Balancing Multiple Priorities

April 9–11 GREENVILLE, SC • May 12–14 CLEVELAND, OH

May 19–21 PROVIDENCE, RI • June 2–4 SAN DIEGO, CA

www.cic.edu/2015DepartmentChairWorkshops
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CIC acknowledges with appreciation the continuing support of Academic Keys, Academic Search, Inc., and the American Academic Leadership Institute.
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 2015 Workshops for Department and Division Chairs will focus on strategic and practical approaches to developing leadership skills and institution-wide vision—for chairs and faculty peers with whom they will work upon returning to campus.

Department and division chairs serve as the bridge between the members of their department or division and senior administrators. Effective chairs learn the value of developing an institution-wide perspective, communicating clearly, and collaborating with their peers to promote greater institutional effectiveness. They must develop the ability to think strategically, plan actively for the future, and cooperate with other academic and administrative departments on campus, including admissions, development, and student affairs. At the same time, most chairs are heavily invested in their faculty responsibilities of teaching, advising, service, and research. How can chairs balance the competing priorities of their roles as faculty member, department advocate, and institutional planner?

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 and learn from multiple approaches to workshop topics. Opportunities will be offered at breakfast and lunch for representatives of institutions of similar size and structure to share experiences and effective practices. Registration is limited to chairs and other academic administrators at private, nonprofit, liberal arts-based colleges and universities. Each workshop can accommodate 100 participants.
## Preliminary Schedule

### First Day

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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</thead>
<tbody>
<tr>
<td>Noon–1:00 p.m.</td>
<td>Registration <em>(lunch on your own)</em></td>
</tr>
<tr>
<td>1:00–1:30 p.m.</td>
<td>Welcome and Workshop Overview</td>
</tr>
<tr>
<td>1:30–2:45 p.m.</td>
<td>Serving as Department or Division Chair: Beyond the Job Description</td>
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<tr>
<td>2:45–3:05 p.m.</td>
<td>Break</td>
</tr>
<tr>
<td>3:05–4:35 p.m.</td>
<td>The Department/Division Budget</td>
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<tr>
<td>5:00 p.m.</td>
<td>Reception</td>
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<tr>
<td>6:00 p.m.</td>
<td>Dine-around Dinners</td>
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### Second Day

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:00–9:00 a.m.</td>
<td>Breakfast Roundtable Discussions</td>
</tr>
<tr>
<td>9:00–10:30 a.m.</td>
<td>Using Data Effectively</td>
</tr>
<tr>
<td>10:30–10:50 a.m.</td>
<td>Break</td>
</tr>
<tr>
<td>10:50 a.m.–12:05 p.m.</td>
<td>Preventive Law I: Adhering to Institutional Procedures—Hiring Practices</td>
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<tr>
<td>12:15–1:15 p.m.</td>
<td>Luncheon</td>
</tr>
<tr>
<td>1:30–2:45 p.m.</td>
<td>Preventive Law II: Adhering to Institutional Procedures—Faculty Evaluation</td>
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<tr>
<td>2:45–3:05 p.m.</td>
<td>Break</td>
</tr>
<tr>
<td>3:05–4:35 p.m.</td>
<td>Dealing with Difficult Faculty Conversations</td>
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<tr>
<td>4:35–4:50 p.m.</td>
<td>Assessing the Day’s Work—Questions and Comments</td>
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*Dinner on Your Own*
<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00–9:00 a.m.</td>
<td>Breakfast Roundtable Discussion Groups</td>
</tr>
<tr>
<td>9:00–10:10 a.m.</td>
<td>The Wisdom of Chairs and “Open Mike” for Participants</td>
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<tr>
<td>10:10–10:30 a.m.</td>
<td>Break</td>
</tr>
<tr>
<td>10:30–11:45 a.m.</td>
<td>Becoming a Leader on Campus</td>
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<tr>
<td>11:45 a.m.–Noon</td>
<td>Wrap-up</td>
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<tr>
<td>Noon</td>
<td>Workshop Adjourns</td>
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Workshop Topics

Serving as Department or Division Chair: Beyond the Job Description
Few chairs planned to serve as administrators, managers, or chairs 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 chairs manage these responsibilities along with their teaching and scholarly duties? Chairs also must 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 and senior administrators? What tasks and projects might be successfully delegated to colleagues? What does the dean or CAO expect from chairs? Participants will discuss their institutional roles using interactive exercises and small group discussions.

The Department or Division Budget
The department or division operating budget is often viewed as a simple set of line item allocations. 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.

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 or divisional level data—including data from assessment of learning outcomes, program reviews, campus satisfaction surveys,
enrollment trends, and national surveys such as the National Survey of Student Engagement—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.

