



THE COUNCIL OF
INDEPENDENT COLLEGES

2012 WORKSHOPS FOR DEPARTMENT AND DIVISION CHAIRS
*Promoting Institutional Effectiveness
through Collaboration*



APRIL 12-14 INDIANAPOLIS, IN ♦ MAY 15-17 PROVIDENCE, RI



MAY 22-24 CHARLESTON, SC ♦ JUNE 5-7 PORTLAND, OR

Preliminary Schedule

First Day

Noon–1:00 p.m.	Registration
1:00–1:30 p.m.	Welcome and Workshop Overview
1:30–3:15 p.m.	Understanding the Bigger Budget Picture: Where Department/Division Budgets Fit
3:15–3:30 p.m.	Break
3:30–5:00 p.m.	Hiring and Supporting Adjunct Faculty Members
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.	Strategies for Collecting and Sharing Data
10:30–10:45 a.m.	Break
10:45 a.m.–Noon	Preventive Law I: Adhering to Process and Institutional Policies—Hiring Practices
Noon–1:30 p.m.	Luncheon
1:30–2:45 p.m.	Preventive Law II: Adhering to Process and Institutional Policies—Faculty Evaluation
2:45–3:00 p.m.	Break
3:00–4:30 p.m.	Dealing with Difficult Colleagues
4:30–4:45 p.m.	Assessing the Day’s Work
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—Check out
10:30–11:45 a.m.	Becoming a Leader on Campus
11:45 a.m.–Noon	Wrap-up
Noon	Workshop Adjourns

*CIC acknowledges with appreciation the continuing support of
Academic Search, Inc. and the American Academic Leadership Institute.*

Promoting Institutional Effectiveness through Collaboration

Chairs are called on to lead the members of their own department or division, to advocate on behalf of the department or division to senior administrators, and to explain decisions reached outside the department or division level to their colleagues. While many of a chair's daily responsibilities are primarily on the departmental or divisional level, others—including recommending personnel actions, leading changes in the curriculum, assessing student learning outcomes, managing a budget, and functioning as counselors and mentors to colleagues—may affect decisions beyond the department or division. Effective chairs learn the value of developing an institution-wide perspective and collaborating among their peers to promote greater institutional effectiveness. Most chairs come into their positions with little training for leadership responsibilities or experience cultivating a wider view of campus challenges. How can sharing data to strengthen curricular offerings, cooperating on budget management, and developing common mentoring programs for adjunct faculty members benefit from a collaborative approach among colleague chairs? These questions arise in part from the increase in interdisciplinary work and organizational consolidation of disciplinary programs into larger departmental or divisional units. The 2012 Workshops for Department and Division Chairs will focus on collaborative strategies and practical approaches that chairs can implement upon their 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 would also 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 participate. Institutions may wish to send chairs to workshops in different locations to gain the perspectives of different speakers on the same topic and learn from multiple approaches to workshop topics. Registration is limited to chairs and other academic administrators at private colleges and universities. Each workshop can accommodate 100 participants.

Workshop Topics

Dealing with Difficult Colleagues

Department and division chairs can prevent many issues from mushrooming into major problems through early intervention. Sometimes chairs delay interaction with difficult colleagues because they lack expertise to encourage change or to deliver bad news tactfully. How can the department/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.

Becoming a Leader on Campus

Department and division chairs occupy a pivotal role in the administrative structure of a college or university. The job has often been described as “leading from the middle.” Leading a department or division enables chairs to influence their faculty colleagues within and beyond the department or division. Even though a department or division chair may not aspire to become a dean, chairs 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 a broader understanding? 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.

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.

Hiring and Supporting Adjunct Faculty Members

Most institutions hire adjunct faculty members to teach in the core curriculum, in specialized professional programs, and as temporary replacements for faculty members on leave. Compared with larger universities, CIC colleges and universities rely less on adjunct faculty members, but they are nevertheless an important component of the faculty. What are the responsibilities of the department or division chair in the hiring



process? How does the hiring process differ and how is it similar to the process for permanent appointments? What are the responsibilities of the individual department or division in the placement of advertisements and in making the offer? Although adjunct faculty members are hired to teach specific courses in specific programs, can department and division chairs develop support for these colleagues as members of the campus community? For example, do adjunct faculty members have a voice in departmental affairs; do they have access to professional development opportunities? Participants will learn about best practices and strategies for working with adjunct faculty members.

