



THE COUNCIL OF
INDEPENDENT COLLEGES



April 8–10
Raleigh, NC



May 25–27
Cincinnati, OH



June 2–4
St. Paul, MN



June 8–10
San Francisco, CA

MANAGING MULTIPLE ROLES AND RESPONSIBILITIES

NINTH ANNUAL
2010 Workshops for Department
and Division Chairs

WWW.CIC.EDU/DEPARTMENTCHAIRWORKSHOPS

Preliminary Schedule

FIRST DAY

Noon–1:00 p.m.	Registration
1:00–2:00 p.m.	Issues Confronting Department Chairs
2:00–3:30 p.m.	The Roles of the Chair
3:30–3:45 p.m.	Break
3:45–4:45 p.m.	Working with the Chief Academic Officer
4:45–5:45 p.m.	Retention of Students
6:00 p.m.	Reception
6:45 p.m.	Dine-around Dinners

SECOND DAY

8:00–9:00 a.m.	Breakfast Discussion Groups
9:00–10:15 a.m.	Managing the Hiring Process
10:15–10:30 a.m.	Break
10:30–11:45 a.m.	Best Practices: Faculty Evaluation
Noon–1:30 p.m.	Lunch Session
1:30–3:00 p.m.	Effective Program Review
3:00–3:30 p.m.	Break
3:30–5:00 p.m.	Using Data to Set Curricular Directions
Dinner on Your Own	

THIRD DAY

8:00–9:15 a.m.	Breakfast Discussion Groups
9:15–10:15 a.m.	Conflict Management
10:15–10:30 a.m.	Break
10:30–11:45 a.m.	Working with Underperforming Faculty
11:45 a.m.–Noon	Planning for the Return to Campus
Noon	Workshop Adjourns

*CIC expresses appreciation for the continuing support of **Academic Search, Inc.**, an executive search firm serving American higher education for the past three decades. Academic Search is among the oldest and largest firms in the nation devoted exclusively to executive search in higher education. Having completed more than 700 searches for presidents, chancellors, and senior administrators in colleges, universities, and higher education organizations, Academic Search is committed to strengthening leadership in higher education. For more information, visit the Academic Search website at www.academic-search.com.*

Managing Multiple Roles and Responsibilities

The chair of a department or division is called upon to perform several roles simultaneously:

- (a) conduct searches for new faculty members;
- (b) evaluate faculty members for reappointment, tenure, and promotion;
- (c) mentor and provide counsel to colleagues;
- (d) resolve conflicts; and
- (e) advocate on behalf of the department or division.

At the same time, chairs also teach and advise students and are expected to maintain their scholarly activities. Most chairs come into their positions with little training for administrative responsibilities and need help learning how to balance these multiple roles. The 2010 Workshops for Department and Division Chairs will provide assistance to chairs in performing these responsibilities with greater effectiveness.

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 or division chairs to the workshop so that they can support one another in instituting change upon return to campus. The workshops can also help build stronger working relationships among institutional chairs. 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 programs 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.

WORKSHOP LEADERS

At each workshop, presenters will include an attorney who has experience with the legal issues that chairs at independent colleges and universities face, experts on specific topics (retention, using data to set curricular direction, effective program review, conflict management, and working with underperforming faculty members), a CIC staff member with a broad perspective on the issues faced by chairs, and experienced chief academic officers from private institutions who are knowledgeable about the work of chairs.

Workshop Topics

EFFECTIVE PROGRAM REVIEW

The program review process supports the mission of the institution by establishing a set of criteria for effective academic programs and requires a statement of learning outcomes; qualitative and quantitative assessment data to measure those outcomes; an inventory of current resources including faculty and staff personnel, facilities, and technology as well as resources required to offer the program; a statement of potential for generating additional revenue; an analysis of potential impact of the program on other institutional programs; and projection of future opportunities. Participants will examine these and other components of a sound program review process.

USING DATA TO SET CURRICULAR DIRECTIONS

Good data can inform decisions about revisions to existing academic programs and help set new curricular directions. Participants will learn about effective data collection using internal and external sources and methods of analysis. Through discussion based on examples from their own campuses and case studies, participants will learn to formulate questions and construct rubrics that will elicit data that assess program goals.

CONFLICT MANAGEMENT

Chairs are usually the front line of college leaders who are called upon to resolve conflicts between students and faculty members and between faculty members. What negotiation skills are needed to assist in this work? How can chairs recognize the tactics that others are using and respond effectively? How can negotiations move forward productively and toward positive outcomes? Chairs will have an opportunity to learn new skills and practice dealing with conflict.

MANAGING THE HIRING PROCESS

An attorney with experience in relevant cases will discuss hiring practices, including drafting the position description, appointing the search committee, managing candidate files, checking references, and interviewing candidates on the phone and in person.

