The Academic Chairpersons Conference is proudly brought to you by Kansas State University Global Campus. Thank you to our sponsors:
### Schedule of Events

#### Wednesday, February 8

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<td>8:00 – 9:00 a.m.</td>
<td>Pre-Conference Registration and Continental Breakfast</td>
<td>Le Salon</td>
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<td>9:00 a.m. – Noon</td>
<td>Pre-Conference Workshops</td>
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<td>Noon – 1:00 p.m.</td>
<td>Pre-Conference Buffet Lunch</td>
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<td>1:00 – 4:00 p.m.</td>
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<tr>
<td>3:00 p.m.</td>
<td>General Registration Opens</td>
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<tr>
<td>5:00 – 7:00 p.m.</td>
<td>Opening Welcome Reception – Open to All Attendees</td>
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<tr>
<td>7:30 – 9:00 p.m.</td>
<td>Documentary and Dialogue: <em>Starving the Beast</em></td>
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#### Thursday, February 9

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<td>Breakfast Buffet</td>
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<td>7:00 a.m. – 5:00 p.m.</td>
<td>Registration and Networking Area</td>
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<td>Networking Break</td>
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<tr>
<td>11:15 – 11:45 a.m.</td>
<td>Pick up boxed lunches</td>
<td>2nd and 3rd Floors</td>
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<tr>
<td>11:45 – 12:30 p.m.</td>
<td>Brown Bag Lunch Discussions</td>
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<td>12:45 – 2:30 p.m.</td>
<td>Interactive Workshops</td>
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<td>2:30 – 3:00 p.m.</td>
<td>Networking Break</td>
<td>3rd Floor Pre-function</td>
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<tr>
<td>3:00 – 3:45 p.m.</td>
<td>Best Practice Presentations</td>
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<td>4:00 – 4:45 p.m.</td>
<td>Best Practice Presentations</td>
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#### Friday, February 10

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<th>Time</th>
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<tbody>
<tr>
<td>7:00 – 8:00 a.m.</td>
<td>Breakfast Buffet</td>
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<tr>
<td>7:00 a.m. – 3:00 p.m.</td>
<td>Registration and Networking Area</td>
<td>La Salle Pre-function</td>
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<tr>
<td>8:00 – 9:00 a.m.</td>
<td>Executive Panel</td>
<td>La Salle Ballroom</td>
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<tr>
<td>9:15 – 10:30 a.m.</td>
<td>Parallel Plenary Presentations</td>
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<td>10:30 – 10:45 a.m.</td>
<td>Networking Break</td>
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<td>10:45 a.m. – Noon</td>
<td>Parallel Plenary Presentations Continued</td>
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<tr>
<td>12:15 – 1:15 p.m.</td>
<td>Buffet Luncheon</td>
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<td>1:30 – 2:15 p.m.</td>
<td>Best Practice Presentations</td>
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<tr>
<td>2:30 – 3:15 p.m.</td>
<td>Best Practice Presentations</td>
<td>Breakout Rooms</td>
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<tr>
<td>3:15 – 4:45 p.m.</td>
<td>Advisory Board Meeting</td>
<td>Bywater Room</td>
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Welcome to the 34th Academic Chairpersons Conference and to New Orleans: The Big Easy, Crescent City, Nawlins, or just a great place to be!

Thank You—
Thank you for attending the 34th Annual Academic Chairpersons Conference. We hope you will learn, be inspired, and grow as a leader while interacting with other conference participants and experts in this field. When it comes to professional development for chairs, we know you have several choices. What makes this conference special is the opportunity for chairs to visit one-on-one with colleagues and experts in the field. This personal connection provides you with a variety of perspectives when approaching your leadership role. Representing nearly every state and several countries, the perspectives shared during the Interactive Workshops, Best Practices Presentations, Parallel Plenary and Brown Bag discussions will provide insight from varying types of institutions and emphasize the practical aspects of chairing. This year, the conference has been divided into four themes.

Operating the Department: sessions exploring the practical, everyday roles and goals of department leaders, the bread-and-butter of what you do
Working with Faculty and Administration: sessions focused on those essential interpersonal relationships with those you manage and who manage you
Leadership and Management: sessions covering subjects related to self-improvement and aspects of personal leadership development
Issues and Trends in Higher Education: sessions exploring new and pressing developments in the field that affect you and your institution.

We hope you enjoy your experience here, and take full advantage not only of the great content but also the network of colleagues with a similar desire to serve their institutions in the best way possible. Sincerely, your conference staff,

- Joshua Hilbrand, Dana Flynn, Ellen Stauffer, Jeff Wolfe, and Waldo Berry (IT specialist)

Guidebook—
The Academic Chairpersons Conference is mobile with Guidebook. If you haven’t already, be sure to download ‘Guidebook’ from your preferred app store. Once you have downloaded the general app, you can search for “Academic Chairpersons Conference” within the app. You will be able to plan your day with a personalized schedule, fill out surveys, and browse info regarding the conference.

Conference Proceedings –
Presenters who choose to submit their presentation materials to be part of the conference proceedings must upload them to the New Prairie Press website, which can be accessed from the conference website. The conference proceedings will be published online the week of March 13th. All conference participants will receive information about how to access the proceedings.