Preventive Law I: Adhering to Process and Institutional Policies—Hiring Practices

An attorney with experience in relevant cases will discuss hiring practices from the viewpoint of the department/division chair's role. Discussion will focus on the importance of following process 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 Process and Institutional Policies—Faculty Evaluation

An attorney will lead a discussion of the chair's role in faculty evaluation for reappointment, tenure, and promotion. The importance of adhering to process and institutional policies when documenting professional performance, using student evaluations of instruction as well as peer review of teaching, and the evaluation of scholarly activities will be presented in case studies.



Strategies for Collecting and Sharing Data

Good data can inform decisions about revisions to existing academic programs, help determine new curricular directions for existing programs, and suggest strategies for attracting students to the major. How can departmental/divisional level data, including assessment of “learning outcomes,” program review data, information from national surveys such as NSSE, campus satisfaction survey responses, and enrollment trend statistics be utilized 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.

Understanding the Bigger Budget Picture: Where Department/Division Budgets Fit

The department/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 their units, how to support colleague chairs in the budget process, and how to prepare requests for additional funding in cases where more than one department/division is involved.

Workshop Leaders

At each workshop, presenters will include an attorney who has experience with the legal issues that department and division chairs at independent colleges and universities face, chief academic officers who are knowledgeable about the work of chairs, experienced department/division chairs, and a CIC staff member with perspective on the issues faced by chairs. The following individuals will lead sessions and make presentations at the workshops.



Natasha Baker is an attorney with Curiale Hirschfeld & Kramer, 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 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 and Presidents Institute.



Jerry Bockoven is associate professor and immediate past chair of the psychology department at Nebraska Wesleyan University. He served

as a faculty mentor and led a student trip to Great Britain and France as part of a course in the history of psychology. He received Nebraska Wesleyan’s Exemplary Teaching Award in 2008 and the Prouty Award for excellence in teaching in 2002. Bockoven is also in private practice with ORR Psychotherapy Resources, and is professionally active in the Nebraska Psychological Association.



Claudia DeVries Beversluis is provost of Calvin College, where she has served as a faculty member and administrator since 1991. A

clinical psychologist, Beversluis has made numerous presentations at CIC’s Institute for Chief Academic Officers and Workshops for Department and Division Chairs on conflict management and negotiation skills.



Mark J. Braun is provost of Gustavus Adolphus College, where he also served as associate dean and as department chair in communication.

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, is a frequent reviewer for mass

media professional journals, and has published widely on media issues, particularly ethics in the media.



Mary Ann Coughlin is assistant vice president for academic affairs and professor of research and statistics at Springfield College (MA). 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. Coughlin served as faculty member and leader of the highly successful Association for Institutional Research (AIR)/CIC Data and Decisions Workshops. She has been an active leader in the institutional research community and held leadership positions in the AIR and the Northeast Association for Institutional Research (NEAIR). She was awarded NEAIR's Distinguished Service Award in 2007. In 2011 Coughlin was appointed as CIC senior advisor for CIC's Engaging Evidence Project, which is supported by a grant from the Teagle Foundation.



William C. Deeds is vice president for academic affairs and dean of the college at Morningside College. He came to Morningside from

Moravian College, where he served as dean for academic affairs, associate dean, and chair of the department of psychology. Deeds has made presentations

at CIC's Workshops for Department and Division Chairs and Institute for Chief Academic Officers. His interests include liberal education, gender issues, and faculty hiring.



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 made presentations 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.



Daniel Ebeling is associate professor of chemistry and biochemistry and chair of the School of Mathematical and Physical Sciences at

Wisconsin Lutheran College. Previously he served for eight years as chair of the physical sciences department. Since 2007 he has served as senior research scientist at KWJ Engineering in Newark, California. He is the recipient of several grants to fund undergraduate research experiences, including a 2011 National Science Foundation Research Experience for Undergraduates to pursue research with KWJ Engineering.



