



THE COUNCIL OF  
INDEPENDENT COLLEGES

**APRIL 7-9**  
MILWAUKEE, WI



**MAY 17-19**  
BALTIMORE, MD

## LEADING FROM THE MIDDLE: THE CRITICAL ADMINISTRATIVE LINK

**MAY 24-26**  
LOUISVILLE, KY



**JUNE 8-10**  
SAN DIEGO, CA

**10<sup>th</sup> ANNUAL 2011 WORKSHOPS FOR  
DEPARTMENT AND DIVISION CHAIRS**

# PRELIMINARY SCHEDULE

## FIRST DAY

Noon–1:00 p.m.	Registration
1:00–3:00 p.m.	Understanding the Department/Division Budget
3:00–3:30 p.m.	Break
3:30–5:00 p.m.	Best Practices of Experienced Department/Division Chairs
6:00 p.m.	Reception
6:45 p.m.	Dine-around Dinners

## SECOND DAY

8:00–9:00 a.m.	Breakfast Roundtable Discussions
9:00–10:15 a.m.	Using Data at the Department/Division Level
10:15–10:30 a.m.	Break
10:30–11:45 a.m.	Managing the Hiring Process
Noon–1:30 p.m.	Luncheon
1:30–3:00 p.m.	Best Practices: Faculty Evaluation
3:00–3:30 p.m.	Break
3:30–5:00 p.m.	Difficult Conversations
Dinner on Your Own	

## THIRD DAY

8:00–9:15 a.m.	Breakfast Roundtable Discussion Groups
9:15–10:30 a.m.	Working with the Chief Academic Officer/Dean
10:30–11:00 a.m.	Break
11:00–11:45 a.m.	CIC Programs and Services
11:45 a.m.–Noon	Wrap-up
Noon	Workshop Adjourns

**The New York Times**

**CIC IS DELIGHTED TO WELCOME *THE NEW YORK TIMES*  
AS THE NEW SPONSOR OF THESE WORKSHOPS.**

# LEADING FROM THE MIDDLE: THE CRITICAL ADMINISTRATIVE LINK

Department and division chairs occupy a pivotal role in the administrative structure of a college or university. Leading from the middle requires that successful chairs develop a broad perspective on campus issues in order to participate effectively in decision-making that may affect not only their own department or division but the entire campus. Chairs are called on to lead the members of their own department and often extra-departmental colleagues as well, to advocate on behalf of the department or division to senior administrators, and to communicate and explain decisions reached beyond the department or division level to their peers. Most chairs come into their positions with little training for leadership responsibilities, and few have had opportunities to cultivate a broader institution-wide perspective. While many of a chair's daily responsibilities are primarily on the departmental or divisional level, others—including making personnel recommendations, leading changes in the curriculum, assessing student learning outcomes, managing a budget, and functioning as counselors and mentors to colleagues—affect decisions beyond the department or division.

The 2011 Workshops for Department and Division Chairs will provide participants with strategies and practical tools to help them lead more effectively and communicate clearly to colleagues how decisions made beyond the department level reflect on the work of the department or division.

## 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 and develop 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 attend. 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 location can accommodate 100 participants.

# WORKSHOP TOPICS

## BEST PRACTICES: FACULTY EVALUATION

An 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.

## UNDERSTANDING THE DEPARTMENT/DIVISIONAL BUDGET

The department/division operating budget is often viewed as a set of inflexible line item allocations. Chairs will learn how their budgets fit into the larger institutional picture, how to make an effective case for their units, and how to prepare requests for additional funding.

## USING DATA AT THE DEPARTMENT/DIVISIONAL LEVEL

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. Types of data that may be useful at the departmental/divisional level include assessment of learning outcomes, program review data, data from national surveys such as NSSE, campus satisfaction surveys, and enrollment trend data. Participants are encouraged to bring sample data from their campuses to use in the discussion.

## DIFFICULT 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 tactfully encourage change or to deliver bad news. How can the department/division chair understand better why a faculty member is less effective than expected? What skills and strategies might chairs develop to facilitate difficult conversations? What strategies can motivate and support faculty members to become more productive? Participants will explore how to have a frank conversation with a colleague and have an opportunity to practice proven techniques.

