The Academic Chairpersons Conference is co-sponsored by Kansas State University Global Campus and IDEA.

Proud sponsor of the Parallel Plenary Session: “Department and Budgeting Resources” with Don Chu.
## Schedule of Events

**Wednesday, February 3**
- **8:00 – 9:00 a.m.** Pre-Conference Registration and Continental Breakfast (Crystal C)
- **9:00 a.m. – Noon** Pre-Conference Workshops (Crystal AB)
- **9:00 a.m. – Noon** New Chair Alliance (Crystal F)
- **Noon – 1:00 p.m.** Buffet Lunch (Crystal C)
- **1:00 – 4:00 p.m.** Pre-Conference Workshops Continued (Crystal AB and Opal)
- **1:00 – 4:00 p.m.** New Chair Alliance (Crystal F)
- **5:00 – 7:00 p.m.** Evening Welcome Reception (Courtyard, Topaz Rooms and Topaz Pre-function)
- **8:30 – 10:00 p.m.** Documentary and Dialogue: *Ivory Tower* (Opal)

**Thursday, February 4**
- **7:00 – 8:00 a.m.** Breakfast Buffet (Crystal ABCD)
- **7:00 a.m. – 5:00 p.m.** Registration and Cyber Café (Crystal Pre-function)
- **8:00 – 9:00 a.m.** Keynote Speaker (Crystal ABCD)
- **9:00 – 9:30 a.m.** Networking Break (Crystal Pre-function)
- **9:30 – 11:15 a.m.** Interactive Workshops (Breakout Rooms)
- **11:15 – 11:30 a.m.** Pick up boxed lunches (Pre-function and Promenade)
- **11:45 – 12:15 p.m.** Brown Bag Lunch Discussions (Breakout Rooms)
- **12:45 – 2:30 p.m.** Interactive Workshops (Breakout Rooms)
- **2:30 – 3:00 p.m.** Networking Break (Pre-function and Promenade)
- **3:00 – 4:45 p.m.** Best Practice Presentations (Breakout Rooms)

**Friday, February 5**
- **7:30 – 9:00 a.m.** Breakfast Buffet (Crystal ABCD)
- **7:00 a.m. – 3:00 p.m.** Registration and Cyber Café (Pre-function)
- **8:15 – 9:00 a.m.** Chair Talks (Crystal ABCD)
- **9:15 – 10:30 a.m.** Parallel Plenary (Crystal ABC, Crystal DEF, Emerald 1, Emerald 2, Emerald 3)
- **10:30 – 10:45 a.m.** Networking Break (Pre-function and Promenade)
- **10:45 a.m. – Noon** Parallel Plenary Continued (Crystal ABC, Crystal DEF, Emerald 1, Emerald 2, Emerald 3)
- **12:15 – 1:15 p.m.** Buffet Luncheon (Crystal ABC)
- **1:30 – 2:15 p.m.** Best Practice Presentations (Breakout Rooms)
- **2:30 – 3:15 p.m.** Best Practice Presentations (Breakout Rooms)
- **3:15 – 4:45 p.m.** Advisory Board Meeting (Crystal E)
Welcome

Welcome to the 33rd Academic Chairperson Conference and Charleston “America’s #1 Small City, 5 Years and Counting”

Thank you —
Thank you for attending the 33rd 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 lots of 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 the following tracks:
• Communications
• Evaluation and Assessment
• Faculty Development
• Leadership and Management
• Pressing Issues and Trends in Higher Education
• Technology and Online Education
• Working with the Dean

Surround yourself this week with people who have a desire to serve and appreciate the rewarding aspects of the job. Renew your commitment to excellence and connect with colleagues. A printed participant list has been made available to you in your registration packet. Interactive opportunities during the conference include:
• Opening Welcome Reception
• One-on-one Sessions with Veteran Chairs
• Networking Breaks
• Dining Opportunities on Thursday Evening

Recharge and Connect at the Cyber Café —
Crystal Ballroom Pre-Function Area
Open Thursday and Friday, 7 a.m. – 4:30 p.m.

Complimentary wireless Internet is available to conference participants in our Cyber Café (Pre-function area). The password to log on to the Internet in the Cyber Café is ACC2016.

Complimentary wireless Internet has also been included in your guest room. You should have received access information when you checked in. It can also be accessed in the hotel lobby. There is no wireless Internet availability in the meeting rooms.

