The Chair as Leader and Faculty Peer

April 4–6
Philadelphia, PA

May 14–16
Cincinnati, OH

May 21–23
Saint Paul, MN

June 4–6
Albuquerque, NM

www.cic.edu/2013DepartmentChairWorkshops

2013 Workshops for Department and Division Chairs
# Preliminary Schedule

## First Day
- **Noon–1:00 p.m.** Registration
- **1:00–1:30 p.m.** Welcome and Workshop Overview
- **1:30–2:45 p.m.** Serving as Department/Division Chair: Beyond the Job Description
- **3:00–3:15 p.m.** Break
- **3:15–4:45 p.m.** The Department/Division Budget
- **5:00 p.m.** Reception
- **6:00 p.m.** Dine-around Dinners

## Second Day
- **8:00–9:00 a.m.** Breakfast Roundtable Discussions
- **9:00–10:30 a.m.** Using Data Effectively
- **10:30–10:45 a.m.** Break
- **10:45 a.m.–Noon** Preventive Law I: Adhering to Institutional Procedures and Policies—Hiring Practices
- **12:15–1:15 p.m.** Luncheon

## Third Day
- **8:00–9:00 a.m.** Breakfast Roundtable Discussion Groups
- **9:00–10:15 a.m.** The Wisdom of Chairs and “Open Mike” for Participants
- **10:15–10:30 a.m.** Break
- **10:30–11:45 a.m.** Becoming a Leader on Campus
- **11:45 a.m.–Noon** Wrap-up
- **Noon** Workshop Adjourns

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*CIC acknowledges with appreciation the continuing support of Academic Search, Inc. and the American Academic Leadership Institute.*
The Chair as Leader and Faculty Peer

Balancing the role of departmental or division leader with that of faculty peer is challenging. 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 to their colleagues. Effective chairs learn the value of developing an institution-wide perspective, communicating clearly, and collaborating among their peers to promote greater institutional effectiveness. At the same time, most chairs are heavily invested in their faculty responsibilities of teaching, advising, and maintaining scholarly activity. How can chairs maintain excellence in the very areas that they are now called upon to evaluate in their faculty colleagues? How do they balance the demands of the competing roles that place them simultaneously above and alongside their faculty peers?

Most chairs come into their positions with little training for managing the chair’s responsibilities, cultivating a wider view of campus challenges, or understanding the leadership role that they have been asked to accept. The 2013 Workshops for Department and Division Chairs will focus on strategies and practical approaches to developing leadership skills—for themselves and faculty peers with whom they will work upon return to campus.

Who Should Participate?
The workshops are designed to serve both experienced and new chairs of departments or divisions at nonprofit, independent colleges and universities. Campuses are encouraged to send several department or division chairs to the workshop so that they can support one another in instituting improvements upon their return to campus. A single representative from an institution also would find the workshop helpful. Deans and associate deans who work closely with chairs would find the program beneficial and are welcome to participate. Institutions may wish to send chairs to workshops in different locations to gain the perspectives of other speakers on the same topic and learn from multiple approaches to workshop topics. Registration is limited to chairs and other academic administrators at private colleges and universities. Each workshop can accommodate 100 participants.
Serving as Department/Division Chair: Beyond the Job Description
Many chairs didn’t plan to serve as an administrator, manager, or chair when they were in graduate school or even when they were starting their academic careers. Most job descriptions for department chairs are simply lists of activities for which the chair is responsible. These lists suggest that chairs are task-oriented managers who schedule courses, handle student complaints, order equipment, prepare reports and evaluations, and take care of other departmental business. How do they manage these new responsibilities along with their teaching and scholarly duties? Should chairs also assume responsibility for departmental leadership, representing the department to the campus and community, serving as departmental advocate, and mentoring junior faculty members? Does the campus culture support a weak chair or a strong chair model? Is a rotating chair or a “chair for life” model more effective? What are the most effective strategies for communicating with faculty colleagues? What tasks and projects might be successfully delegated to colleagues? What does the dean or CAO expect from chairs? Participants will discuss their roles as leaders and faculty peers using interactive exercises and small group discussion.

Dealing with Difficult Faculty 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 often has been described as “leading from the middle.” How does the chair learn to lead? What are the potential challenges in the role of leader? How can the chair as leader influence faculty colleagues within and beyond the department or division? Even though department or division chairs may not aspire to become deans, they can develop a wider vision and understanding of campus-wide initiatives in which they might assume a leadership role. What campus resources do chairs tap to develop 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.