## 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.

## BEST PRACTICES OF EXPERIENCED DEPARTMENT CHAIRS

What are the strategies that experienced chairs employ to advance the work of the department or division? What lessons have they learned? Workshop participants will learn from veteran chairs as well as contribute their own tips for the benefit of other chairs.

## WORKING WITH THE CHIEF ACADEMIC OFFICER/DEAN

What do chief academic officers expect of department chairs? What types of support and mentoring can the chair expect from the CAO/dean? What are the dos and don'ts for department/division chairs in fostering an effective working relationship with the CAO/dean? Participants will use small-group discussions to discover effective communication tools and strategies for working with the CAO/dean.



# 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, experienced chief academic officers 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 (additional workshop presenters are still to be confirmed and will be added to the website at [www.cic.edu/departmentchairworkshops](http://www.cic.edu/departmentchairworkshops)).



**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.



**Stephen Barker** is an attorney with Sturgill, Turner, Barker & Moloney, PLLC in Lexington, Kentucky. He has been appointed to act as select counsel to represent colleges and universities insured by United Educators Insurance Risk Retention Group, Inc., the nation's largest insurer of colleges and universities. He is also on the panel of defense attorneys for Kentucky School Board Insurance Trust operated by the Kentucky School Board Association. Barker and his firm have represented private and public colleges and universities in Kentucky for over 25 years.



**Diep Ca** is chair and associate professor of chemistry at Shenandoah University. She is a member of the college of arts and sciences faculty evaluation committee, and she has served on the university faculty senate. In 2009 she led a global citizen project (GCP) group to Vietnam. Her interests include analytical chemistry and nanoscience.



**Robin Cautin** is chair and professor of psychology at Manhattanville College. She also serves as director of the Manhattanville assessment seminar, co-chair of a sub-committee of the college's self-study for Middle States reaccreditation, and chair of a committee to formulate an interdisciplinary program on sports studies. She is a member of the status (tenure) committee and served for a number of years on both the academic policy committee and the

strategic planning committee.



**Andrea Chapdelaine** is provost and vice president for academic affairs at Albright College. As a faculty member at Albright College, she was a member of the assessment committee and the first-year experience committee, and she has served as dean of undergraduate studies. She serves on the national board of the Council of Undergraduate Research and as a facilitator of workshops on developing and sustaining undergraduate research programs. She is a social psychologist

who has conducted research on fairness in close relationships and the accuracy of interpersonal perception.



**Katie Conboy**, provost and vice president for academic affairs at Stonehill College, led the college's first long-range planning initiative. As a faculty member at Stonehill she was the moderator of the faculty assembly and chair of the English department. Her scholarly work focuses on feminist theory in contemporary Irish literature.



**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 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 Mount Vernon, 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. He is a conductor and clarinetist, and he continues to find performance opportunities within his busy schedule.



**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.



**Anne H. Franke** is an attorney and president of Wise Results, LLC. She has worked with clients nationally to revise and update faculty handbooks, improve shared governance, shape faculty tenure practices, and deliver effective training to administrators, faculty, and staff. In February 2011, she received the national Facilitator Award from the Center for Excellence in Higher Education Law and Policy, Stetson University College of Law.





**Mary Ann Gawalek** 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, Gawalek served as dean of Lesley University's counseling psychology and expressive therapies division and interim dean of the graduate school. Her interests include explorations of gender on teaching and learning, educational equity issues facing undergraduate women, and multiculturalism.



**Woodrow Hood** currently serves as dean of the Shuford School of Performing Arts and professor of theatre arts at Catawba College. From 2002 to 2008, he chaired the theatre arts department at Catawba. He has served as chair of the academic planning and assessment committee, as a member of the academic retention committee, and as an elected member of the faculty senate.



**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. Her most recent book is *Women and Gender in the History of Sub-Saharan Africa* (2007).



**Mark J. Krejci** is provost and dean of the college and professor of psychology at Concordia College in Minnesota. 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.





**Monica McCoy** is chair and associate professor of psychology at Converse College. She is the author of *Child Abuse and Neglect*. She received the Kathryne Amelia Brown Award for excellence in teaching in 1999 and the O'Herron Award for faculty excellence in 2004. In 2010 McCoy was named South Carolina Council for Advancement and Support of Education (CASE) Professor of the Year.



