport at 4:00 a.m. Shuttles outside these hours require reservations; please check for availability. Reservations will guarantee a seat on the van. Customer service representatives are available 24 hours a day.
Light Rail
MetroLink is the St. Louis metropolitan region’s light rail system that serves the main terminal of Lambert-St. Louis International Airport and the surrounding areas. The Civic Center Station stop is located directly across the street from the Sheraton St. Louis City Center and Suites. The fare from the airport is approximately $4 per person each way.

Hotel Parking
Covered indoor self-parking has been discounted for Workshop participants to $12 per day. Valet parking is $23 per day. The garage has direct elevator access to the meeting rooms and the hotel lobby.
Spokane, WA • June 3–5, 2014

Davenport Hotel
Ten South Post Street
Spokane, WA 99201
Phone: (509) 455-8888
Fax: (509) 624-4455
Room Rate: $145 single/double

General Information
Constructed in 1914 by Louis Davenport, the Davenport Hotel is on the National Register of Historic Places. Located in the center of downtown Spokane, the hotel is steps away from the Bing Crosby Theatre, Steam Plant Square, and Riverfront Park. The River Park Square for shopping is also just a few blocks away. In 2002, the hotel underwent a multimillion dollar renovation that restored it to its original glamor.

For reservations, please call the hotel directly at (800) 899-1482 and state that you are with the Council of Independent Colleges’ 2014 Workshop for Department and Division Chairs. The reservation deadline is Wednesday, May 7, 2014. Please note the city of Spokane charges a $2 per room/per night tourism promotion assessment fee that will be added to your hotel bill.

Airport Transportation
The Spokane International Airport (GEG) is approximately eight miles from the Davenport Hotel. The hotel offers complimentary round trip airport transportation. Please call (509) 455-8888 or (800) 899-1482 and state that you are with the Council of Independent Colleges to schedule airport transportation.

Hotel Parking
Self-parking is available in the garage on the southwest corner of First Avenue and Post Street at $15 per night per vehicle. For valet parking, turn left on Post for the main hotel or turn right for the Davenport tower at $20 per night per vehicle. Prices are subject to change.
Registration Information

Instructions

1. You may register and pay by credit card online at www.cic.edu/2014DepartmentChairWorkshops or use the form on page 19–20.
2. Use only one registration form per institution.
3. Compute registration fees according to the rates shown on page 20.
4. Duplicate this form to register more than four participants.
5. Make checks payable to “Council of Independent Colleges” or provide credit card information.
6. Mail form and check or credit card information to:
   Workshops for Department and Division Chairs
   Council of Independent Colleges
   One Dupont Circle, NW, Suite 320
   Washington, DC 20036-1142
7. Fax form and credit card information to (202) 466-7238.
8. Email confirmation will be sent to you upon receipt of payment. Any questions may be sent to conferences@cic.ncbe.edu. If you do not receive confirmation within a few days, please inquire.

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 Joy Jump, CIC conference coordinator, by fax to (202) 466-7238 or by email to jjump@cic.ncbe.edu. Registrations are transferable within an institution.

Dress Guidelines

Business casual clothing is appropriate throughout the workshops.
Registration Form

2014 Workshops for Department and Division Chairs

Location (please choose one): □ Charlotte, NC □ Baltimore, MD □ St. Louis, MO □ Spokane, WA

Institution: _______________________________________________________________________________________
Address: _________________________________________________________________________________________
City: ____________________________________________ State: __________ Zip Code: __________________________

Registrants

Name: ___________________________________________ Name: ___________________________________________ Name: ___________________________________________
Faculty Rank and Discipline: ___________________________________________________________
Department/Division Title: ___________________________ Department/Division Title: ___________________________ Department/Division Title: ___________________________
Direct Phone: ___________________________ Direct Phone: ___________________________ Direct Phone: ___________________________
Email: ___________________________________________ Email: ___________________________________________ Email: ___________________________________________
## Registration Form

### Registrants (cont'd)

Name:__________________________
Faculty Rank and Discipline: __________
____________________________________
Department/Division Title: __________
____________________________________
Direct Phone: _____________________
Email: __________________________
Special Needs: ____________________

### Registration Fees

#### CIC Member Rates:
First registrant @ $450 $________
____ additional registrants @ $380 each = $________

#### Nonmember Rates:
First registrant @ $575 $________
____ additional registrants @ $525 each = $________
**Total:** $________

Please charge my credit card the total fee shown above.

- American Express  - MasterCard  - Visa

Account Number: ________________________________
Name on Card: ________________________________
Expiration Date: ______________________________
Signature: _____________________________________