



THE COUNCIL OF
INDEPENDENT COLLEGES

8th Annual
2009 Workshops for Department
and Division Chairs

*Creative Leadership
with Limited Resources*

April 2-4
St. Louis, MO

May 27-29
Cambridge, MA

June 2-4
Pittsburgh, PA

June 9-11
San Diego, CA



8th Annual 2009 Workshops for Department and Division Chairs

Cost-Effective Professional Development for Chairs

CIC provides programs for department and division chairs that are highly affordable. Financial support from sponsors enables CIC to offer the workshops at a modest registration fee, the lowest cost among national professional development programs for chairs. The regional locations of the workshops allow many participants to drive to the workshop location rather than purchase an airline ticket, and CIC selects modestly priced hotels for the meetings.

The workshops strive to enhance the institutional budget by informing chairs of cost-saving ways of leading their departments and fostering the exchange of best practice ideas among workshop participants. In their presentations, all workshop speakers will offer suggestions for cost-effective approaches to their topic.



CIC expresses appreciation for the continuing support of **Academic Search, Inc.**, an executive search firm serving the chief executive officer and senior administrative officer search needs of American higher education for three decades. Academic Search is among the oldest and largest firms in the nation devoted exclusively to executive search in higher education. Academic Search is committed to strengthening leadership in higher education. For more information, visit the Academic Search website at www.academic-search.com.

Creative Leadership with Limited Resources

To assist independent colleges and universities in strengthening leadership at the department or division level, the Council of Independent Colleges is offering its eighth annual series of workshops for experienced as well as new department/division chairs. The workshops focus on the distinctive challenges of department leadership in small and mid-sized private colleges and universities.

“Creative Leadership with Limited Resources” is the theme of this year’s workshops, which will provide chairs with tools and strategies to serve as effective front-line administrators and to strengthen their departments in a time of budget constraints. When assuming a department or division chair, few faculty members are fully prepared to assist colleagues in their professional development, motivate underperforming faculty members, develop plans to attract entry-level students to the department, manage conflict situations, use data to understand departmental strengths and guide decisions, adhere to the best legal practices, and work effectively within the administrative structure of the institution. Workshop leaders will share a variety of instruments, strategies, and approaches for addressing these key areas of a chair’s responsibility. The programs will also feature opportunities to try practical applications of the topics presented and provide materials to guide implementation of lessons learned upon return to campus.

Workshop topics include:

- Attracting Entry-Level Students to the Major
- Using Data to Guide Decisions
- Cost-Effective Professional Development for Faculty Members
- The Theory and Practice of Conflict Management
- Working with Underperforming Faculty Members
- Preventive Law
- Working with the Chief Academic Officer

Who Should Attend?

The workshops are designed to serve both experienced and new chairs of departments or divisions at independent colleges and universities. Campuses are encouraged to send several department chairs to the workshop so they may support one another in instituting change upon return to campus. The workshops can, if a team attends, build stronger working relationships among institutional chairs. A single representative from an institution also would find the workshop helpful. Chief academic officers, deans, and associate deans who work closely with chairs would find the program beneficial and are welcome to attend. Institutions may wish to send chairs to programs in different locations to gain the perspectives of different speakers on the same topic and learn from multiple approaches to the workshop topics. Registration is limited to chairs and other academic administrators at private colleges and universities.



St. Louis, MO

April 2–4



Nancy H. Blattner,
vice president
and dean for
academic
affairs at
Fontbonne

University, initiated and secured funding for the university's first endowed chair. She has served as director of writing assessment and professor of English. Her publications include articles on academic leadership, mentoring faculty, and writing assessment. She is a member of the CIC Chief Academic Officers Task Force, consultant/evaluator for the Higher Learning Commission/North Central Association of Colleges and Schools, and chair of the College Board Committee for the CLEP Examination in English Composition.