Guidebook —
This year, the 33rd Academic Chairperson Conference has gone mobile on Guidebook. If you haven’t already, be sure to download ‘Guidebook’ from the Apple App Store or the Android Marketplace. You will be able to plan your day with a personalized schedule and browse information regarding the conference. If you have questions, please contact a K-State Global Campus staff member.

Workshop Handouts, PowerPoint Presentations and Proceedings —
Presenters who choose to submit their presentation materials to be part of the conference proceedings must upload their own materials 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 7. All conference participants will receive information on how to access the proceedings.

K-State Global Campus Staff —
For questions during the conference, feel free to contact the following K-State Global Campus staff:
Ruth Williams (785-565-2450), Kathryn Harth, Josh Hilbrand, Dana Flynn, Ellen Stauffer or Waldo Berry (IT specialist).

Post-Conference Survey —
A conference survey will be sent to you via email shortly after the conclusion of the conference. Your comments and suggestions are valuable to us as we develop content for the 2017 conference in New Orleans, Louisiana.

Certificate of Attendance —
If you would like a Certificate of Attendance, please contact Josh Hilbrand at jphilbrand@ksu.edu or 785-532-2495.

Charleston Convention and Visitors Bureau —
A representative from the Charleston Convention and Visitors Bureau will be available on Wednesday to answer any questions you may have about Charleston, such as things to see and do, where to eat and drink, jogging trails, etc. Check out their table near the registration table.

Charleston Dining Opportunities —
Stop by the table at the Welcome Reception or the registration desk on Thursday morning to sign up to join other conference participants on Thursday evening at a Charleston restaurant. Information regarding transportation and cost will be available when you sign up.
Connect the Dots

Looking to connect with others in your discipline? While the focus of this conference is to provide innovative ideas and strategies to ensure your success as a leader on your campus, we understand that many of you would also like to connect with conference attendees from the same or similar discipline as your own. Visit the registration table to select a sticker that corresponds with your discipline (if you fit in more than one area, take more than one sticker). Stick the colored dot on your name tag and look for others with the same color…connect the dots. This activity is optional and we hope those who choose to take advantage find it helpful. Note: You can identify the K-State Global Campus staff by the purple dot on their name tag.

- Agriculture (Blue)
- Biological Sciences (Silver)
- Business (Gold)
- Education (Teal)
- Engineering (Red)
- Fine Arts (Orange)
- Health Professions (Brown)
- Humanities (Pink)
- Physical Sciences (Yellow)
- Social Sciences (Neon Green)
- K-State Global Campus Staff (Purple)

Pre-Conference Workshops

**Wednesday, February 3**  
9:00 a.m. – 4:00 p.m.  
**New Chair Alliance**  
Presented by Dr. Katherine Frank and Dr. Daniel Wheeler  
Crystal F

**Wednesday, February 3**  
9:00 a.m. – 4:00 p.m.  
**The 3C’s of Effective Department Leadership: Communication, Conflict and Collegiality**  
Presented by Dr. Walter Gmelch  
Crystal AB

**Wednesday, February 3**  
1:00 – 4:00 p.m.  
**Be an ‘Appy’ Department Chair**  
Presented by Dr. Roger McHaney  
Opal Room

Opening Welcome Reception

**Wednesday, February 3, 2016**  
5:00 – 7:00 p.m.  
Courtyard, Topaz Rooms, Topaz Pre-function

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 Courtyard, Topaz Rooms and Topaz Pre-function. Relax, sit around the courtyard fire pits and mingle with the conference’s featured presenters, advisory board members and nearly 400 participants from all over the country.

The Charleston Convention & Visitors Bureau will be available to provide information about Charleston and answer your questions.
Thursday, February 4, 2016

7:00 – 8:00 a.m.  Breakfast Buffet (Crystal ABCD); Registration Check-in (Crystal Pre-function)

8:00 – 9:00 a.m.  Keynote Presentation

Crystal ABCD
Five Macro Trends and Their Impacts on Higher Education
Dr. Mark Putnam, President
Central College

Today’s five biggest issues facing higher education do not discriminate against institution size. Central College president Mark Putnam breaks down the trends that are too big to ignore and provides an interpretative framework for academic leaders. A journey of stories, with specific examples, gives context and meaning for the issues. Issues include understanding marketplace demographics, piecing together economic puzzles, processing governance and the legitimacy of leadership, developing technology and the learner, and recognizing the ambiguities of institutions and society. The keynote concludes with a time called “Ask Mark Anything,” when he will field your most pressing questions and encourage conference participants to contribute and engage in the dialogue.