**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 or 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 or division.

**Dealing with Difficult Faculty 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 encourage change or to deliver bad news tactfully. How can the department or 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.

**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 a veteran chair, contribute their own tips for the benefit of other participants, and have an opportunity to raise issues with one another.
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 potential challenges in the role of leader? How can the chair as leader influence faculty colleagues within and beyond the department or division? Department or division chairs may not aspire to become deans, but 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 an institutional perspective? 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.

At each workshop, presenters will include experienced department or division chairs, chief academic officers who are knowledgeable about the work of chairs, an attorney who has experience with the legal issues that department and division chairs at independent colleges and universities face, and a CIC staff member.
Workshop Leaders

**William C. Deeds** is vice president for academic affairs and dean of the college at Morningside College and has served in this role since 2000. Previously, he served Moravian College as dean for academic affairs and professor and chair of the department of psychology. Deeds has presented at the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers. His interests include liberal education, assessment of student learning, faculty hiring and development, and using data effectively for planning and decision making.

**Beth Tyner Jones** is a partner with Womble Carlyle Sandridge & Rice LLP in the firm’s Raleigh, North Carolina, office. She practices primarily in the areas of employment and education law and uses her experience as a human resources professional and in-house legal counsel to assist both public and private institutions of higher education. Jones has experience in representing these colleges and universities in a broad range of issues such as tenure denial,
faculty discipline and dismissal matters, discrimination and harassment, program closures, wrongful termination, student discipline, FERPA compliance, accommodation requests, investigations, and governance matters. She is a frequent presenter at regional and national meetings on legal issues in higher education.

**Rita E. Knuesel** is provost of the College of Saint Benedict and Saint John’s University. She also has served the joint institutions as chair of the music program and the College of Saint Benedict as dean of the college. Knuesel 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 the CIC Workshop for New Chief Academic Officers and has presented at the CIC Institute for Chief Academic Officers. Knuesel was the recipient of the 2013 CIC Chief Academic Officer Award.

**Catharine O’Connell** is vice president for academic affairs and dean of the college at Mary Baldwin College. Previously, she served as 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.

**Richard Ostrander** has served as provost of Cornerstone University in Grand Rapids, Michigan, since 2009. Previously, he served as a division chair in social sciences and dean of undergraduate studies at John Brown University. A historian of American religion and an academic administrator, Ostrander maintains an active scholarly interest in higher education. His publications include many books, book chapters, and journal articles. Ostrander’s book, *Why College Matters to God: Academic Faithfulness and Christian Higher Education* (2009), is used by several colleges and universities for their first-year seminars. The sequel, *Reconsidering College: Christian Higher Education for Working Adults*, was
published in January 2014. A former Fulbright Scholar to Germany, Ostrander has led many student and alumni trips to Europe and traveled to over 20 countries in Africa, Asia, Europe, and South America. He has contributed articles on global education to the *Chronicle of Higher Education*, *Inside Higher Ed*, and *Books and Culture*. His most recent article, “Globalizing Christian Higher Education: Reflections from Delhi and Kampala,” is forthcoming in *Christian Higher Education Journal*.

**Elizabeth L. Paul**, provost and vice president for academic affairs and professor of psychology at Stetson University, previously served as vice provost and professor of psychology at the College of New Jersey, a public residential college. While at the College of New Jersey, Paul also served as interim provost and vice president for academic affairs, chair of the department of psychology, and interim vice president for student life. Her academic experience also includes service as a faculty member at Wellesley College and as a research associate at Harvard University. Paul served as president of the Council on Undergraduate Research in 2010–2011 and has made presentations at the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers.

**Ken Peterson** joined the Furman University economics faculty in 1990. His teaching interests include microeconomic theory, urban economics, population economics, environmental economics, and research methods in economics. Peterson was the recipient of the Alester G. Furman, Jr. and Janie Earle Furman Award for Meritorious Teaching. His recent research interests have been in the areas of hedonic house pricing, parking policies and environmental impacts, and social capital. Peterson also has supervised numerous undergraduate research projects through the economics department’s summer research program. He is in his ninth year as department chair.
General Information

Hyatt Regency Greenville is located in downtown Greenville where guests can experience the city’s rich heritage and culture, from arts to outdoor adventures. Situated near NOMA Square, the hotel offers a refreshing blend of Southern hospitality and modern, urban convenience. Guests can walk to 60 restaurants and shops in the downtown area.

For reservations, please call central reservations at (888) 421-1442 and state that you are with the Council of Independent Colleges’ 2015 Department and Division Chairs Workshop. The reservation deadline is **Wednesday, March 18, 2015**.