Mary Ann Coughlin,
assistant vice
president for
academic
affairs at
Springfield

College, has worked at the college since 1993. She has supervised academic support services and provided leadership for outcomes assessment initiatives, academic progress reviews, and the development of a data infrastructure for institutional research. She served as editor of *Applications of Intermediate/Advanced Statistics in Institutional Research*. Coughlin is a member of the 2008–2009 Association for Institutional Research (AIR) Executive Board, completing a three-year term as vice president, president, and now, immediate past president.



George Dehne,
president
of George
Dehne &
Associates,
Inc., leads

a firm that focuses on market research and consulting and that offers a complete line of services for student recruitment and public relations. Earlier in his career, he was a staff member at Carleton College and Wittenberg University. Dehne's articles have appeared in the *Journal of College Admissions*, *The College Board Review*, *Trusteeship*, *CASE Currents*, *College Marketing Alert*, and the *Handbook for Student Recruitment*. He is also principal author of *Marketing Higher Education: A Handbook for Administrators*.



William R. Kauffman,
vice president,
general
counsel, and
secretary of
the university

for Saint Louis University, is responsible for the direction of all legal services for the university, as well as diversity and affirmative action, internal audit, risk management and insurance, compliance, governmental relations, human resources, and emergency preparedness and public safety. Prior to joining Saint Louis University, Kauffman was vice president and general counsel for the University of Alaska state system of higher education and general counsel for the Kansas Board of Regents.



R. Christopher Qualls,
dean of faculty
at Emory
& Henry
College, is
a licensed

clinical psychologist and has served as a faculty member at Emory & Henry College, Radford University, and David Lipscomb University. He was the recipient of the 2004 Excellence in Teaching Award from the General Board of Higher Education and Ministry of the United Methodist Church. He spoke at the 2008 CIC Department and Division Chair Workshops and is a frequent presenter at the Southeastern Psychological Association's annual meeting and at community events.



Mary Ann F. Rehnke,
vice president
for programs
of the
Council of
Independent

Colleges, is a former faculty member in literature and languages who also served as associate dean of the college at the College of St. Catherine and Daemen College. She edited *Liberal Learning and Career Preparation, Is This Good for Our Students?* and wrote "The Life of a Department Chair." She works with advisory groups to plan the CIC Department/Division Chair Workshops. (She will also speak at the Cambridge and San Diego Workshops).



Cambridge, MA May 27–29



Jane T. Jakoubek joined Monmouth College (IL) as vice president

for academic affairs and dean of the faculty in 2006. Earlier she served in a comparable role at Hanover College for 11 years, during which the faculty developed a new curriculum and expanded study-abroad opportunities for students. She also has served as professor of psychology and department head at Luther College. Her research areas include institutional change and the support of new faculty members. She is a frequent presenter at the CIC Institute for Chief Academic Officers.



Mark A. Matson, vice president for academic affairs and academic dean at

Milligan College since 1999, is author of *In Dialogue with Another Gospel? The Influence of the Fourth Gospel on the Passion Narrative of the Gospel of Luke* as well as a number of articles on Biblical texts. His administrative presentations focus on benchmarking and foreign study. He has served as co-leader of the Budget Fundamentals Workshop at the CIC Institute for Chief Academic Officers for the past two years.



David Mee is senior consultant and director of enrollment solutions at Performa

Higher Education. His consulting work is based on 20 years of experience in enrollment management. Previously, he served as vice president for enrollment management at Milligan College, overseeing undergraduate and graduate admissions as well as student success (retention programming). He also served as director of admissions at Samford University and Houghton College. In his role at Performa Higher Education, Mee manages the firm's college enrollment consulting services.



Mark Sargent,
provost of
Gordon
College,
received
the 2008

CIC Chief Academic Officer Award. Previously he served as provost and vice president for academic affairs of Spring Arbor University, and prior to that appointment he spent 12 years on the faculty of Biola University in California, where he also held the post of associate dean for arts and sciences. He has been active in the Council for Christian Colleges & Universities and chaired the CIC Chief Academic Officers Task Force. He has contributed recently to several books on higher education leadership as well as on American literature. He has won scholarly awards from the National Endowment for the Humanities.