Session Surveys—
Please remember to complete a very short survey for each session you attend. Surveys can be completed via the Guidebook app or using paper forms in the rear of each room.

Post-Conference Survey—
A conference survey will be sent to you by email shortly after the conclusion of the conference. Your comments and suggestions are valuable to us as we continually seek to improve this conference.

Certificate of Attendance—
If you requested a certificate of attendance, please pick it up at the registration table.

Charleston Dining Opportunities –
Join other participants on Thursday evening for networking and dinner at a local restaurant. Experience great food and great company while you’re in New Orleans! Visit the sign-up table at the Welcome Reception for times, locations, and costs.

One-on-One Mentoring –
Some of our most experienced presenters and Members of the Board will be available for one-on-one or group mentoring sessions. Sessions last approximately 20 minutes. Visit the sign-up table at the Welcome Reception for details.

Wireless Connectivity –
You will be pleased to know that complimentary wireless internet is available for attendee use in guest rooms, the lobby, and in all meeting spaces. Please see the back of your nametag for connection information.
Pre-Conference Workshops

9:00 a.m. - 4:00 p.m. Full-Day Workshops

New Chair Alliance
Dr. Katherine Frank and Dr. Dan Wheeler

The New Chair Alliance is the conference’s special programming for newly appointed chairpersons. Those who will soon transition into a chair position or who have been a chair for two years or less will find this workshop particularly valuable. Topics covered include transitioning to new roles and responsibilities, annual planning, everyday management, strategic planning for the future, personal development, and finding satisfaction in being a chair and making a difference. Participants will gain practical tips and tools to improve effectiveness, become familiar with essential resources, learn how to identify an administrative mentor, as well as connect and network with others at a similar career stage.

Succeeding With Problem Faculty: A 6-Step Guide
Dr. Kent Crookston

In Crookston’s recent national survey, 3,000 academic leaders identified “dealing with problem faculty” as the issue with which they most wanted help; it was their stand-alone top concern. Problem colleagues in any organization include bullies, jerks, passive-aggressives, poor performers and those who are psychologically distressed. Crookston draws from best-selling business and leadership literature and presents six calculated steps for effectively dealing with a challenging colleague. Participants leave this workshop with sound practical guidance on how to act when things go wrong, but more importantly how to ensure that things go right.

1:00 p.m. - 4:00 p.m. Half-Day Workshops

2.0 Academic Management: “Disruptive Innovation” For The 21st Century
Dr. Don Chu

This workshop will focus on assisting educational leaders to re-imagine academic departments and how they are managed in the 21st Century. Re-imagining the academic department will strengthen them as the foundation upon which college and university change may be built. Led by the chair and the faculty-administrative leadership team, departments will be primarily responsible to set and reach their goals, as well as manage their own resources and professional development. Themes that will be discussed include curriculum development, course schedules, student services, personnel and “political” issues, department resources and more.

Department Leadership In Action: Enhancing Your Leadership and Academic Team
Dr. Walter Gmelch

This workshop will explore four key leadership questions: what is an academic leader and why should you serve; how to develop as a leader; how long is long enough to serve; and what legacy will you leave? Participants will develop strategies for effectively developing your team through shared leadership, consensual decision-making, constructive conflict, collegiality and more. The workshop also includes a discussion of exploring the “road less traveled,” managing transitions to and from academic leadership.

Opening Welcome Reception
Wednesday, Feb. 8, 2017, 5:00 – 7:00 p.m. • La Salle Ballroom

After you’ve checked into your hotel room, join us for a casual opening reception of networking and hors d’oeuvres. A cash bar will be available. The reception will take place in the La Salle Ballroom. Relax, enjoy some pre-dinner bites, and mingle with the conference’s featured presenters, advisory board members and nearly 400 participants from all over the country.

The Welcome Reception is the place to sign up for several great opportunities to enhance your experience. Tables will be set up for you to sign up for one-on-one mentoring sessions or Thursday night dining opportunities to mingle and network. You can also find information about things to do in New Orleans, and presenters can check in with our tech guru, Waldo, about their AV and presentation needs.
Addressing Traditional Trade-Offs: Improving Student Learning and Reducing Instructional Costs Using Information Technology

Carolyn Jarmon, PhD., Vice President
National Center for Academic Transformation

Many institutions in higher education today face the challenges of cost, access and quality – often known as the iron triangle. These three challenges frequently clash and changing one leads to changes in the others. Traditionally as institutions seek to control costs, access and quality suffer. As access is extended, historically institutions see costs increase and may perceive quality declines. Or as quality standards increase, access becomes limited or cost increases. The National Center for Academic Transformation (NCAT) has worked with over 250 institutions to demonstrate that it is possible to improve student learning, extend access and control instructional costs using information technology. Dr. Carolyn Jarmon, Vice President of NCAT, will share the methodology that NCAT has used, the models that work and some results which institutions have enjoyed. A former department chair, Dr. Jarmon will also address how department chairs might consider using these ideas at their institutions.