WORKING WITH UNDERPERFORMING FACULTY MEMBERS

At a time when maximum productivity is needed from everyone on campus, the presence of underperforming faculty members is especially troublesome to their colleagues. How can the department/division chair understand better why a faculty member is less effective than expected? What skills and strategies might chairs use to motivate and support faculty members to become more productive? Participants will have an opportunity to practice proven techniques.

BEST PRACTICES: FACULTY EVALUATION

An experienced attorney will lead a discussion of the chair's role in faculty evaluation for reappointment, tenure, and promotion with particular attention to documenting professional performance, use of student evaluations of instruction, peer review of teaching and scholarly activities, and maintaining the dossier.

WORKING WITH THE CHIEF ACADEMIC OFFICER

What do chief academic officers expect of department chairs? What types of support and mentoring can the chair expect from the CAO? What are the dos and don'ts for department/division chairs in creating an effective working relationship with the CAO? Participants will use case studies and role playing to discover effective communication tools and strategies for working with the CAO.

RETENTION OF STUDENTS

Retaining students in times of economic uncertainty and tight institutional budgets has become an essential part of the annual campus budget discussion. The responsibility of the department chair is to collaborate with faculty members, who interact daily with students, to improve retention. In this session chairs will discuss new strategies for engaging their colleagues in this important effort and share successful stories from their campuses.

THE ROLES OF THE CHAIR

In this interactive session participants will engage in small group discussions to gain insights into managing the variety of responsibilities that chairs are asked to manage.

Workshop Presenters

RALEIGH, NORTH CAROLINA • APRIL 8–10



Claudia DeVries Beversluis is provost of Calvin College, where she began her tenure first as a faculty member in the psychology department and later as dean for instruction. Prior to her appointment at Calvin, she served as a clinical psychologist specializing in child, adolescent, and family therapy. She is co-editor of *Community and Connection: Service Learning and Christian Higher Education*.



James Dlugos is vice president and dean for academic affairs at the College of Saint Elizabeth. He led the college's first "in-house" strategic planning effort that linked planning and assessment and serves as the college's chief planning officer. Dlugos reorganized academic affairs administrative offices and academic programs to enhance mission/values alignment and operating efficiencies. Previously, he was vice president for academic affairs and dean of the faculty at Washington & Jefferson College.



Thomas Falkner is provost and dean of the faculty and professor of classics at McDaniel College. His involvement in the departmental review process includes having served as chair of a department undergoing review, as a member of a faculty committee that oversaw the review process, and now as the academic officer who receives and responds to the reviews. Falkner previously served as dean of the faculty and as acting vice president for academic affairs at The College of Wooster.



Bryon Grigsby is senior vice president and vice president for academic affairs at Shenandoah University. A leader in employing technology to improve teaching and learning, Grigsby has most recently led a campus-wide distribution of Mac Book laptops and iPod Touches. He has been a presenter at CIC's Workshop for New Chief Academic Officers and the Workshop for CAOs in their Third and Fourth Year. Previously, Grigsby served as dean, vice president, and provost of Centenary College.



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 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.



Joanne Passaro is provost and chief academic officer of Carroll University (WI). An experienced accrediting consultant and evaluator, Passaro has directed numerous workshops for accrediting agencies and the American Council on Education. She also led CIC's workshop, Budget Fundamentals for the CAO, at the 2009 Institute for Chief Academic Officers.



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 is a frequent presenter at the Southeastern

Psychological Association's annual meeting and presents at many community events.



Leanne M. Shank is general counsel of Washington and Lee University. She regularly conducts information sessions and workshops for supervisors, deans, and others on employment and labor law, including faculty and staff hiring, performance reviews, and federal civil rights laws directly affecting college and university operations. A long-time member of the National Association of College and University Attorneys and a member

of its board of directors, she chairs the investment committee and serves as vice chair of the finance committee.

RALEIGH HOTEL INFORMATION



Sheraton Raleigh Hotel
421 South Salisbury Street, Raleigh, NC 27601
Phone: (919) 834-9900 Fax: (919) 833-6342

Room Rate: \$115 single/double
Reservation Deadline: March 8, 2010

To make reservations, call (800) 325-3535 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs.
www.starwoodhotels.com/sheraton/property/overview/index.html?propertyID=434

Workshop Presenters

CINCINNATI, OHIO • MAY 25–27



Ginny Coombs, vice president for annual programs of the Council of Independent Colleges, is a former faculty member in foreign languages who also served as vice president for academic affairs at Central College, Oklahoma City University, and Keuka College. She works with advisory groups to plan the CIC Department and Division Chair Workshops.