Preventive Law I: Adhering to Institutional Procedures and Policies—Hiring Practices
An attorney with experience in relevant cases will discuss hiring practices from the viewpoint of the department/division chair’s role. Discussion will focus on the importance of following effective procedures and institutional policies in drafting the position description, appointing the search committee, managing candidate files, checking references, and interviewing candidates on the phone and in person.

Preventive Law II: Adhering to Institutional Procedures and Policies—Faculty Evaluation
An attorney will lead a discussion of the chair’s role in faculty evaluation for reappointment, tenure, and promotion. Topics for discussion include the importance of adhering to effective procedures and institutional policies when documenting professional performance, the role of student evaluations of instruction, peer review of teaching, the evaluation of scholarly activities, and contributions to the work of the department/division.

Using Data Effectively
Good data can inform decisions about revisions to existing academic programs, help determine new curricular directions, and suggest strategies for attracting students to the major. How can departmental/divisional level data—including assessment of “learning outcomes,” program review data, information from national surveys such as the National Survey of Student Engagement, campus satisfaction survey responses, and enrollment trend statistics—be used to strengthen departments and divisions? Chairs will learn how to use data for revisions to the curriculum, to conduct program reviews, and to attract students to their programs.

The Department/Division Budget
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 the department or division, how to support colleague chairs in the budget process, and how to prepare requests for additional funding in cases where more than one department or division is involved.
Workshop Leaders

At each workshop, presenters will include 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 who has experience with the issues chairs face. The following individuals will lead sessions and make presentations at the workshops.

**Natasha Baker** is a partner with 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, Institute for Chief Academic Officers, and Presidents Institute.

**Mark J. Braun** is provost of Gustavus Adolphus College, where he also served as associate dean and department chair in communication studies. From 2007 to 2011, Braun was senior vice president for academic affairs and dean of the college at Augustana College (SD). He has made presentations at CIC’s Workshops for Department and Division Chairs, is a frequent reviewer for mass media professional journals, and has published widely on media issues, particularly ethics in the media.

**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.
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.

**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 more than 500 adjunct faculty members. Evans writes the “On Hiring” blog in the *Chronicle of Higher Education* and has a particular interest in faculty careers at small colleges.

**Ann 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 Gawelek is provost and dean of the faculty at Seton Hill University, where she is professor of psychology and teaches a senior integrative seminar. Before coming to Seton Hill, Gawelek served as dean of Lesley University’s counseling psychology and expressive therapies division and interim dean of the graduate school. Her interests include exploration of the effects of gender on teaching and learning, educational equity issues that face undergraduate women, and multiculturalism. Gawelek has served as coordinator for CIC’s annual Workshop for New Chief Academic Officers and in 2011 received CIC’s Chief Academic Officer Award.

Patrick L. Holt is chair of the department of chemistry and physics and professor of chemistry at Bellarmine University. He has served as chair of several faculty committees, including those on rank and tenure, information literacy, academic computing and technology, and science facilities. He also served as secretary of the Louisville chapter of Sigma Xi. In 2012 he received Bellarmine’s Pursuit of Excellence award. He has published in the Journal of Chemical Physics and the Journal of Chemical Education and has received grants from the American Physical Society and the American Chemical Society.

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.
John Kolander, provost of Wisconsin Lutheran College, has served as the college’s chief academic officer since 2004. Prior to his current position, he was an upper grade teacher and administrator for Lutheran schools in Wisconsin and Minnesota. Kolander’s research interests include campus and organizational culture, curriculum development, and learning communities.

Louis J. Liotta is chair of the department of chemistry and professor of chemistry at Stonehill College. He served on several college committees, including the long-range planning subcommittee on enrollment and the enrollment management, faculty academic vision, and neuroscience steering committees. Liotta was named a Stonehill College distinguished faculty scholar, was awarded Stonehill College’s diversity and social justice award (2009), and in 2010 was named Residence Life Community Associate Stonehill Star. Liotta is an active advisor for undergraduate research projects. He also is a frequent book reviewer for Choice and has published articles in the Journal of Organic Chemistry and the Journal of Chemical Education. He serves on the Cumberland (MA) School Department Technology Task Force.