Airport Transportation

Hyatt Regency Greenville offers complimentary shuttle service to and from Greenville-Spartanburg International Airport. Please arrange pick-up 24 hours prior to arrival or departure via guest services at (619) 291-7131. The shuttle runs from 5:30 a.m. to midnight. Times may vary. Please contact the hotel prior to arrival to confirm shuttle times.

Hotel Parking

Hyatt Regency Greenville offers guests two convenient parking options:
- Valet parking is available at $15 per day with in-and-out privileges.
- Self-parking is available at Commons Parking, adjacent to the City Parking Garage. This four-level garage is connected to the Hyatt Regency Greenville by a covered walkway. Costs are determined on an hourly basis. Each time a guest exits the garage, he or she will need to pay the current fee. The overnight parking fee is $6.
Cleveland, OH (MAY 12–14)

Workshop Leaders

Michael Glassman is a partner in Dinsmore & Shohl’s labor and employment department and chairs the employment law practice group. He has practiced management-side labor and employment law for over 30 years. Glassman represents employers regionally and nationally in employment disputes and matters of all types in federal and state courts, administrative agencies, and in arbitral forums. He advises on matters involving traditional labor and union issues, collective bargaining, discrimination, sexual harassment, wrongful discharge, OSHA, wage-hour, leave, and other issues that involve the employer/employee relationship. Glassman is a frequent speaker and trainer on labor and employment law topics and previously taught labor and employment law as an adjunct professor at Xavier University. He has been recognized by his peers as an Ohio Super Lawyer, is listed in Best Lawyers in America, and is recognized as a Leading Business Lawyer by Chambers USA Guide to America’s Leading Business Attorneys. He serves as the Ohio representative to the Employment Law Alliance (ELA), a comprehensive global network of employment and labor attorneys.
Susan Schneider Hasseler has held the position of senior vice president for academic affairs and dean of the college at Augustana College (SD) since 2012. She previously served as dean of the school of business, education, and social sciences and dean of community engagement at Messiah College, as a faculty member and associate dean for teacher education at Calvin College, and as a faculty member at Michigan State University. Hasseler’s scholarly interests include inclusive excellence, international education, and leadership. She has made presentations around the world and published numerous articles on education-related issues.

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 currently serving as the primary administrator of a three-year, Teagle Foundation-funded grant to enhance blended learning in the collaborative Texas Language Consortium. He has made numerous presentations at the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers.

Walda Powell is the Mary Elizabeth Yarbrough Professor of Chemistry and department head of chemistry, physics, and geoscience at Meredith College in Raleigh, North Carolina, where she has served since 1995. She is a chemist with interests in experimental design and the preparation of novel bioactive compounds (compounds that have an effect on a living organism, cell, or tissue), with multiple scholarly publications. Powell also has worked to advance science education for pre-college students. She serves on the board of the North Carolina Science and Engineering Fair and has taught in the North Carolina Governor’s School East. In 2004 and 2014 she received the Pauline Davis Perry Award for Excellence in Teaching at Meredith.
**R. Richard Ray, Jr.** is provost and professor of kinesiology at Hope College. Prior to serving in 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. Ray 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, and he is the author of three books on athletic training practice and leadership.

**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 at 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. Roy is a frequent presenter at the CIC Workshops for Department and Division Chairs.

**Jeanine Silveira Stewart** is provost and dean of faculty at McDaniel College in Westminster, Maryland. Her academic leadership experience spans more than a decade at three different liberal arts institutions. Stewart has led strategic planning initiatives, overseen program prioritization and cost reduction modeling, and developed successful student recruitment, retention, and competitive program enhancement within a Division III Athletics program. Originally trained as a neuroscientist, her current scholarly work applies positive psychological concepts to employee evaluation models in the field of managerial accounting. Stewart is a frequent presenter at conferences on topics related to higher education management and workplace dynamics. She currently serves on the board of Target Community and Educational Services in Westminster, Maryland.
Cleveland Hotel and Travel Information

**Wyndham Cleveland at Playhouse Square**
1260 Euclid Avenue, Cleveland, OH 44115  
Phone: (216) 615-7500 • Fax: (216) 621-8659  
www.wyndham.com/wyndham-cleveland-at-playhousesquare  
Room Rate: $129 single/double

**Hotel Information**
Located in the theater district, the Wyndham Cleveland at Playhouse Square hotel is located near the Cleveland Zoo, Lake Erie, and five theaters at Playhouse Square. Cleveland also is home to the Indians baseball stadium, Cleveland Botanical Gardens, and Rock and Roll Hall of Fame and Museum.