Mark Putnam is in his sixth year as president of Central College in Pella, Iowa, a private, liberal arts college founded in 1853. Central is known for its academic rigor and strength in global experiential learning, STEM (science, technology, engineering and math), sustainability education, athletics success and tradition, leadership and service.

Mark is a member of the executive committee of the Iowa Governor’s STEM Advisory Council and is on the board of directors of Greater Des Moines Partnership where he also served on the immigration council. He is chair of the Iowa Association of Independent Colleges and Universities (IAICU) board and serves on the national student aid committee for NAICU. Additionally, he is a member of the Iowa College Foundation board, the Greater Des Moines Committee and the higher education working group for the Council on Foreign Relations.

A regular speaker and presenter, Mark is also a talented writer and authors a widely-read column, “Mark: my words.” He has been published in various places, including the Chicago Tribune, Inside Higher Ed, Change Magazine, The Chronicle of Higher Education, Perspectives, The Des Moines Register, Cedar Rapids Gazette, The Department Chair, The Sports Digest and D3sports.com, among others. He has served on multiple panels for the governor, including Future Ready Iowa and other STEM-focused initiatives.

Mark previously served as senior vice president for executive affairs, chief of staff and chief planning officer at Northeastern University in Boston, Mass., where he filled a succession of leadership roles. He also held key senior administrative appointments and positions at Connecticut College, Alliance Theological Seminary (N.Y.), Nyack College (N.Y.) and Pace University (N.Y.). He began his career as an admission counselor at Nyack. He earned a Bachelor of Arts in Philosophy from Nyack, and Master of Arts, Master of Education and Doctor of Education from Teachers College, Columbia University (N.Y.).

He and his wife, Tammy, live in Pella. Their daughter Emma is a 2013 graduate of Central, now living in Boston, Mass. Their daughter Greta is attending St. Louis University.

9:00 – 9:30 a.m.  Networking Break (Crystal Pre-function)

Refill your morning coffee or tea while mingling with chairs from all over the country. Come to the Pre-function area to visit with exhibitors or catch up on email in the Cyber Café.
Interactive Workshops

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

Crystal EF

1. Who Does What? Tensions between Deans and Department Heads in Defining Roles
Tammy Proctor, Utah State University
Miguel Martinez-Saenz, Otterbein University

The session is designed around three common points of tension between deans and department heads created by the blurring of their roles: 1) fundraising; 2) creating a “vision”; 3) budgetary oversight. Attendees will work in groups to develop tools for negotiating each scenario, regardless of institution size or structure.

Working with the Dean

Emerald 1

2. Departments in Crisis: What to Do When the Department is Threatened
Craig Hlavac, Southern Connecticut State University

Falling enrollments coupled with scarce resources have forced many institutions to urgently cut costs. While reducing discretionary spending may solve short-term financial shortfalls, institutions are more frequently considering academic reorganization or program elimination. Managing these situations as a chairperson is not only challenging, but extremely stressful. This session will provide participants with practical, research-based advice for dealing with several exigent department-level situations. Crisis leadership, enrollment management, recruitment, program development and discovering new revenue streams will be discussed.

Leadership and Management

Emerald 3

4. Dealing with Difficult Faculty
Janet Gooch, Truman State University

Difficult faculty may harass colleagues, staff or students, may avoid their teaching, research and/or service obligations, and make the work environment difficult. This interactive workshop will provide strategies for chairs dealing with difficult faculty. Particular case studies will be presented and problem-solved by participants.

Leadership and Management

Topaz Blue

5. Thriving in a Changing Academic Landscape: Moving at the Speed of Lightning
Brenda Sims, Christy Crutsinger, University of North Texas

Chairs and administrators are facing pressure to change how they deliver education. To respond, one university charged a team of chairs and administrators with setting up educational programs that challenged the traditional notion of delivering classes. This session highlights how this team responded with an industry experience hub and navigated a changing academic landscape.

Pressing Issues and Trends in Higher Education

Topaz Yellow

6. Distributed Leadership: An Effective Practice When Practiced Effectively
Loretta Rieser-Danner, Jen Bacon, Lori Vermeulen, West Chester University of Pennsylvania

Building transparent models for the distribution of college-level resources, getting buy-in from department chairs, and implementing models across very different departments.