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.
Lily McNair is provost and vice president for academic affairs at Wagner College. She previously served as associate provost of research, division coordinator for science and mathematics, and professor of psychology at Spelman College, as well as in administrative and faculty positions at the University of Georgia. Her research on the development and evaluation of community-based interventions targeting substance abuse and early sexual behavior of African-American youth has been funded by the National Institutes of Mental Health and the Centers for Disease Control and Prevention. McNair is co-editor of the multicultural anthology, *Women: Images and Realities*, 4th edition (2007). She was a participant in CIC’s 2010–2011 Senior Leadership Academy.

Leanne M. Neilson is provost and vice president for academic affairs and professor of psychology at California Lutheran University. A licensed clinical psychologist, Neilson has published and presented on the psychological issues that affect college students and other topics pertinent to higher education administration. She has made presentations at CIC’s Institute for Chief Academic Officers.

Steven D. Nimmo is dean of the school of arts and sciences at Piedmont College. Prior to his current appointment, he served as associate dean for academic affairs, chair and professor of mathematics, and a member of several faculty committees at Morningside College. As dean, Nimmo coordinates the academic programs and instructional activities in the school of arts and sciences. As associate dean he was responsible for tracking course enrollment data, approving departmental offerings for each term within the limits of the annual budget, and the contexts of planning for majors and general education requirements. He is a frequent participant in CIC’s Institute for Chief Academic Officers.

Catharine O’Connell, vice president for academic affairs and dean of the college at Mary Baldwin College, previously served as the provost and vice president for academic affairs at Defiance College, dean for academic affairs at Cabrini College, and chair of the English department at St. John Fisher College. Her scholarly work focuses on 19th century American literature and issues in contemporary higher education. O’Connell has been a frequent presenter at regional and national meetings on topics including global learning and citizenship, community-based research, outcomes assessment, and faculty-student learning communities.
**R. Richard Ray, Jr.** is provost and professor of kinesiology at Hope College. Prior to his current position he served as the college’s dean for social sciences and chair of the kinesiology department. As chair he oversaw a department that was home to majors in athletic training, exercise science, and physical education. He directed the major in athletic training and coordinated the distinguished lecture series in sports medicine. He holds certification as an athletic trainer, was elected to the National Athletic Trainers’ Association Hall of Fame in 2006, and received the career achievement award from the University of Michigan School of Kinesiology in 2009. He was a contributor to *Core Concepts in Athletic Training* (2012), *Praeger Handbook of Sports Medicine and Athlete Health* (2010), and several articles on athletic training in professional journals.

**Kathleen A. Rinehart** serves as general counsel for Saint Xavier University (IL). Prior to her position at Saint Xavier, she led the education law practices at two large law firms in Milwaukee, Wisconsin. Rinehart developed a general counsel model for use on campuses that did not have an established, in-house general counsel office. She has served as counsel to boards, presidents, and other administrative leaders regarding matters of governance; strategic planning; legal compliance; drafting and implementation of institutional documents, policies, and procedures; management of student issues and education records; campus safety; prevention of legal exposure; and litigation management. Rinehart presents lectures and workshops for regional and national professional associations on supervisory best practices, the application of dispute resolution in higher education, and other substantive issues of concern to colleges and universities.

**Marc M. Roy** is provost and professor of biology at Goucher College. Earlier he served as academic vice president at Coe College and associate academic dean of Beloit College. Roy has served as a National Science Foundation grant review panelist and has received grants from the W.M. Keck and Sanger Foundations, the Howard Hughes Medical Institute, and the Carver Charitable Trust. He is the chair of the American Conference of Academic Deans.
Elizabeth Rudenga is provost and professor of education at Trinity Christian College. She is co-author of the book, *Journeying: Integrating Literacy Instruction*, as well as numerous book chapters and articles on teacher education. As a faculty member at Trinity she served as director of faculty development and chair of the education department. Rudenga has made presentations at CIC’s Workshops for Department and Division Chairs and Institute for Chief Academic Officers.

Lisa M. Sethre-Hofstad is the newly appointed associate dean of core and student advising, professor of psychology, and past chair of the psychology department at Concordia College (MN). She also has served in administrative positions at Concordia’s Language Villages program. Her teaching and research focus on child development and aspects of Norwegian society for which she received an American-Scandinavian Foundation postdoctoral research award (2003). She also received the Norwegian Marshall Fund research award from the Norway-America Association (2010) for an investigation of daily routines among healthy retirees in northern Norway. More recently she conducted assessment research for Concordia’s LeadNow, a leadership development program.