For reservations, please call the hotel directly at (216) 615-7500 or the toll free reservations number at (800) 996-3426 and state that you are with the Council of Independent Colleges’ 2015 Department and Division Chair Workshop. Reservations also may be made online using the group code 051114220, at www.wyndham.com/hotels/ohio/cleveland/wyndham-cleveland-at-playhousesquare/rooms-rates. The reservation deadline is **Monday, April 20, 2015**.

**Airport Transportation**
Cleveland-Hopkins International Airport (CLE) is 16 miles from the Wyndham Cleveland at Playhouse Square Hotel. Taxi service from the airport is approximately $35 each way. A list of private shuttle companies can be found at www.clevelandairport.com/parking-transportation/shuttles-and-limos. There are no shared ride shuttles available in this area.

**Hotel Parking**
Valet parking is available at $20 per night with in-and-out privileges. Self-parking is not available.
Jeffrey H. Barker is vice president for academic affairs and dean of the school of humanities and sciences at Converse College, where he has served since 2002. A philosopher by training, his scholarly work focuses on bioethics and includes books, book chapters, and essays in philosophy journals and law reviews. Barker serves as vice chair of the institutional review board for the Spartanburg Regional Healthcare System, as a member of the institutional biosafety committee of the Biomedical Research Alliance of New York, and as a consultant member of the bioethics committee of the South Carolina Medical Association. He also is past coordinator of the CIC Workshop for New Chief Academic Officers.
Kenneth P. Carson, provost of Geneva College, has held faculty and administrative positions at Geneva since 1999. He previously served as a faculty member at University of Tennessee at Chattanooga, in the School of Business at Arizona State University, and at California Polytechnic State University at Pomona. Carson earned a PhD in organizational psychology from the University of Akron in 1985. He has published and presented on many topics in human resource management, organizational psychology, and statistics. He is a frequent presenter at the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers.

Andrea E. Chapdelaine became provost and vice president for academic affairs at Albright College in 2006, after first serving in the role as an interim for two years. She has led the development of new interdisciplinary programs and a revised general education curriculum as well as directed the college’s planning and assessment initiatives. Chapdelaine has served on the national board of the Council on Undergraduate Research, presented at the CIC Workshops for Department and Division Chairs, and mentored aspiring administrators participating in the CIC/American Academic Leadership Institute Senior Leadership Academy. Her current activities include service on local advisory councils for childhood literacy and revitalization.

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 the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers. He is a conductor and clarinetist, and he continues to find performance opportunities within his busy schedule.
Stacey A. Peterson is department chair and associate professor of communication arts at Notre Dame of Maryland University in Baltimore. Her specialties include public speaking, public relations, interpersonal communication, and the exploration of issues surrounding gender and cultural identity. In addition to her teaching, Peterson also has conducted financial literacy workshops and worked as a meeting facilitator and public speaking coach. She oversaw media relations for nonprofit organizations and local musical groups prior to relocating to Maryland from her home state of New Jersey. She has published numerous articles in her field and is currently working on a book chapter addressing college students and challenges with academic advising.

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.

Steven Siconolfi has served as provost and vice president for academic affairs at Rockford University since 2012. Previously, he served in various academic administrative roles at several small private colleges and universities and a public research institution. A full professor, his major field is exercise science, but he also has taught courses in physics, occupational therapy, physical therapy, statistics, and leadership. Siconolfi has been a member of budget committees for over 12 years. He helped develop financial plans for new undergraduate and graduate-level programs and developed a model that computes profit margin at the department level. In addition to his service in academia, Siconolfi has worked as a researcher with NASA and NIH and holds two patents.
Providence Hotel and Travel Information

Providence Biltmore
11 Dorrance Street, Providence, RI 02903
Phone: (401) 421-0700 • Fax: (401) 455-3050
www.providencebiltmore.com
Room Rate: $139 single/double

Hotel Information
The Providence Biltmore, in the heart of downtown Providence, is a landmark. It was designed by Warren and Wetmore, the architectural firm behind New York City’s Grand Central Station, and is located just steps away from the city’s most exclusive shopping and dining areas and conveniently located near the Rhode Island Convention and Entertainment Complex. The Providence Biltmore is an authentic Providence tradition.

For reservations, please call the hotel directly at (401) 421-0700 and state that you are with the Council of Independent Colleges’ 2015 Department and Division Chairs Workshop. The reservation deadline is Friday, April 17, 2015.

Airport Transportation
Theodore Frances Green State Airport (PVD) is approximately 10 miles from the Providence Biltmore. Taxi service from the airport is approximately $35 one way. There are no shared ride shuttles available in this area.