Dr. Jarmon has worked in higher education for decades, prior to her work with NCAT. From 1996–1998, she served as the Educom Visiting Fellow, working with member institutions, including California State University System and the University of Wisconsin-Madison, redesigning learning environments to make them more cost-effective. Dr. Jarmon has given numerous presentations and been published widely on the topics of effective delivery of student services and distance education and she consults regularly with institutions and corporations about learning in distributed environments. Prior to joining NCAT, Dr. Jarmon held several academic and administrative positions at SUNY Empire State College. Dr. Jarmon has also taught and held administrative positions at several traditional institutions, both public and private.

Dr. Jarmon has a doctorate from Cornell University, a Master’s in Business Administration from East Tennessee State University, and a Bachelor of Science degree from the University of Delaware.

9:00 - 9:30 a.m. Networking Break and Beverage Refresh (Pelican Pre-Function, 2nd Floor Foyer)
Interactive Workshops

9:30 - 11:15 a.m. Interactive Workshops

Pelican I
1. Turning Prospects Into Superstars: The Department Chair’s Role in Mentoring Junior Faculty
Christian Hansen, Eastern Washington University

Department chairs play a major role in helping new faculty members succeed and become valued and productive members of the faculty. Hiring the right person does not guarantee success of the faculty member or the department. In the workshop we discuss best practices for mentoring new faculty from hiring toward tenure and promotion. The discussions will be supported by small group discussions involving case studies inspired by real-world events. Workshop participants will learn about some of the key factors that help or prevent junior faculty from succeeding in the tenure and promotion process and participants will also have an opportunity to share their own success/failure stories when applicable.

Working with Faculty and Administration

Pelican II
2. Thinking on your Feet: Strategies for Dealing with Difficult Situations
Walt Gmelch, University of San Francisco
Kelly Ward, Washington State University

This session will offer chairs concrete ideas and strategies for dealing with difficult conversations using case studies and role-playing. Conversations with faculty, students, supervisors, and staff will be covered.

Working with Faculty and Administration

Poydras
3. Avoid Yet Another Search: Programs that Support a Diverse Faculty
Michael McPherson, University of North Texas
Christy Crutsinger, University of North Texas

Retaining quality faculty members is a critical issue in collegiate settings. This session will give background on retention, including (1) a video showcasing faculty diversity issues, (2) a case study application activity, and (3) a description of retention initiatives. The session will conclude with a synthesis activity wherein participants will develop a list of activities that can promote retention in their own settings.

Operating the Department

Acadian I/II
4. Turning a Department into a High Performing Team
Lorri Engstrom, Kutztown University of Pennsylvania
Del Engstrom, Ursinus College

This session will provide chairs/deans the skills and research base for using a team approach to build social capital and create a high performing departmental team. Experiential learning activities will be used to demonstrate the key components of high-performing teams, and the pedagogical strategies to successfully implement teams.

Leadership and Management

Le Salon
5. Performance Management or “Herding Cats”? Strategies to Support Faculty Success
Dawn Bratsch-Prince, Iowa State University
Rodney Bagley, Iowa State University

Presenters and participants will engage in analysis and discussion of several case studies illustrating common faculty performance issues. Presenters will share practical performance management tools and best practices for promoting faculty success.

Working with Faculty and Administration

Frenchman I
7. Department Chairs’ Trends and Issues: A 10-Year Study
Robert Cipriano, ATLAS Consulting

I have been surveying chairs for the past 10 years in an effort to determine the challenges they face, the demonstrated skills they indicate are needed for them to be effective, characteristics of people serving in this unique leadership position, how satisfied they are, and those tasks that are pleasant or unpleasant. This presentation will provide data to inform the attendees and demystify important components of chairing a department.

Issues and Trends in Higher Education

Frenchman II
8. Navigating the Trauma of Change
Kent Crookston, Brigham Young University

Academic leaders have identified “dealing with change” as the second of their top concerns. Dr. Crookston researched and experienced first-hand the “change characters” that emerge from within any group faced with restructuring or innovation. Participants leave this workshop better able to anticipate, understand, and work effectively with the range of personalities that react and adapt differently to change.

Issues and Trends in Higher Education
Pelican I
9. A Flexible, Incentivized Budgeting System for Academic Departments
N. Douglas Lees, Indiana University - Purdue University Indianapolis

This session will involve a discussion of the budgeting models of the attendees and a discussion of their overall needs for budgeting guidance. An overview of Responsibility Centered Management (RCM) will be provided along with the model used to set budgets for departments in a School of Science.

Operating the Department

Pelican II
10. Moral Leadership and the Chairperson
David Owen, University of Louisville

What does it mean for chairpersons to exercise moral leadership? This discussion will focus on clarifying what moral leadership means to chairpersons, what sorts of moral challenges are faced, and how chairpersons can exercise moral leadership.

Leadership and Management

Poydras
11. Creating a Sustainable Interdisciplinary Humanities Department
Kate Edney, Regis College

A trend at smaller colleges and universities is reconfiguring several small departments into a single, larger department. The leadership team—undergraduate chair, graduate program director, associate dean—of a Department of Humanities in its second year, will discuss the lessons learned over one year of breaking down silos across disciplines and degree levels.