Leadership and Management

Opal 2

7. Challenges for Women Department Chairs
Laurie Patterson, Amy Kirschke, Pamela Seaton, University of North Carolina – Wilmington
Leslie Hossfeld, Mississippi State University

Presenters will discuss issues specific to women in a leadership position, primarily as a department chair, and work with participants for ideas on how to succeed as a female administrator.

Pressing Issues and Trends in Higher Education
11:15 – 11:45 a.m.  **Pick up boxed lunch** in Pre-function area and Promenade

Pick up a boxed lunch and proceed to your choice of brown bag lunch discussions.

These discussions are meant to be more informal while providing an opportunity for collaborative exchange. While participants sit back and enjoy their lunch, a facilitator will provide some background knowledge and share the premise for why this key topic is important. Attendees will then be invited to share experiences, ask questions and learn from the collective knowledge of those in the room.

11:45 a.m. – 12:30 p.m.  **Brown Bag Lunch Discussion**

**Crystal AB**

**8. Get the Right People on the Bus: Recruiting Quality Faculty**
Christopher Barrick, University of Arkansas – Fort Smith

A department’s success depends on its people. To that end, this presentation aims to outline both best practices and unwritten strategies relevant to the hiring of the best faculty members. From justifying the need to selecting the right candidate, this presentation will examine all facets of a faculty search.

**Leadership and Management**

**Crystal C**

**9. Mapping Technology’s Impact on a Professional Program Chair’s Workload**
Randy Howe, Fitchburg State University

Department chair practices appear more open and accountable to its public than ever, a shift driven by want-it-now information demands from improved data-gathering systems. In this discussion, a concept model will be presented to determine whether advanced structures and procedures live up to the hype of reducing chair workloads.

**Technology and Online Education**

**Crystal D**

**10. Assessment Manual: Practical Tool for Keeping Assessment Processes on Track**
Leslie Griffin, Delta State University

Department chairs are tasked with ensuring that complex and comprehensive assessment plans related to academic programs are in place and monitored, providing outcomes data that drive program improvement. Participants will review a model assessment manual designed to keep stakeholders on track within the assessment system.

**Evaluation and Assessment**

**Crystal EF**

**11. Leading the Interim: Navigating Interim Chair Appointments**
Patricia Bullock, Lynn Stallings, Diana Gregory, R. Ugena Whitlock, Kennesaw State University

In this session, four former interim chairs and one current interim chair will discuss navigating the role of interim chair and will make recommendations on topics including navigating the first few days of the appointment, evaluating faculty, working with the dean and making curricular or policy changes.

**Leadership and Management**

**Emerald 1**

**12. Prolonged “Chair” Sitting – Detrimental to Workplace Health**
Philip Scruggs, University of Idaho

Session participants and the presenter will share, discuss and challenge experiences and insights of successes and challenges with policy (e.g., faculty and staff activity participation), environmental (e.g., sit-stand desks, walking meetings, active deliveries, etc.) and cultural (e.g., physical activity as a legitimate workplace behavior) changes for a healthy, active workplace.

**Leadership and Management**

**Emerald 2**

**13. Informal Chair Support Groups: Benefits and Obstacles**
Emily Detmer-Goebel, Caryn Connelly, Kristi Haik, Michael Roth, Northern Kentucky University

Support groups for chairs can be a beneficial way in which to develop as an academic leader and possibly make the job of chairperson more enjoyable and successful. The roundtable discussion will guide members through the benefits of forming such an informal support group, but will also consider the obstacles.

**Leadership and Management**
Roundtable Discussions

Emerald 3
14. Engaging Faculty and Students Across Departments to Increase Community Engagement
Gale Rice, Carmen Russell, Mary Beth Ohlms, Jamie VanDycke, Fontbonne University

This brown bag discussion will allow participants to both share results of their efforts to increase the multidisciplinary efforts of both faculty and students in the community and to brainstorm possibilities. These efforts foster collaborative problem-solving skills and increase name recognition of the university in the community.

Pressing Issues and Trends in Higher Education

Topaz Blue
15. Case Studies in Mentoring Community College Faculty
Markus Pomper, Kathy Arcangeli, Jala Daniel, Roane State Community College

This interactive session explores ways in which an academic division at a community college developed a program of faculty development and evaluation. We will discuss teaching evaluations for faculty, mentoring in preparation for tenure and the support system provided to mentors.