Timothy A. Sherwood is chair of the chemistry department and associate professor of chemistry at Westminster College (PA). He has received two grants from the Pennsylvania Department of Environmental Protection—for Westminster’s Sustainability in Motion project to develop lab kits, resources, and workshops related to solar energy, wind energy, fuel cells, and biofuels. Sherwood is a frequent presenter at regional and national professional meetings. He is a member of the American Chemical Society, division of chemical education and division of biological chemistry, and he has served on the committee for the American Chemical Society, division of chemical education examinations institute.

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 effectively at CIC’s Workshops for Department and Division Chairs and Institute for Chief Academic Officers and on program review and academic planning at the Higher Learning Commission of the North Central Association.
Jeanine 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.

Susan Traverso is provost and senior vice president and professor of history at Elizabethtown College. Prior to her present position she served as dean of the college of arts and sciences at the University of Redlands and as associate professor and chair of the history department at North Central College (IL). At North Central, she oversaw the department’s participation in interdisciplinary programs, including the first-year seminar program, gender and women’s studies, history of ideas, and the graduate programs in liberal studies. She was co-chair of the strategic planning process and founding chair of the assessment committee. She is the author of *Welfare Politics in Boston, 1910–40* (2003) and has made presentations at regional and national professional meetings. Traverso held several administrative positions in the U.S. Peace Corps as well.
Hotel and Travel Information

More detailed travel information, including driving directions, is available at www.cic.edu/DepartmentChairWorkshops.

Philadelphia, Pennsylvania
April 4–6, 2013

Holiday Inn Philadelphia–Historic District*
400 Arch Street, Philadelphia, PA 19106
Phone: (267) 765-3383
Fax: (215) 829-1796
Room Rate: $119 single/double

General Information

Situated in the heart of historic Old City Philadelphia, the hotel’s location conveniently places guests within a bustling city of history. Guests can explore Market Street and come face-to-face with icons of our nation’s past, such as the Liberty Bell and the Betsy Ross House, while being only minutes from Thomas Jefferson Hospital and the U.S. Mint.

For reservations, please call Michelle McDevitt at (267) 765-3383 or Brandon Williams at (267) 765-3345 and state that you are with the Council of Independent Colleges’ 2013 Workshop for Department and Division Chairs. The reservation deadline is Monday, March 3, 2013.

Airport Transportation

Philadelphia International Airport (PHL) is approximately eight miles from the Holiday Inn. Taxi service from the airport is approximately $30 one way.

Lady Liberty Transportation is a Philadelphia-based company that provides airport shuttle service to and from the Philadelphia International Airport. Shuttle service is $10 per person one way. Reservations can be made in advance, or you can purchase transfers at the baggage claim area. For more information, call (215) 724-8888.

Amtrak Train

Amtrak’s 30th Street Station Philadelphia is less than 2 miles from the hotel. Taxi service from the train station is approximately $15 one way.

Hotel Parking

Hotel parking is $25 per day with in-and-out privileges.

*This property will become a Wyndham Hotel beginning March 1, 2013.
Cincinnati, Ohio
May 14–16, 2013

Millennium Hotel Cincinnati
150 West 5th Street, Cincinnati, OH 45202
Phone: (513) 352-2100
Fax: (513) 352-2148
Room Rate: $109 single/double

General Information
This modern hotel, set in the heart of Cincinnati, Ohio, offers spacious accommodations and excellent service. Located downtown, the hotel is within walking distance of many shops, museums, restaurants, and entertainment venues. Duke Energy Convention Center, connected to the Millennium Hotel Cincinnati, is accessible via an enclosed skywalk. Just a short drive away are such renowned attractions as the Cincinnati Zoo, Botanical Gardens, and Beach Waterpark.

For reservations, please call the hotel directly at (800) 876-2100 and state that you are with the Council of Independent Colleges’ 2013 Workshop for Department and Division Chairs. Reservations also may be made online at www.cic.edu/2013DDCW/hotel. The reservation deadline is Monday, April 15, 2013.

Airport Transportation
Cincinnati Northern Kentucky Airport (CVG) is approximately 20 minutes from the Millennium Hotel Cincinnati. Taxi service from the airport is approximately $30 each way.