Issues and Trends in Higher Education

Acadian I/II
12. Taking On Unexpected Leadership Roles
Alicia Domack, Milwaukee School of Engineering

Leaders are occasionally asked to take on new roles with very little notice. This session will present new chairs with some concrete tips to help individuals taking on unexpected leadership roles survive and eventually thrive in the position.

Leadership and Management

Algiers A/B
13. Ethical Dimensions of Dyadic Communication for Chairs
Rob McKenzie, East Stroudsburg University of Pennsylvania
Kelly McKenzie, East Stroudsburg University of Pennsylvania

At the center of a chairpersons responsibilities is their dyadic relations with others. Perhaps more than any other university position, the Chairperson facilitates their duties through one-on-one relationships with students, administrators, staff and other faculty. These dyadic relationships often create ethical dilemmas, because the decisions that must be made in the context of one dyadic relationship can conflict with another dyadic relationship. This discussion will be facilitated by two presenters: One is a chairperson of seven communication faculty, and the other is an adjunct professor in a department of five faculty in the Department of Academic Enrichment and Learning. Both presenters will raise various ethical dimensions of dyadic relationships of chairs, including: advising, registering students for courses, assigning teaching duties, allocating funding, evaluating performance and selecting channels of communication.

Leadership and Management

Frenchman I
15. Difficult Department Chair Conversations Ignatian Style
Janet Kupperman, Rockhurst University

The session will explore different types of difficult conversations department chairs have and reasons the encounters may be considered difficult, introduce an Ignatian framework for having conversations, and give participants practice having difficult conversations from an Ignatian perspective.

Working with Faculty and Administration
**Frenchman II**

16. Developing a Succession and Transition Plan for Chairs
Frederick Wood, Coastal Carolina University
Holley Tankersley, Coastal Carolina University

This session will discuss the process of developing a succession plan and making the transition to chair. The presenters will share their experience in making this transition together twice and provide participants with a checklist for planning their own transitions into and out of the position.

**Operating the Department**

12:45 - 2:30 p.m. **Interactive Workshops**

**Pelican I**

17. The Inevitability of Playing Politics as Chair: Advantages and Pitfall
Domenick Pinto, Sacred Heart University

Politics is a term often frowned upon as it pertains to the role of an academic leader. However as chair for almost 30 years, it has become an essential yet sometimes unwanted aspect of the daily rigors of the position. This workshop explores the advantages and pitfalls of “playing politics” as a department chair and allows interactivity among participants in “what if” scenarios.

**Working with Faculty and Administration**

**Pelican II**

18. Implementing Program and Department Advisory Boards
Karen Blaisure, Western Michigan University
Bryce Dickey, Western Michigan University
Linda Dove, Western Michigan University
John McElroy, Western Michigan University

Presenters will guide participants through a process to establish and maintain an advisory board for an academic program or department and will leave with ideas, suggestions, and a potential plan to share with faculty. Advisory board participation in assessment and improving academic curricula will be highlighted.

**Operating the Department**

**Poydras**

19. Developing and Supporting the Diversity of Chairperson Roles
Jean Pawl, Augusta University
Richard Griner, Augusta University
Deborah Richardson, Augusta University
Elizabeth Nesmith, Augusta University

A monthly Chair Professional Development program at Augusta University provides opportunity to mentor new chairpersons and foster collegiality amongst all chairpersons at a university with both liberal arts and health sciences programs. The merits and challenges of this program that addresses needs of such a diverse group will be highlighted.

**Leadership and Management**

**Acadian I/II**

20. Creating a Culture of Evidence-Based Teaching through Faculty Professional Development
Kirsten Fleming, California State University - San Bernardino
David Polcyn, California State University - San Bernardino

This session will focus on leading change designed to instill a culture of equity-minded, evidence-based teaching and learning. Drawing on a community of practice model, a variety of professional development opportunities will be explored that enable STEM faculty members to redesign courses in ways that intentionally incorporates evidence-based teaching practices.

**Operating the Department**
Le Salon

21. Scholarship of Teaching and Learning: Developing a Culture of Assessment
Jacqueline DiSanto, Hostos Community College
Nelson Nunez Rodriguez, Hostos Community College
Antonios Varelas, Hostos Community College

The Scholarship of Teaching and Learning Initiative at Hostos Community College focuses on melding assessment and faculty development through a scholastic approach. In order to facilitate a campus-wide engagement in assessment, particularly related to the effectiveness of classroom instruction, the focus remains on individual expectations and talents, professional responsibilities, and using formative and summative assessment to improve student success and recidivism. This was initiated through open dialogue on the critical need for inquiry-based instruction, targeted presentations, and a sustainable network of support.

Operating the Department

Algiers A/B

22. Virtuous Leadership: Using Spiritual Principles to Guide Department Chair Work
Kathy Gainor, Montclair State University

In this workshop, participants will explore six universal spiritual principles that can be useful in guiding one’s work as a department chair in a way that upholds that mission of the department and facilitates stress reduction and mental health of the chairperson.