Faculty Development

Topaz Yellow
16. Turning the Titanic: Reshaping Departmental Cultures as a New Chair
Catherine S. Webster, University of Central Oklahoma

Although chairs may possess great latitude in their departmental leadership, changing the culture of a department requires effort and planning. This session will discuss how a new chair increased transparency, initiated faculty development opportunities and led by example to expand shared governance and increase faculty morale.

Leadership and Management

12:45 – 2:30 p.m. Interactive Workshops

Crystal AB
17. A Team-Based Approach to Development
Katherine Frank, Kristi Haik, Kelly Jones, Northern Kentucky University

This workshop focuses on strategies for engaging in successful short- and long-term development and fundraising efforts at the program and department level while remaining aligned with college and university priorities. Facilitators include a chairperson, a director of college development and a dean.

Leadership and Management

Crystal C
18. Everybody Counts or Nobody Counts
Paul Craig, Michael N. Kotlarchyk, Sophia Maggelakis, Rochester Institute of Technology

Like most campuses, we constantly deal with change at Rochester Institute of Technology, ranging from policy to climate. We believe everyone needs to feel valued — “Everybody Counts or Nobody Counts” — and are attempting to build a supportive culture that includes individual and group mentoring, funding opportunities and recognition.

Working With the Dean

Crystal D
19. Detox Your Department: A Stage Model for Achieving Cultural Change
Christopher Lantz, Steven Elliot, University of North Carolina Wilmington

Throughout this interactive session, participants will learn the stages of group formation, identify a cultural destination for their units, and engage in moderated small-group activities that will help them develop their own specific, stage-appropriate action strategies designed to achieve the desired cultural transformation.

Leadership and Management

Crystal EF
20. Crucial Moments in the Chair Experience: A Case Study Approach
Shawn Wahl, Missouri State University – Springfield
Amy Aldridge Sanford, Texas A&M University – Corpus Christi
Chad McBride, Creighton University

Department chairs are often called upon to make tough decisions (e.g., personnel, scheduling, strategic planning, curriculum, resources). Presenters of this interactive workshop will share case studies written by higher education administrators from across the nation, offer perspectives and open the session for interaction, brainstorming and discussion on addressing difficult situations.

Leadership and Management
Interactive Workshops

Emerald 1
21. A Framework for Relevancy in Academic Departments
Ann Singleton, Michele Atkins, Union University
Academic chairs lead the planning process for their departments. An important question for chairs becomes, “How can I develop relevant goals?” This session offers participants a framework to establish a realistic understanding of how their academic departments relate to and are perceived by their outside and inside stakeholders.

Evaluation and Assessment

Emerald 2
22. Managing a Department, Working with the School Dean and Staying Research Active
Valerie Watnick, City University of New York – Baruch College
This session will consider and discuss the literature regarding academic chairperson/dean management styles and best practices in department management. The session will consider typical fictional scenarios potentially faced by department chairs and deans, and brainstorm to flesh out management strategies that allow time for both a well-managed department and quality research by the department chairperson and other faculty. The program will involve interactive (fictional) fact-based exercises.

Leadership and Management

Emerald 3
23. Inter-Departmental Collaboration to Enhance Programs and Meet Community Needs
Gale Rice, Mary Beth Ohlms, Carmen Russell, Jamie VanDycke, Fontbonne University
This interactive session will describe how three academic departments shared their resources and expertise to enhance program quality by giving their students opportunities to collaborate with both faculty and students of different disciplines while meeting the needs of under-represented community groups in a camp context.

Pressing Issues and Trends in Higher Education

Topaz Blue
24. Developing Chairperson Networks at the State System Level
Cheryl Hochberg, Kutztown University of Pennsylvania
While many colleges and universities have local chair networks, few networks extend across state systems. These can be advantageous for chairs working under common bureaucracies and collective bargaining agreements for the purpose of training, mutual empowerment and advocacy for academic programs.

Leadership and Management

Topaz Yellow
25. Leadership Around the Clock: Balancing Caregiving and Chairing
Nadine Hartig, Kenna Colley, Melissa Grim, Radford University
Are you reading this abstract while texting to make sure your kids got off the bus okay or your elders took their medications today? If yes, this session is for you! We will discuss finding balance in a “lean in” culture, the effect of role strain and depletion fatigue, and how to generate self-compassion while juggling it all — or at least some of it. We will share strategies to make peace with your individual career trajectory, embrace the multiple purposes in your life and survive the chaos.