Shuttle service is provided by Executive Transportation to the hotel and airport. The cost is $22 one way and $32 for round trip service. Reservations can be made by calling (513) 352-2135 or (800) 990-8841. Walk-up service is available at the shuttle desk in the baggage claim area.

Hotel Parking
On-site daily valet parking is available for $18 per night.
Saint Paul, Minnesota
May 21–23, 2013

Crowne Plaza St. Paul-Riverfront Hotel
11 East Kellogg Blvd., St. Paul, MN 55101
Phone: (651) 292-1900
Fax: (651) 605-0189
Room rate: $119 single/double

General Information
Situated atop the bluffs of the Mississippi River in downtown Saint Paul, the Crowne Plaza Hotel St. Paul-Riverfront offers comfortable accommodations and unrivaled access to the best of the Twin Cities.

For reservations, please call the hotel directly at (800) 227-6963 and state that you are with the Council of Independent Colleges’ 2013 Workshop for Department and Division Chairs. Reservations also may be made online at www.cic.edu/2013DDCW/hotel. The group code is Z7T. The reservation deadline is Tuesday, April 30, 2013.

Airport Transportation
The hotel is approximately 20 minutes from Minneapolis/St. Paul Airport (MSP). The Minneapolis/St. Paul airport shuttle is $24 each way. Reservations are required. To book, call the hotel at (651) 292-1900.

Hotel Parking
Self-parking is available, on a first-come first-served basis, on an attached ramp for a fee of $10 per day for all overnight guests. This fee includes in-and-out access for a 24-hour period and is subject to change.
Albuquerque, New Mexico
June 4–6, 2013

Sheraton Albuquerque Uptown Hotel
2600 Louisiana Boulevard, NE
Albuquerque, NM 87110
Phone: (505) 881-0000
Fax: (505) 881-6933
Room rate: $109 single/double

General Information
The Sheraton Albuquerque Uptown Hotel is mere steps from the uptown shopping and dining district, with access to hundreds of boutique shops and fine dining restaurants. For the historian, there’s Old Town Albuquerque, where old and new intersect.

For reservations, please call the hotel directly at (800) 325-3535 and state that you are with the Council of Independent Colleges’ 2013 Workshop for Department and Division Chairs. Reservations also may be made online at www.starwoodmeeting.com/Book/COUNCIL. The reservation deadline is Monday, May 13, 2013.

Airport Transportation
Albuquerque International Airport (ABQ) is approximately six miles from the Sheraton Albuquerque Uptown Hotel. Taxi service from the airport is approximately $20 one way.

Sunport Shuttle is $15 per person one way and $28 round trip. Reservations can be made in advance, or you can purchase transfers at the baggage claim area. For more information, contact Sunport Shuttle at (866) 505-4966 or visit www.sunportshuttle.com/contact.htm.

Hotel Parking
The hotel offers free self-parking as well as a complimentary shuttle service within a two-mile radius of the hotel. Service is based on availability.
Registration Information

Instructions

1. You may register and pay by credit card online at www.cic.edu/2013DepartmentChairWorkshops 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 “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 workshops.
Registration Form
2013 Workshops for Department and Division Chairs

Location (Please check one.)

- Philadelphia, PA
- Cincinnati, OH
- Saint Paul, MN
- Albuquerque, NM

Institution: ________________________________
Address: ____________________________________________
City: __________________  State: ______  Zip Code: __________

Registrants

Name: ________________________________  Name: ________________________________
Faculty Rank and Discipline: ______________  Faculty Rank and Discipline: ______________
Department/Division Title: ______________  Department/Division Title: ______________
______________________________________  _______________________________________
______________________________________  _______________________________________
Direct Phone: __________________________  Direct Phone: __________________________
Email: ________________________________  Email: ________________________________
Special Needs: ________________________  Special Needs: _________________________

Registration Fees

CIC Member Rates:
First registrant @ $425  $________
_____ additional registrants @ $360 each =  $________

Nonmember Rates:
First registrant @ $550  $________
_____ additional registrants @ $525 each =  $________

Total:  $________

Please charge my credit card the total fee shown above.
- American Express  - MasterCard  - Visa

Account Number: __________________________________________
Name on Card: ____________________________________________
Expiration Date: __________________________
Signature: _____________________________________________