Georgia Yuan,
Smith College's
general counsel
and secretary
since 2003, was
a member of the
administration

at the University of Idaho for 13 years as policy advisor to the president and university counsel. In 2006–2007, she served as president of the National Association of College and University Attorneys. Before earning her JD from the University of Idaho, she worked on science policy issues related to radioactive waste disposal at the Natural Resources Defense Council.

“The opportunity to engage in lively discussions with colleagues from other institutions provided a great deal of insight into the issues that I deal with in my institution.”

—2008 Workshop Participant



Pittsburgh, PA *June 2–4*



Andrea E. Chapdelaine,
provost and vice president for academic affairs at Albright

College, is a social psychologist who has conducted research on close relationships and interpersonal perception accuracy. Earlier in her career, she was a faculty member at Albright College, Trinity College (CT), and Wabash College. She serves on the national board of the Council of Undergraduate Research and as a facilitator of workshops on building and sustaining undergraduate research programs.



Josanne DeNatale,
vice president and co-founder of Cognitive Marketing Inc., manages

the implementation of the firm's comprehensive institutional brand development programs, including their Internet-based services. She works closely with clients to manage and produce integrated marketing programs that support their institutional missions and advance their strategic plans. She speaks on various aspects of integrated marketing and has presented at District CASE conferences, the annual meeting of the Secondary School Admissions Test Board (SSATB), and the Independent College Advancement Association (ICAA) Public Relations Workshop.



Marylouise Fennell, RSM,
senior counsel to CIC, is a partner in the firm of Higher Education

Services. She is an internationally recognized management consultant who specializes in independent higher education. She also serves as a consultant to presidents, administrators, and boards of trustees of colleges and universities. She directs the CIC New Presidents Program. Earlier in her career, she was president of Carlow University.



Barbara Hetrick, senior vice president of the Council of Independent Colleges, is

the former vice president and dean of the college at Catawba College. Earlier, she served as vice president for academic affairs and professor of sociology and anthropology at The College of Wooster and as chair of the sociology and social work department and vice president and dean of academic affairs at Hood College. She also has served as vice president of the Maryland Independent College and University Association.



Peter C. Holloran, president and co-founder of Cognitive Marketing Inc., leads

the firm's strategic market brand development practice. He began his career on the strategic side of the advertising business at General Electric (GE) Company in 1977, planning and managing marketing communications programs for multiple GE product departments. He also built an in-house marketing department to support the National Flood Insurance Program. He has served on the board of the Advertising Council of Rochester (past chair) and the David Hochstein Memorial Music School (past chair and current trustee).



James J. Lakso, provost and vice president for student development at Juniata College, was

appointed to this position ten years ago after a long career in teaching and administration at Juniata including service as chair of the department of economics and business administration. Lakso's current research interests include general education, team and interdisciplinary teaching, and the economics of higher education. A frequent presenter at the CIC Institute for Chief Academic Officers, he has twice led the Budget Fundamentals Workshop at the conference.



Sidney Zonn, vice president and general counsel at Robert Morris University, spent 28 years

in private law practice before joining the university. He has extensive experience in the investigation and litigation of all forms of employment claims before local, state, and federal agencies and state and federal courts. A frequent lecturer on labor and employment law, Zonn has participated in numerous programs for the Pennsylvania Bar Institute and has taught as an adjunct faculty member at the University of Pittsburgh School of Law.



San Diego, CA

June 9–11



Mark Braun is senior vice president for academic affairs and dean of the college

at Augustana College (SD). Prior to joining Augustana in 2007, he was associate dean for eight years and a department chair for seven years at Gustavus Adolphus College. He currently serves as board chair for The Collaboration for the Advancement of College Teaching & Learning, an alliance of over 100 Midwestern colleges and universities that provides distinctive cross-disciplinary, multicultural, and practical educational development.