Leadership and Management

Frenchman I

23. Leading Departments with Contingent and Tenure-Eligible Faculty: Strategies and Solutions
Diana Ashe, University of North Carolina Wilmington
Matthew TenHuisen, University of North Carolina Wilmington
Colleen Reilly, University of North Carolina Wilmington

Leadership and communication strategies for leading departments that include both contingent and tenure-eligible faculty through three case studies, dealing with 1) voting rights and other claims upon resources; 2) a lack of career milestones, making contingent faculty feel “stuck”; and 3) ways to value contributions of contingent faculty.

Working with Faculty and Administration

Frenchman II

24. Taking the Lead: Initiating Change as a New Chairperson
Craig Hlavac, Southern Connecticut State University

Academic department chairpersons are often asked to lead without management training, prior experience, or formal mentorship. These same chairpersons are frequently faced with initiating change in departments that have operated similarly for years – perhaps decades. What is the first step? What should a new chair do to begin the discussion about change without alienating the faculty? This session will provide participants with practical, research-based strategies for defining the roles of the chair position, building trust within the faculty, and beginning a dialogue focused on meaningful change. Opportunities for small-group discussion as well as scenario-based discourse will be included.

Operating the Department

Treme

25. Tackling the Bullies in Academe
Jorg Waltje, Texas Woman's University
Laura Trujillo-Jenks, Texas Woman's University

Severely hurtful and undermining behavior is on the increase at university campuses, partly due to the widespread jealousy and competition that is naturally prevalent in higher education. This interactive workshop will provide strategies for chairs who have to deal with difficult faculty, but it will also point out ways to create a departmental atmosphere of civility and collegiality in which bullies cannot thrive. We will use case studies to analyze realistic scenarios that can later be used by chairpersons to encourage discussions on plans of action and solutions in their home departments.

Working with Faculty and Administration

Melpomene

26. Change Leadership in Higher Education
Jeff Buller, Florida Atlantic University

A highly interactive session dealing with why change is so difficult in higher education and how we can be more effective in implementing needed changes. Based on the latest studies of effective change in higher education, participants will come away from this session with a practical plan for overcoming their own resistance to change and bringing others on board when change has to occur in their program or at their institution.

Issues and Trends in Higher Education
Best Practice Presentations

3:00 p.m. - 3:45 p.m. **Best Practice Presentations**

Pelican I

**27. Department Budgeting and Resources**
Don Chu, National University (ret.)
Kimihko Nomura, California State University, Chico

Departments are faced with reduced appropriations and increased demands on their budgets. We will look at the three keys to respond to this fiscal environment and position your department for a brighter future: budget basics, management aimed at productivity and strategic investment, and increasing resource flow.

**Operating the Department**

Pelican II

**28. (THURS) Program Leaders’ New Tools for Outcomes Assessment and Improvement**
Jacqueline Kress, Georgian Court University

Academic leaders are expected to build cultures of inquiry and continuous improvement. This session provides practical examples of teacher-as-researcher tools, such as policy audits, Pareto charts, affinity exercises, curriculum control files, and data review calendars, that academic leaders can use to meet new demands for evidence-based decisions.

**Operating the Department**

Poydras

**29. Globalizing the Department to Expand Students’ Cultural and World Awareness**
Jon Dalager, Minnesota State Colleges and Universities

Advances in technology and the development of a world economy requires all academic departments to prepare their students for life in a globalized world. This session presents specific ideas on how chairs can globalize their department, curriculum, and campus.

**Issues and Trends in Higher Education**

Acadian I/II

**30. Meaningful Reviews: Reframing Evaluation to Yield Positive Change**
Sharon Decker, Centenary University

This session will focus on how to reframe the culture of evaluation in order to encourage active and engaged faculty participation. The discussion will center on objectives, forms and outcomes in order to create a process that will ultimately improve pedagogical techniques and philosophies.

**Operating the Department**

Le Salon

**31. Leadership Development for Department Chairs: Learnings Across Three Approaches**
Emily Smith, Fairfield University
Patricia Calderwood, Fairfield University
Paula Gill Lopez, Fairfield University
Ryan Colwell, Fairfield University

This session shares insights and recommendations from three approaches to faculty leadership development: a co-mentoring group for faculty leaders; a community of practice for mentoring; and a leadership development cohort. Participants will be invited assess and revise these recommendations to jointly inform best practices in faculty leadership development.

**Working with Faculty and Administration**

Algiers A/B

**32. Promoting Your Department to High School Seniors**
Jeremy Sarachan, St. John Fisher College

Increasingly, departments must take charge of their recruitment, but most academics are new to public relations and marketing. What are the best methods to reach high school students? Led by a media and communication chair, this discussion will revolve around best practices that are both affordable and easy to manage.

**Operating the Department**

Frenchman I

**33. Leveraging Technology for the Recruitment of Students and Faculty**
William Hoon, Western Illinois University
Christopher Hirschler, Monmouth University

This presentation will discuss some best practices in using the latest technology to assist in student and faculty recruitment in two distinct departments at two universities.

**Issues and Trends in Higher Education**

Continued on page 12.
34. Setting and Achieving Appropriate Expectations for Faculty Performance
Allen Furr, Auburn University

Evaluating colleagues is perhaps the most intimidating task for chairs. This presentation aims to: identify best practices for setting and meeting expectations for faculty performance; understand the importance of faculty expectations and the review process; and encourage accepting and sharing responsibility for the process. Interactive scenarios will be presented.