**Steve O. Michael** is provost of Arcadia University. Before assuming his current position, he served as vice provost at Kent State University. Known nationally for his work on institutional diversity, he is widely published on higher education finance, strategic planning, marketing, accreditation, internationalization, and academic entrepreneurship.



**Richard Ostrander** is provost of Cornerstone University. Before coming to Cornerstone, he was dean of undergraduate studies, interim vice president for academic affairs, and chair of the division of social and behavioral studies at John Brown University. He has published on the relationship between spirituality and the discipline of history.



**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.



**Elizabeth Rudenga** is provost and professor of education at Trinity Christian College. She is co-author of *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 department chair.



**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.



**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 and Lee University. 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.



**Michael Tannenbaum** is provost and vice president for academic affairs at Hartwick College where he also directs the Mellon-supported first-year seminar program. Prior to his service at Hartwick, Tannenbaum served as dean of science and professor of biology at Marist College and chair of biology in the science division at Truman State University.



# HOTEL AND TRAVEL INFORMATION

## MILWAUKEE, WISCONSIN • APRIL 7–9, 2011



### **Hilton Milwaukee City Center**

509 West Wisconsin Avenue  
Milwaukee, WI 53203

Phone: (414) 271-7250

Fax: (414) 271-8841

Room Rate: \$119 single/double

Reservation Deadline: **March 6, 2011**

To make reservations, call (414) 935-5940 and specify that you are attending the Council of Independent Colleges Workshop for Department Chairs. All reservations must be guaranteed with a credit card.

## BALTIMORE, MARYLAND • MAY 17–19, 2011



### **Sheraton Baltimore City Center Hotel**

101 West Fayette Street  
Baltimore, MD 21201

Phone: (410) 752-1100

Fax: (410) 727-6223

Room Rate: \$139 single/double

Reservation Deadline: **April 16, 2011**

To make reservations, call (866) 837-5182 and specify that you are attending the Council of Independent Colleges Workshop for Department Chairs. You may also visit: <http://www.starwoodmeeting.com/StarGroupsWeb/res?id=1101218046&key=7F48B> to make your reservation online.

## LOUISVILLE, KENTUCKY • MAY 24–26, 2011



### **The Brown Hotel**

335 West Broadway  
Louisville, KY 40202

Phone: (502) 583-1234

Fax: (502) 561-8443

Room Rate: \$119 single/double

Reservation Deadline: **April 23, 2011**

To make reservations, call (888) 888-5252 and specify that you are attending the Council of Independent Colleges Workshop for Department Chairs. All reservations must be guaranteed with a credit card.

## SAN DIEGO, CALIFORNIA • JUNE 8–10, 2011



### **Bahia Hotel**

998 W. Mission Bay Drive  
San Diego, CA 92109

Phone: (858) 539-7700

Fax: (858) 488-1512

Room Rate: \$115 single/double; \$135 triple; \$155 quad

Reservation Deadline: **May 9, 2011**

To make reservations, call (800) 576-4229 and specify that you are participating in the Council of Independent Colleges Workshop for Department Chairs. All reservations must be guaranteed with a credit card.

## DRESS GUIDELINE

Business casual clothing is appropriate throughout the Workshop.

# REGISTRATION INFORMATION

## INSTRUCTIONS

1. You may register online at [www.cic.edu/departmentchairworkshops](http://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 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](mailto: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 Veronica Relph, CIC conference coordinator, by fax to (202) 466-7238 or by email to [vrelph@cic.nche.edu](mailto:vrelph@cic.nche.edu). Registrations are transferable within an institution.



# REGISTRATION FORM

## LOCATION *(Please check one)*

Milwaukee, WI    Baltimore, MD

Louisville, KY    San Diego, 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 @ \$395      \$ \_\_\_\_\_

\_\_\_\_\_ additional registrants @ \$330 each =      \$ \_\_\_\_\_

**Nonmember Rates:** First registrant @ \$495      \$ \_\_\_\_\_

\_\_\_\_\_ additional registrants @ \$435 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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# 2011 WORKSHOPS FOR DEPARTMENT AND DIVISION CHAIRS

[WWW.CIC.EDU/DEPARTMENTCHAIRWORKSHOPS](http://WWW.CIC.EDU/DEPARTMENTCHAIRWORKSHOPS)