Nancy E. Carrick, vice president for academic affairs at the University of Redlands,

began her career at the university in 1980 as an assistant professor of English and has since chaired the English department, the faculty curriculum committee, and the “writing across the curriculum” program, and she has served as dean of the college of arts and sciences.



Tim Gilbert, senior vice president and chief marketing officer at Campus

Management Corporation, directs the company’s sales, marketing, business development, analyst relations, and partnerships. Previously, he led worldwide marketing campaigns for IBM Healthcare & Life Sciences. Prior to IBM, he established a Washington, DC branding consultancy, attracting clients such as the American Society of Pension Professionals & Actuaries, Bell+Howell, and Giesecke & Devrient. He was a fellow, researcher, and instructor at Johns Hopkins University; he presently serves on the board of South Florida Technology Alliance.



Rich Paul is the founder of Paul, Plevin, Sullivan & Connaughton, a law firm focusing on

employment issues for California employers. Paul, a frequent lecturer and writer on California and national employment law panels, is also an adjunct professor at the University of San Diego law school and a regular lecturer and trainer at the University of California San Diego. He has served on a variety of boards, including the editorial review board for the *California Employment Law Letters* and has been named annually by his peers since 1986 as among “The Best Lawyers in America.”



Richard J. Sherry, executive assistant to the president at Bethel University,

formerly was dean of faculty growth and assessment at the university. As a consultant, he has advised campuses on faculty evaluation programs and institutional assessment, and he often makes presentations on these topics at conferences, including the 2007 and 2008 CIC Department/Division Chair Workshops. He serves as a peer reviewer for the Higher Learning Commission/North Central Association of Colleges and Schools. At Bethel, he initiated the *Department Chair Handbook*. Earlier in his career, he was chair of the division of English and communication arts at Asbury College.

“It was great to discuss the practicalities of using the [workshop] suggestions on our campus. Coming as a group from the same campus should be strongly encouraged.”

—2008 Workshop Participant

Preliminary Schedule for Workshops

First Day

Noon–1:00 p.m.	Registration	3:00–3:15 p.m.	Break
1:00–2:15 p.m.	Priorities of Department Chairs	3:15–4:00 p.m.	Attracting Entry-Level Students to the Major (<i>cont'd</i>)
2:15–3:30 p.m.	Framework for Conflict Management	4:00–4:15 p.m.	Break
3:30–3:45 p.m.	Break	4:10–5:15 p.m.	Working with the Chief Academic Officer
3:45–5:15 p.m.	Working with Underperforming Faculty Members		Dinner on Your Own
6:15 p.m.	Dine-Around Dinners		

Second Day

8:00–9:00 a.m.	Breakfast Discussion Groups
9:00–11:00 a.m.	Using Data to Understand Departmental Needs in a Time of Economic Constraint
11:00–11:15 a.m.	Break
11:15 a.m.–12:15 p.m.	Cost Effective Professional Development for Faculty Members
12:15–1:45 p.m.	Lunch on Your Own
1:45–2:15 p.m.	Understanding Student Demographic Trends
2:15–3:00 p.m.	Attracting Entry-Level Students to the Major

Third Day

8:00–9:00 a.m.	Breakfast Discussion Groups
9:00–10:30 a.m.	Preventive Law
10:30–10:45 a.m.	Break
10:45–11:45 a.m.	Preventive Law (<i>cont'd</i>)
11:45 a.m.–Noon	Planning for the Return to Campus
Noon	Workshop Adjourns

Hotel Information

Workshops will be held at hotels in four locations.