James Dlugos is vice president and dean for academic affairs at the College of Saint Elizabeth. He led the college's first "in-house" strategic planning effort that linked planning and assessment and serves as the college's chief planning officer. Dlugos reorganized academic affairs administrative offices and academic programs to enhance mission/values alignment and operating efficiencies. Prior to his current position he served as vice president for academic affairs and dean of the faculty at Washington & Jefferson College.



Jonathan D. Green is dean of the college and vice president for academic affairs at Sweet Briar College, where he received the 1999 Award for Excellence in Teaching. He is the author of six music reference books. As a composer, he has received awards from the American Society of Composers, Authors, and Publishers; the North Carolina Arts Council; and the Virginia Center for the Creative Arts. His compositions include numerous songs, choral works, three piano concertos, and seven symphonies. Green is a member of ASCAP and Phi Mu Alpha Sinfonia and serves as a board member of the Conductors Guild.



John E. Hart is director of legal affairs/university counsel at the University of Dayton. His areas of special emphasis include employment/labor law, academic and student development policy issues, and athletics. Hart is active in higher education associations, serving as a member of the board of directors of the National Association of College and University Attorneys and as a member of the Legal Services Review Panel of the National Association of Independent Colleges and Universities.



Colleen Hegranes is senior vice president and chief academic officer of St. Catherine University, where she has also held positions as vice president for student affairs and vice president for enrollment management. She was instrumental in developing and implementing an integrated model of academic and student affairs and led the reorganization of the academic division during the college's transition to university status.

Hegranes' doctoral studies in organizational development include a focus on conflict management and negotiation.



Leslie Lambert is provost and vice president for academic affairs at Ferrum College. She leads the college's planning, institutional effectiveness, and assessment processes. Previously, Lambert served as interim vice president for academic affairs and was professor and chair of the department of education, health, and human performance and director of the center for education and innovation in the liberal arts at Roanoke College.



Stuart J. Sigman is vice president for academic affairs and dean of the faculty at Naropa University. He has made presentations on program review and academic planning at the Higher Learning Commission of the North Central Association and CIC's Institute for Chief Academic Officers. Prior to his service at Naropa, Sigman served as founding dean of the school of communications at Emerson College.

CINCINNATI HOTEL INFORMATION



Hilton Cincinnati Netherland Plaza
35 West Fifth Street, Cincinnati, OH 45202-2899
Phone: (513) 421-9100 Fax: (513) 421-4291

Room Rate: \$129 single/double

Reservation Deadline: April 24, 2010

To make reservations, call (800) 445-8667 and specify that you are participating in the Council of Colleges Workshop for Department Chairs. www1.hilton.com/en_US/hi/hotel/CVGNPHF-Hilton-Cincinnati-Netherland-Plaza-Ohio/index.do

Workshop Presenters

ST. PAUL, MINNESOTA • JUNE 2–4



Ginny Coombs, vice president for annual programs of the Council of Independent Colleges, is a former faculty member in foreign languages who also served as vice president for academic affairs at Central College, Oklahoma City University, and Keuka College. She works with advisory groups to plan the CIC Department and Division Chair Workshops.



Beth Cunningham is provost and dean of the faculty and professor of physics at Illinois Wesleyan University. Under her leadership, curricular review and academic program review processes have been implemented. Cunningham has served as coinvestigator for several grant-funded programs focused on leadership and student learning. Prior to her appointment at Illinois Wesleyan, she was professor of physics and associate dean of the college of arts and sciences at Bucknell University.



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. His research interests include liberal education, gender issues, and faculty hiring.



Mark J. Krejci is provost and dean of the college and professor of psychology at Concordia College (MN). A recent administrative realignment resulted in academic affairs, student affairs, and information affairs reporting to him. As chief academic officer he uses his previous experience as chair of the psychology department at Concordia to work with deans, division chairs, and department chairs to achieve a balance between strategic and operational goals.



Jesse Mann has held the position of vice president for academic affairs and dean of the college at Westminster College (PA) since 2002. He is professor of French in the department of modern languages and served as department chair for a number of years. Under his leadership the campus has implemented a ten-year strategic plan.



Joanne Passaro is provost and chief academic officer of Carroll University (WI). An experienced accrediting consultant and evaluator, Passaro has directed numerous workshops for accrediting agencies and the American Council on Education. She also led CIC's workshop, Budget Fundamentals for the CAO, at the 2009 Institute for Chief Academic Officers.



Kathleen A. Rinehart is a partner in the law firm of Whyte Hirschboeck Dudek S.C. and leads the firm's education law practice. Her work encompasses a wide range of issues that affect and define the employer/employee relationship. She currently serves as general counsel to several colleges, universities, and K-12 schools.