Working with Faculty and Administration

35. The Positive Power of Hedgehog Leadership in Academe
Thomas Duening, University of Colorado, Colorado Springs

This workshop will focus on helping academic chairs become more hedgehog-like in their leadership style and faculty interactions. The research streams that inform this session include positive psychology, positive organization behavior, and affective neuroscience. The expected outcome for participants is an enhanced ability to create an environment of opportunity for their faculty. The session leader has been using this approach as chair of the management department for nearly two years. As an example of the power of hedgehog leadership one faculty member in management last year received the college’s outstanding faculty member award for the first time in 26 years!

Leadership and Management

36. Traversing the Legal Minefields that Surround Academic Chairpersons
Nathan Roberts, University of Louisiana at Lafayette

The presenter will describe common higher education law issues encountered by chairpersons and provide a framework for analyzing them to protect the department and the chairperson. Perspective on the process will be offered by a former chairperson, now dean, who is also an attorney and teaches courses in education law.

Operating the Department

37. Combining Faculty Perceptions and Chair Self-Reflections in Performance Review
Ken Ryalls, The IDEA Center
Steve Benton, The IDEA Center

Most chairs would welcome feedback on leadership to improve performance but are often limited to faculty perceptions only. Chairs should also consider self-reflection for a more holistic view of performance. The presenters will show how IDEA’s Feedback System for Chairs effectively incorporates both faculty and self perceptions to guide improvement.

Leadership and Management

38. Working Professionals and Subject Matter Experts in the Classroom
David Line, A.T. Still University
Stephen Pyle, Johnson & Wales University - Denver

Integrating real-world expertise is a positive and growing trend in higher education. Building positive relationship with working professionals and subject matter experts has benefits and pitfalls. This session explores the pros and cons of using working professionals and subject matter experts in the classroom and in course development.

Issues and Trends in Higher Education
Leading In A Perpetual State Of Change
Stephanie Boss, Cameron University
Lisa Huffman, Cameron University
Jennifer Dennis, Cameron University
Mary Dzindolet, Cameron University

Three academic chairs and their dean will provide examples of how they have led through the difficult and ever-changing higher education landscape. Topics will include faculty turnover, budget cuts, and university restructuring. The audience will be invited to share their own experiences and recommendations will be provided.

Supporting Service-Learning in an Existing Curriculum
Kim Hawkins, Carson-Newman College
Julie Rabun, Carson-Newman College
Jeff Knox, Carson-Newman College

This group presentation is interactive and provides a solution-based approach to service-learning. Participants may be involved in a variety of ways, such as taking part in small-group activities, role playing, case studies, simulations, problem solving or other hands-on instructional activities and will leave with service-learning ideas for their course(s).

Dealing with Campus Safety Issues
Nancy Kropf, Georgia State University

As an administrator, traumatic and unexpected events in a unit require a unit head to deal with the situation and related consequences. Using examples of events that have impacted safety of students and faculty, this presentation will highlight responses when dealing with harmful or threatening campus experiences.

Founding Chair, Meet New Chair: Collaborating Through Chair Successions
James Konopack, Monmouth University
Christopher Hirschler, Monmouth University

Challenges abound for new chairs, including the responsibility of [re]shaping the department’s vision. This can be doubly challenging when the founding chair moves into the dean’s office. In this session, founding chair and new chair share their story and facilitate discussion about a collaborative leadership transition.

The Growing Challenge of Dual Credit Enrollment
Eric Tenbus, University of Central Missouri
Daniel Schierenbeck, University of Central Missouri

Face the dual credit challenge by taking back control of the program and strengthening it to ensure high academic standards. This presentation will explain the dual-credit phenomenon and offer practical advice in countering it, navigating the political landmines and making it work better for your department.

A Blended Family: Leadership of Multi-Disciplinary Departments
Barbara Bonnekessen, Pittsburg State University
Celia Patterson, Pittsburg State University

Seeking cost-saving measures, universities are turning to bundling departments to save chairs’ salaries and support staff positions. The presenters (one with six years experience in two multi-disciplinary units and one who managed the merger of a multi-disciplinary department) will address the unique challenges and opportunities arising from these academic units.
Friday, February 10

7:00 a.m. - 8:00 a.m. Breakfast Buffet (La Salle Ballroom)

8:00 a.m. - 9:00 a.m. New Orleans Executives Panel (La Salle Ballroom)

8:15 a.m.  
John Nicklow, President, University of New Orleans  
Dr. Nicklow was selected President of the University of New Orleans in March, 2016. He has nearly 18 years in higher education as a faculty member and administrator with extensive experience in research, enrollment management, student success initiatives, fundraising, campus-wide collaborations and academic program innovation.

8:30 a.m.  
Nicole Baute Honorée, Assistant Vice Chancellor, Economic Development & Strategic Initiatives, LSU Health Sciences Center New Orleans  
Ms. Honorée has over two decades of higher education experience in managing a range of programs, plans, and policies related to academic affairs, research, economic development, advocacy, and industry relations for public and private universities as well as a university system.