St. Louis, Missouri • April 2–4



The Roberts Mayfair Hotel—A Wyndham Historic Hotel
806 St. Charles Street, St. Louis, MO 63101
Phone: (314) 421-2500 • Fax: (314) 421-0770
Room Rate: \$109 single/double
Reservation Deadline: **March 1, 2009**

To make reservations, call (314) 421-2500 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs. For detailed information regarding hotel amenities visit the hotel's website, www.wyndham.com/hotels/STLMF/main.wnt.

Cambridge, Massachusetts • May 27–29



Hyatt Regency Cambridge
575 Memorial Drive, Cambridge, MA 02139
Phone: (617) 492-1234 • Fax: (617) 441-6489
Room rate: \$130 single/double;
\$155 triple; \$180 quadruple
Reservation Deadline: **May 2, 2009**

To make reservations, call 1-800-233-1234 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs. For detailed information regarding hotel amenities visit the hotel's website, www.cambridge.hyatt.com.

Pittsburgh, Pennsylvania • June 2–4



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Doubletree Hotel & Suites Pittsburgh City Center
One Bigelow Square, Pittsburgh, PA 15219
Phone: (412) 281-5800 • Fax: (412) 642-2231
Room Rate: \$129 single/double
Reservation Deadline: **May 2, 2009**

To make reservations, call 1-800-222-8733 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs. For detailed information regarding hotel amenities visit the hotel's website, http://doubletree1.hilton.com/en_US/dt/hotel/PITDTR-Doubletree-Hotel-Suites-Pittsburgh-City-Center-Pennsylvania/index.do.

San Diego, California • June 9–11



Town and Country Resort & Convention Center
500 Hotel Circle North, San Diego, CA 92108
Phone: (619) 297-6006 • Fax: (619) 294-5957
Room rate: \$115 single/double;
\$135 triple/quadruple
Reservation Deadline: **May 19, 2009**

To make reservations, call (619) 297-6006 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs. Please note that one night's room deposit is due at the time of reservation. For detailed information regarding hotel amenities visit the hotel's website, www.towncountry.com.

Registration Information and Cancellation Policy

Registration Instructions

1. Register online at www.cic.edu/departmentschairworkshops.
2. To register by mail or fax, use the form on the opposite page. Use only one registration form per institution.
3. Compute your registration fees according to the rates on the opposite page.
4. Duplicate this form to register more than four participants.
5. Make checks payable to “The 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. Or fax form and credit card information to (202) 466-7238.

Email confirmation will be sent to you upon receipt of payment. Any questions may be sent to conferences@cic.nche.edu.

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

Please note that the registration fees for the 2009 Department Chair Workshops have not been increased above the 2008 rates.

Registration Form • 2009 Workshops for Department and Division Chairs

LOCATION *(Please check one)*

St. Louis, MO Cambridge, MA Pittsburgh, PA San Diego, CA

Institution: _____

Address: _____

City: _____ State: _____ Zip Code: _____

REGISTRANTS

1. Name: _____

Title/Department: _____

Direct Phone: _____ Email: _____

2. Name: _____

Title/Department: _____

Direct Phone: _____ Email: _____

REGISTRATION FEES

CIC Member Rates:

Single registrant @ \$380 \$ _____

Group Registration

Number of registrants in group _____ @ \$320 each = \$ _____

Nonmember Rates:

Single registrant @ \$480 \$ _____

Group Registration

Number of registrants in group _____ @ \$420 each = \$ _____

Total: \$ _____

3. Name: _____

Title/Department: _____

Direct Phone: _____ Email: _____

4. Name: _____

Title/Department: _____

Direct Phone: _____ Email: _____

Special Needs: _____

Please charge my credit card the total fee shown above.

American Express MasterCard Visa

Account Number: _____

Name on Card: _____

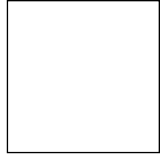
Expiration Date: _____ Signature: _____



THE COUNCIL OF
INDEPENDENT COLLEGES

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For more information visit www.cic.edu/departmentschairworkshops.