Sherilyn Emberton is provost and vice president for academic affairs at East Texas Baptist University. Prior to her current position she held similar

positions at Lincoln Memorial University and LeTourneau University, where she served as a faculty member, department chair, dean, and associate academic vice president. She has made presentations at CIC's Workshops for Department and Division Chairs and serves as coordinator of CIC's annual Workshop for CAOs in their Third and Fourth Year of Service.



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 over 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.



Eric Fournier is professor and chair of the geography department at Samford University. While trained as an urban geographer, most of

his recent work involves the study of

teaching and learning in undergraduate geography with a particular interest in active and problem-based learning. He has published extensively in both of these areas. His teaching has been recognized with awards from the Southeastern Division of the Association of American Geographers and the National Council for Geographic Education. He is currently serving as president of the National Council for Geographic Education. His research focuses on spatial thinking and the infusion of technology in multi-disciplinary general education courses.



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 facing 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.



Walter Hunter is an attorney with Littler Mendelson in Providence, Rhode Island and serves as co-chair of the firm's Higher Education

Practice Group. He came to Littler from Brown University, where he served as vice president of administration for eight years. His areas of expertise include compliance, ethics, leadership, discrimination, and harassment. Hunter has extensive experience in employment law matters, including comprehensive improvements in human resources programs and administration and was a creative force behind enhancements to reward and recognition programs for staff.



Cheryl Johnson-Odim is provost and vice president for academic affairs at Dominican University (IL). Prior to her present position she held faculty

and administrative positions at Loyola University Chicago and Columbia College Chicago, where she served as department chair in history and dean of the school of liberal arts and sciences. Johnson-Odim has made presentations at CIC's Workshops for Department and Division Chairs and Institute for Chief Academic Officers. Her most recent book is *Women and Gender in the History of Sub-Saharan Africa* (2007).



Keith T. Jones is associate professor and chair of the psychology department at Central College (IA). Jones served in a similar position at the

University of Sioux Falls. At Central he supervises student research and conducts research on educational assessment. Jones has received multiple Central College faculty research and development grants. In addition to receiving Central's Outstanding Teaching Award in 2008, he received the David Crichton Memorial Award for Exemplary Teaching and Scholarship in 2011.



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 has served the joint institutions as chair of the music

program and 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.



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.



Victoria A. McGillin is provost and vice president for academic affairs and professor of psychology at Otterbein University. She held a similar

position at Linfield College and served as associate provost of Texas Woman's University. McGillin also was dean of academic advising at Wheaton College (MA) and associate dean and director of advising and coordinator of the family therapy program at Clark University. She has published in *Academic Advising Today* and wrote the forward to the National Academic Advising Association's monograph, *Scholarly Inquiry in Academic Advising*.



Carolyn Newton is provost of the College of Wooster. Previously, she served as academic vice president and provost at Berea College and

associate provost at Kalamazoo College, where she also was a faculty member and chair of the biology department. At Berea she worked with department chairs to reinvigorate the departmental self-study process. In 2000–2001 she was an American Council on Education Fellow at Gettysburg College. Her research interests include immunology and cell biology.



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 vice 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.



Nayef Samhat is provost and professor of political science and international studies at Kenyon College. Prior to coming to Kenyon he

served as associate dean of the college

and chair of the division of social studies at Centre College. Under his leadership, Kenyon College received support from the Andrew W. Mellon Foundation for a program in Critical Languages and Innovative Pedagogy in 2010. With the aid of another grant from the Mellon Foundation, Samhat led the initiative on the development of innovative pedagogy in the general education curriculum for Kenyon's Center for Innovative Pedagogy.



Leanne Shank is general counsel of Washington & Lee University. She regularly conducts information sessions and workshops

for supervisors, deans, and others on employment matters, including faculty and staff hiring, performance reviews, and federal civil rights laws directly affecting university operations. A long-time member of the National Association of College and University Attorneys (NACUA) and past member of its board of directors, she chairs the investment committee and serves as vice chair of the finance committee. She has made presentations at CIC's Workshops for Department and Division Chairs.