Hotel Parking
Valet parking is $28 overnight with in-and-out privileges. There is a parking garage behind the hotel that charges $20 overnight with no in-and-out privileges.
San Diego, CA (JUNE 2–4)

Workshop Leaders

**Natasha Baker** is a partner with Hirschfeld Kraemer 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 Title IX, 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 the CIC 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 the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers,
has served on the national board for the Broadcast Education Association, is currently on the board of directors for the American Conference of Academic Deans, and is the recipient of the 2014 CIC Chief Academic Officer Award.

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 the CIC Workshop for New Chief Academic Officers and in 2011 received CIC’s Chief Academic Officer Award. She is a frequent presenter at the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers.

Ann M. Kakaliouras is associate professor of anthropology and chair of the department of sociology, anthropology, and social work at Whittier College, where she teaches courses in biological anthropology, archaeology, Native American studies, gender studies, and theory in anthropology. Her current research investigates the material, policy, and scientific reverberations of cultural encounters between physical anthropologists and Native American people during the 20th century. Along with her chair duties she is currently the faculty representative to Whittier’s Title IX committee and is participating faculty in the environmental science/studies and gender studies programs. Prior to coming to Whittier in 2006, Kakaliouras served as assistant professor of anthropology at Appalachian State University in North Carolina for three years.
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 a teacher and administrator for Lutheran elementary and high schools in Wisconsin and Minnesota. Kolander’s research interests include campus and organizational culture, curriculum development, and leadership development. Kolander is a frequent presenter at the CIC Workshops for Department and Division Chairs and Institute for Chief Academic Officers.

Leanne M. Neilson is provost and vice president for academic affairs and professor of psychology at California Lutheran University. Neilson is a clinical psychologist and is active in work related to accreditation and assessment. She has presented on topics pertinent to higher education administration at the CIC Institute for Chief Academic Officers and the Workshops for Department and Division Chairs.

Michael G. Tannenbaum is provost and vice president for academic affairs at Hartwick College. Before coming to Hartwick, he spent 11 years as dean of the school of science and professor of biology at Marist College, where he served as an advocate for undergraduate research and founded the college’s annual celebration of undergraduate research and creative activity. Tannenbaum also held faculty positions at Marshall University and Truman State University (where he served as department chair and as co-principal investigator on three NSF-Research Experiences for Undergraduates site awards), and research positions at the University of Texas Health Science Center at San Antonio and at Colorado State University. Tannenbaum was president of the Council on Undergraduate Research in 2005–2006.
San Diego Hotel and Travel Information

Town and Country Resort and Convention Center
500 Hotel Circle North, San Diego, CA 92108
Phone: (619) 297-6006 • Fax: (619) 294-5957
www.towncountry.com
Room rate: $109 single/double

Hotel Information
Town and Country Resort and Convention Center is located in Mission Valley, the heart of San Diego. The hotel also is near Old Town San Diego. Transportation to Petco Park, the Gaslamp Quarter, and Qualcomm Stadium are available from the Trolley Station located just over the foot bridge, a short walk north of the Royal Palm Tower.

To make reservations, call (619) 297-6006, and specify that you are with the Council of Independent Colleges’ 2015 Department and Division Chairs Workshop. Please note that one night’s room deposit is due at the time of reservation. The reservation deadline is Wednesday, May 13, 2015.

A daily hotel services fee of $5 per room per day (reduced from $14 per room per day currently), will include a variety of services. See the hotel website for details.

Airport Transportation
Town and Country recommends Cloud 9 Shuttle Company, operated by Super Shuttle. Reservations can be made 24 hours in advance by calling (800) 974-8885, or online at www.cloud9shuttle.com. Taxi service from the airport is approximately $20 one way.

Hotel Parking
Hotel self-parking is available at $5 per day for overnight guests. There is a $4 per hour rate for attendees not staying at the hotel who wish to park daily (not to exceed $12 per day for local drivers).
General Information

Registration Instructions

1. Please register online at www.cic.edu/2015DepartmentChairWorkshops.
2. The registration rate for CIC members is $460 for the first registrant and $385 for each additional registrant from that institution. The non-member registration rate is $585 for the first registrant and $535 for each additional registrant.
3. Checks (made payable to “Council of Independent Colleges”) and credit cards are accepted payment methods.
4. 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 Vanessa Taylor, CIC conference and program coordinator, by fax to (202) 466-7238 or by email to vtaylor@cic.nche.edu. Registrations are transferable within an institution.

Dress Guidelines

Business casual clothing is appropriate throughout the workshops.