ST. PAUL HOTEL INFORMATION



Crowne Plaza St. Paul Riverfront
11 East Kellogg Boulevard, St. Paul, MN 55101
Phone: (651) 292-1900 Fax: (651) 605-0189

Room Rate: \$119 single/double

Reservation Deadline: May 4, 2010

To make reservations, call (877) 270-1393 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs.

www.cpstpaul.com

Workshop Presenters

SAN FRANCISCO, CALIFORNIA • JUNE 8–10



Ginny Coombs, vice president for annual programs of the Council of Independent Colleges, is a former faculty member in foreign languages who also served as vice president for academic affairs at Central College, Oklahoma City University, and Keuka College. She works with advisory groups to plan the CIC Department and Division Chair Workshops.



Denise Doyle is provost of University of the Incarnate Word. Earlier she served as that institution's vice president for academic and student affairs and director and dean of the adult degree completion program. She has worked extensively to address issues of retention and was primary author of the quality enhancement plan for UIW on student engagement that serves as the blueprint for retention efforts at the university.



Patricia Draves is vice president for academic affairs and dean of the college at Mount Union College. Draves helped to develop the college's first graduate program and has guided the introduction of various majors on campus including criminal justice, financial mathematics, mechanical and civil engineering, environmental science, and medical technology. Prior to her current position, she was biochemistry program chair at Monmouth College (IL) and associate dean of undergraduate studies at the University of Central Arkansas.



Sherilyn Emberton is provost and vice president for academic affairs at Lincoln Memorial University. She is a Councilor for Oak Ridge Associated Universities, where she was a 2009 Powe review coordinator. Prior to coming to Lincoln Memorial, Emberton served as a faculty member, department chair, dean, and associate academic vice president at LeTourneau University.



Stephen J. Hirschfeld is a founding partner in the San Francisco office of Curiale Hirschfeld Kraemer LLP. Hirschfeld has extensive experience counseling higher education institutions ranging from major public research universities to small private liberal arts colleges using his expertise in the areas of labor, employment and higher education law, and related litigation. He is a recent recipient of the National Association of College and University Attorneys' Distinguished Service Award.



Michael K. Le Roy is vice president for academic affairs and dean of faculty and professor of political science at Whitworth University. While a member of the faculty at Wheaton College (IL), he served as chair of the department of political and international relations. His activities as a chief academic officer include training department chairs for their expanded role in faculty development and assurance of learning outcomes.



Lizbeth Martin is vice president for academic affairs and dean of faculty at Holy Names University. She led the university-wide program review process that incorporated a rigorous, data-informed review that included quantitative data spanning five years of performance. This process produces data that can be compared at a single point in time, including relative net revenues per student, faculty-student ratios by program for both full- and part-time status, and credit hours generated within and across programs for all programs.



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 is a frequent presenter at the Southeastern Psychological Association's annual meeting and presents at many community events.

SAN FRANCISCO HOTEL INFORMATION



InterContinental Mark Hopkins San Francisco
One Nob Hill, San Francisco, CA 94108-2250
Phone: (415) 392-3434 Fax: (415) 291-9020

Room Rate: \$119 single/double

Reservation Deadline: May 17, 2010

To make reservations, call (800) 662-4455 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs.
www.ichotelsgroup.com/intercontinental/en/gb/locations/overview/sfoha

Registration Information

INSTRUCTIONS

1. You may register online at www.cic.edu/departmentchairworkshops or use the form on the opposite page.
2. Use only one registration form per institution.
3. Compute your registration fees according to the rates shown on the opposite page.
4. Duplicate this form to register more than three 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.

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.

2010 Workshops for Department and Division Chairs Registration Form

LOCATION (Please check one)

Raleigh, NC Cincinnati, OH St. Paul, MN San Francisco, CA

Institution: _____

Address: _____

City: _____ State: _____ Zip Code: _____

REGISTRANTS

1. Name: _____

Title/Department: _____

_____ Direct Phone: _____

Email: _____

2. Name: _____

Title/Department: _____

_____ Direct Phone: _____

Email: _____

3. Name: _____

Title/Department: _____

_____ Direct Phone: _____

Email: _____

REGISTRATION FEES

CIC Member Rates:

First registrant @ \$380 \$ _____

_____ additional registrants @ \$320 each = \$ _____

Nonmember Rates:

First registrant @ \$480 \$ _____

_____ additional registrants @ \$420 each = \$ _____

Total: \$ _____

Special Needs: _____

Please charge my credit card the total fee shown above.

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Name on Card: _____

Expiration Date: _____ Signature: _____



THE COUNCIL OF
INDEPENDENT COLLEGES

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For more information visit www.cic.edu/departments/chairworkshops.