Stuart J. Sigman is provost of American Jewish University. Prior to his current position, he served as vice president for academic affairs and

dean of the faculty at Naropa University. Sigman also served as founding dean of

the school of communications at Emerson College. He has made presentations on using data 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 Stewart is vice president for academic affairs at Hollins University. Before coming to Hollins, she served as interim dean of

the college and professor of psychology and neuroscience at Washington & Lee University. She has made presentations at CIC's Workshops for Department and Division Chairs and Institute for Chief Academic Officers. Stewart served on several SACS accreditation and QEP review committees, and she currently serves on the board of the Roanoke Higher Education Authority.



Helen J. Streubert is vice president for academic affairs at Our Lady of the Lake University (TX). Prior to assuming her present position,

she served as associate vice president for academic affairs and professor and chair of the department of nursing at Misericordia University. She is a member of the Nursing Education Hall of Fame at Teachers College, Columbia University, as well as a fellow of the Academy of Nursing

Education. She has made presentations at CIC's Workshops for Department and Division Chairs and Institute for Chief Academic Officers.



C. Reynold Verret is provost of Wilkes University. Verret came to Wilkes from the University of the Sciences in Philadelphia, where he served as dean and professor of chemistry. His research interests include the cytotoxicity of immune cells, biosensors, and biomarkers. Verret currently serves on the Pennsylvania Humanities Council and in the Enabling Bioanalytical and Biophysical Technologies and Experimental Immunology study sections of the National Institutes of Health.

Hotel and Travel Information

More detailed travel information is available at www.cic.edu/departmentchairworkshops.

Indianapolis, Indiana

April 12–14, 2012

Omni Severin Hotel

40 West Jackson Place, Indianapolis, IN 46225

Phone: (800) 843-6664 ♦ Fax: (317) 687-3612



Room rate: \$129 single/double

For reservations, please call the hotel directly at (800) 843-6664 and state that you are with the Council of Independent Colleges' 2012 Workshop for Department and Division Chairs. The reservation cut-off date is **Friday, March 23, 2012**. Any reservations made after that date can be accommodated at the conference rate only on a space-available basis.

General Information

The recently renovated, four-diamond Omni Severin Hotel is located in the heart of the entertainment district in downtown Indianapolis. It offers contemporary amenities while maintaining its historic charm. The Omni Severin is connected to the Circle Centre Mall and to the convention center via skywalks and is just a short walk to Lucas Oil Stadium and Conseco Fieldhouse.

Airport Transportation:

Indianapolis International Airport (IND) is 13.5 miles from the Omni Severin Hotel. Transportation options include:

- Taxi service from the airport is approximately \$35–\$39 one way.
- The airport shuttle, Green Line Express, is \$7 per person (5:00 a.m.–9:00 p.m.); call (317) 635-3344 for reservations.

Hotel Parking

Self-parking is available approximately one block from the hotel in the Pan Am parking garage (\$18 for 24 hours per car without in/out privileges). Onsite valet parking is available for \$23 per night with in and out privileges. If guests leave their cars in valet after 3:00 p.m. on the date of check-out, there will be an additional \$16 charge.

Providence, Rhode Island

May 15–17, 2012



Providence Biltmore

11 Dorrance Street, Providence, RI 02903

Phone: (401) 421-0700 ♦ Fax: (401) 455-3050

Room rate: \$115 single/double

For reservations, please call the hotel directly at (401) 421-0700 and state that you are with the Council of Independent Colleges' 2012 Workshop for Department and Division Chairs. The reservation cut-off date is **Saturday, April 14, 2012**. Any reservations made after that date can be accommodated at the conference rate only on a space-available basis.

General Information

The Providence Biltmore Hotel is centrally located in downtown Providence within walking distance of the business, historical, governmental, and cultural districts, and adjacent to the Rhode Island Convention Center and Providence Place Mall.

Airport Transportation

Theodore F. Green (PVD) Airport is approximately ten miles from the Providence Biltmore Hotel. Standard cab fare is about \$32. Transportation options include:

- Airport Taxi and Limousine Service: (401) 737-2868
- Airport Shuttle Service (Providence shuttle): (401) 737-2868
The shuttle leaves the airport at the top of each hour and arrives at the hotel at 22 minutes past the hour. The cost is \$11 one way.
- Cozy Cab, Inc. (Newport Shuttle): (401) 846-1500 or (800) 846-1502
- The Providence Amtrak station is located three blocks from the hotel.