8:45 a.m.  
David M. “Buck” Landry, President, University of Holy Cross  
Dr. Landry was named President of the University of Holy Cross in August, 2014. In addition to earning a Bronze Star and experience in state government agencies, his experience in academia includes heading a department and serving as dean.

9:15 a.m. - Noon Parallel Plenary Presentations

Le Salon  
47. Rethinking Cultural Competence: The Chair’s Leadership Role  
Edna Chun, HigherEd Talent

The seminar will focus on the ways that department chairs can strengthen the attainment of cultural competence through curricular offerings, course-based service learning, and faculty development.

Issues and Trends in Higher Education

Algiers A/B  
48. The Four Quadrants of Administrative Effectiveness  
Rob Jenkins,  
Georgia State University

Administrative effectiveness can be charted on X and Y axes, with X representing responsibility and Y representing control. The best administrators tend to fall in the “High Responsibility / Low Control” quadrant. The session includes an assessment that allows administrators to chart themselves and see which quadrant they typically inhabit.

Leadership and Management
49. Shared Governance: Dividing Territories or Aligning Priorities
Steven Bahls, Augustana College, Rock Island Illinois
Faculty members, administrators and board members often view shared governance differently. As a result, shared governance is not effective at many institutions. This session explores the barriers to shared governance, how to remove these barriers and arrive at a common definition of shared governance that helps institutions move from shared governance to shared responsibility and accountability.

50. Positive Academic Leadership: Stop Putting Out Fires; Start Making a Difference
Jeff Buller, Florida Atlantic University
A highly interactive workshop on strategies that can help chairs move towards positive outcomes in even the most negative of situations, making their leadership more effective, effortless, and enjoyable. Participants will come away from this workshop with clear, practical ideas about how they can help their departments become more positive, visionary and forward-looking.

51. Critical Questions Related to the Influence of Academic Advising on Student Success: Setting a Research Agenda
Wendy G. Troxel, Director NACADA Center for Research at Kansas State University
Academic leaders, faculty, and academic advisors are uniquely positioned to describe complex scenarios related to student success that need further systematic examination and analysis. This highly interactive session will engage participants in a brainstorming and consensus-building activity to generate a list of “critical questions” in related to the relationship between academic advising and student success that leads to meaningful research across disciplinary contexts and partnerships. The resulting document will be useful to faculty and staff who desire to engage in research that will inform the scholarship of advising and implications for advising practice in all levels of higher education.

52. Musings and Reflections from First-Year Department Chairs: An Extension of the NCA
Mark Urtel, Indiana University - Purdue University Indianapolis
Sandra Jowers-Barber, University of the District of Columbia Community College
Stacey Smith, Fort Hays State University
Come and engage in conversation with three beginning chairs who participated in the 2016 New Chair Alliance (NCA) as they muse about the good, bad and ugly of their first year. Hear about how challenges were overcome and opportunities were created to help them become better leaders.

12:15 a.m. - 1:15 p.m. Buffet Luncheon (La Salle Ballroom)
New Chair Alliance Luncheon (Le Salon)

1:30 p.m. - 2:15 p.m. Best Practice Presentations

53. Promoting Chair Succession through Development, Empowerment, and Encouragement
Christopher Benedetti, Western State Colorado University
To ensure the stability of the department, department chairs should prioritize the identification and formation of potential successors. For this interactive session, a model and related strategies, supported by real examples, will be discussed for developing, empowering, and encouraging faculty to become ready to assume the role of department chair.

Continued on page 16.
55. Utilizing Implementation Science Framework for Innovative Interprofessional Pedagogy
Kandice Porter, Kennesaw State University
Monica Nandan, Kennesaw State University

Today’s work environments require employees to function on interdisciplinary teams. Using the implementation science framework, the presenters will describe the planning and implementation of an undergraduate curriculum model that prepares students with interprofessional competencies. They will also describe the lessons learned and potential for scaling the model with other disciplines.

56. The Art of C.Y.A.: Documentation for Department Chairs
Christopher Barrick, University of Arkansas - Fort Smith

From day one, department chairs are instructed to keep good records and “document, document, document.” But what does proper documentation look like? Through the use of memos for record and other means, learn to document in a meaningful and useful manner so that you have really practiced “C.Y.A.”

57. Facilitating Curriculum Change One Step At a Time
Joanna Mott, James Madison University

Large departments provide additional challenges when leading change. Participants will learn strategies to thoughtfully move a department forward keeping transparency, respect for all and inclusiveness in mind and identifying, empowering and guiding department faculty leaders who are trusted by their peers.

58. Evaluating Workload: A Collaborative Approach between Dean and Department Chair
Melissa Marcucci, University of Saint Joseph

Faculty workload calculations are complex and an institution’s mission directs the level of faculty participation in teaching, scholarship and service. The University of Saint Joseph (USJ; West Hartford, Connecticut) transitioned from a college to a university, necessitating reexamination of faculty workload policy. The review was conducted collaboratively between senior administration and key faculty to understand best practices in calculating teaching workload. A review of best practice, evaluation of workload policies at a defined set of peer institutions, and an internal investigation of the types of course offered by USJ faculty was examined.