Hotel Parking

Discounted valet parking and parking for non-registered guests is \$15 per day.

Charleston, South Carolina

May 22–24, 2012



Francis Marion Hotel

387 King Street, Charleston, SC 29403

Phone: (877) 756-2121 ♦ Fax: (843) 853-2186

Room rate: \$139 single/double

For reservations, please call the hotel directly at (877) 756-2121 and state that you are with the Council of Independent Colleges' 2012 Workshop for Department and Division Chairs. The reservation cut-off date is **Saturday, April 21, 2012**. Any reservations made after that date can be accommodated at the conference rate only on a space-available basis.

General Information

The Francis Marion Hotel has been at the center of Charleston's social, business, and community life for over 85 years. Few hotels in the Historic District offer visitors an opportunity to immerse themselves in Charleston's past and present with such convenience. The location provides guests with an easy walk to an array of shops, restaurants, antiques, and attractions, including the South Carolina Aquarium, Charleston Harbor Tours, and the Charleston Visitor Center.

Airport Transportation:

Charleston International Airport (CHS) is 12.5 miles from the Francis Marion Hotel. Transportation options include:

- Taxi service from the airport is approximately \$35 one way.
- The airport shuttle is \$12 per person.

Hotel Parking

- Valet parking is available at \$17 per day and will be automatically charged to your room bill.
- Self-parking is available in the City Garage located next door to the hotel. The charge is \$12 per 24-hour period and is payable to the garage attendant in cash.

Portland, Oregon

June 5–7, 2012



The Benson Hotel

309 SW Broadway, Portland, OR 97205

Phone: (503) 228-2000 or (888) 523-6766

Fax: (503) 471-3921

Room rate: \$139 single/double

For reservations, please call the hotel directly at (503) 228-2000 or (888) 523-6766 and state that you are with the Council of Independent Colleges' 2012 Workshop for Department and Division Chairs. The reservation cut-off date is **Friday, May 4, 2012**. Any reservations made after that date can be accommodated at the conference rate only on a space-available basis.

General Information

The Benson Hotel is approximately 11 miles from the airport and is located in the heart of downtown Portland. The Benson Hotel is convenient to sightseeing, shopping, the Pearl District, performing arts centers, and museums.

Airport Transportation

Most transportation providers serve downtown Portland, which is approximately 20–40 minutes from Portland International Airport.

- Taxi service is available with a number of cab companies from the airport to downtown Portland. Cab fares are approximately \$30 per person one-way.
- Shuttle service is provided by Green Cab Company to downtown Portland for \$14 per person one-way. Reservations are required at least 24 hours in advance. Please contact them at (503) 252-4422.
- MAX Red Line is located steps away from the airport baggage claim area and provides transportation from the airport to downtown in about 35 minutes.

Hotel Parking

Valet parking is available with unlimited in and out privileges at a discounted rate of \$26 per night. Self-parking options at \$18 per night are available at private garages located within one block of the hotel.

Registration Information

Instructions

1. You may register and pay by credit card online at www.cic.edu/departmentchairworkshops or use the form on the opposite page.
2. Use only one registration form per institution.
3. Compute registration fees according to the rates shown on the opposite page.
4. Duplicate this form to register more than two 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. 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.nche.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.nche.edu. Registrations are transferable within an institution.

Dress Guidelines

Business casual clothing is appropriate throughout the workshop.



Registration Form

2012 Workshops for Department and Division Chairs

Location *(Please check one)*

Indianapolis, IN Providence, RI Charleston, SC Portland, OR

Institution: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Registrants

Name: _____

Faculty Rank and Discipline: _____

Department/Division Title: _____

Direct Phone: _____ Email: _____

Name: _____

Faculty Rank and Discipline: _____

Department/Division Title: _____

Direct Phone: _____ Email: _____

Registration Fees

CIC Member Rates: First registrant @ \$410 \$ _____

_____ additional registrants @ \$345 each = \$ _____

Nonmember Rates: First registrant @ \$525 \$ _____

_____ additional registrants @ \$475 each = \$ _____

Total: \$ _____

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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WWW.CIC.EDU/DEPARTMENTCHAIRWORKSHOPS