59. Working with Students and External Constituents to Revitalize an Undergraduate Degree Program
Anthony Overton, Alabama A&M University

Offering undergraduate programs which are relevant and provide students excellent opportunities for employment or graduate work are key for program success and program growth. The session will describe our approach to revitalizing an unpopular undergraduate degree program based on student input and collaboration with industry and a community college.

60. The Art and Science of Evaluating Online Programs
Mary-Katherine Smith, A.T. Still University
Kathy Adler, A.T. Still University

Evaluation of online programs is an elusive blend of art and science. The science is based on a mix of technological opportunities and research techniques. This session explores innovative practices in evaluation of online higher education and how the results can be used to guide the growth of a program.

61. Developing a New Department Culture: When Programs Merge
William Hoon, Western Illinois University
Aimee Shouse, Western Illinois University

This presentation will discuss some best practices that help transitioning cultures in merged or merging academic departments.

62. Academic Leadership: Creating Successful (New) Leaders & Preserving Institutional Memory
Robert Williams, Radford University
Rosemary Guruswamy, Radford University
Dan Woods, Radford University

Participants will consider the following topics: identifying and articulating the primary responsibilities of a leadership position; preserving important institutional mores and memories during a change in leadership; developing institutional structures and materials to support new leaders in such transitions. Participants will leave with an action plan/checklist for supporting new leaders.
Best Practice Presentations

Algiers A/B

63. Can You Get a Job Doing That? Reimagining the Arts
Earnest Lamb, Fayetteville State University

Arguably the significance of a college degree is determined by the value it has in the market place. Rather than a critique of the commodification of education, this session offers strategies for the leadership in the arts and humanities to reimagine their programs in ways that will prepare their graduates for careers in and outside of the academy.

Issues and Trends in Higher Education

Frenchman I

64. Beyond Engagement: Promoting Non-monetary Social Relevance in Contemporary Academic Departments
Mengie Parker, Indiana University - East
Carrie Longley, Indiana University - East

This presentation outlines methods of creating academic social relevance that are not based on simple monetary value, thereby affording academic departments a measure of protection against undue resource attenuation. The presentation provides methods of promoting both internal and external social relevance as well as methods for measuring and reporting growth in departmental social relevance.

Operating the Department

Frenchman II

65. Applying Lessons from Athletic Recruitment to Faculty Searches
David Bellar, University of Louisiana at Lafayette

The presenter will share how lessons learned from recruiting intercollegiate athletes can be applied to faculty searches. The presentation will present information and examples for improving position announcements as well as interactions and negotiations with candidates to increase the likelihood of a quality hire.
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- Deal with difficult personalities
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- And more!

A resource for academic administrators

Assessment: How to Survive It and Benefit from It

ROBERT A. BLUMENTHAL

A summary of modern learning outcomes is accounting for much more than grades. College and university are no longer seen as merely an entrance to a lifetime of work. Instead, learning outcomes are measured in terms of what the student will be able to do with the knowledge they have gained. The assessment of learning outcomes is a process that involves identifying the specific learning outcomes that are important for the success of the learners. These outcomes are then evaluated to determine if they have been achieved. The Department Chair is dedicated to helping you achieve these outcomes and to improve your ability to assess them.

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- Best Practices for Deans and Department Chairs
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Visit www.AcademicLeadershipConference.com to submit your proposal.

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STUDENT SUPPORT

BY THE NUMBERS

• How many learning support center websites are on the LSCHE Directory?
• What ranking does the U.S. have among industrialized countries in terms of how many adults have college degrees?
• What does CLADEA stand for?
• What institution holds the title as the oldest institution of higher education in the United States?
• For answers, please visit: www.InnovativeEducators.org

54%
54 percent of students felt they would get better grades if they "got organized and stayed organized."

87%
87 percent of students say that better time management & organization skills would help them get better grades.

47%
47 percent of college students feel their high school did not "teach them the organizational skills required to do well in college."

75%
More than 75 percent of students required to take remedial classes never graduate.

88%
88 percent of college students want to improve their ability to manage their time.

7,000
Approximately 7,000 U.S. high school students drop out of school in the US every day.

19%
At most public universities, only 19 percent of full-time students earn a bachelor’s degree in four years.

30%
30 percent of college & university students drop out after their first year.

32%
To graduate on time, 32 percent of students need to work.

www.StudentLingo.com/freetrial

For source information please visit: https://www.innovativeeducators.org/SearchResults.asp?Cat=246
The NACADA Center for Research at Kansas State University is the first global think tank dedicated to research in academic advising and student success. In addition to conducting original research, we’ll serve as an instructional resource for advancing scholarly practice and applied research related to academic advising. For information about grant opportunities and our peer reviewed *NACADA Journal*, contact us at nacada-research@ksu.edu.

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NotificationDate:WeekofAugust22,2017

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strategies to assist each other in becoming more effective in their positions.

Presentations are to be relevant, useful and practical to chairpersons. They
shouldactivelyinvolveparticipantsthroughdiscussionsandactivities,and
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