Faculty Development

Opal 2
26. How to Evaluate a Syllabus for an Online Course
David Line Denali, Mary-Katherine Smith, A.T. Still University
This session explores how to determine the strengths and weakness of an online course by examining the syllabus. Presenters and participants will move beyond technical aspects, such as alignment of content, and into the flow of the online course. For this workshop, participants are welcome to provide a syllabus for review.

Technology and Online Education

2:30 – 3:00 p.m. Networking Break (Pre-function outside Crystal Ballroom and Promenade)
Enjoy an afternoon snack and beverages while mingling with chairs from all over the country. Come to the Pre-function area to visit with exhibitors or catch up on email in the Cyber Café.
Best Practice Presentations

3:00 – 3:45 p.m.  Best Practice Presentations

Crystal AB
27. Lessons Learned From an Audit: Are You Being Fiscally Responsible?
Ernie Hills, California State University – Sacramento

Department chair job descriptions often include the words “fiscal responsibility,” but what does that really mean? Having survived an extensive audit, the presenter will lead participants to consider best practices (and some that were not so good) in overseeing financial matters for an academic unit.

Leadership and Management

Crystal C
28. Joining Forces: Fostering Creativity and Success Across Departments
Mary Dzindolet, Stephanie Boss, Jennifer Dennis, Lisa Huffman, Cameron University

The chairs of a psychology, education, and sports and exercise science department and their dean share how they have been able to apply a model of collaborative creativity (Paulus & Dzindolet, 2008) to promote teamwork and innovation in their departments and in the school.

Working with the Dean

Crystal D
29. Effectively Evaluating Online Faculty
David Line Denali, Mary-Katherine Smith, Stephen Pyle, A.T. Still University

Online courses and instructors require administration to use innovation to create valid faculty evaluations. This session examines why teaching evaluations need to be adjusted and how to make those adjustments in order to effectively evaluate faculty and keep administration, promotion committees and faculty content.

Technology and Online Education

Crystal EF
30. Seizing the Opportunity: Creating a Chair Development Network
Margaret Thomas-Evans, Natalia Rybas, Carrie Longley, Indiana University East

In this presentation, we discuss an example of developing a leadership network for chairs on a small regional campus. We argue that when a campus has limited leadership capital, a peer group can serve as a powerful professional development platform for new and upcoming chairs.

Leadership and Management

Emerald 1
31. Conducting a Department or Program Self-Study and External Review
Samuel Cotton, Thomas Weidner, Ball State University

This presentation is to help those preparing for program or department self-studies and related external reviews. It will explore a variety of options and scenarios that are common across institutions relative to this process.

Evaluation and Assessment

Emerald 2
32. Departmental Recommendations for Tenure and Promotion: The Chair’s Letter
Denis Medeiros, Rebecca Edmundson, University of Missouri – Kansas City

The department chair’s letter is likely the most important recommendation of a faculty for or against promotion and/or tenure. Elements to include in a letter and best practices will be provided. Samples of poor and excellent recommendations will be used interactively with the audience.

Faculty Development

Emerald 3
33. Desperate Times? Recruiting Students for Your Department
William Hoon, Western Illinois University

This presentation will review how one department at a regional Midwest university has dealt with the pressure of recruiting students. While the number of high school students in our state has declined, our department numbers have remained steady. Initiatives and best practices on how to attract and communicate with prospective students will be discussed.

Pressing Issues and Trends in Higher Education

Topaz Blue
34. Creating a Positive Environment in Your Academic Division
Frances Welch, Karen Hakim-Butt, Andrew Lewis, Bob Perkins, College of Charleston

During this panel discussion, a dean, associate dean and two department chairs will discuss how to create a positive working environment. Based on their collective experience, panel members will discuss best practices when (1) building relationships; (2) using backward planning; (3) mentoring new faculty members; and (4) communicating effectively.

Leadership and Management
Topaz Yellow

35. Developing Program Identity and Constituent Support Consistent with Institutional Mission
Thomas Webster, Traci Ledford, East Texas Baptist University

Presenters will discuss best practices for building constituent and administrative support for academic programs while simultaneously developing program identity that honors the mission of the institution it represents.

Leadership and Management

Opal 2

36. A Comprehensive, Tailored Approach to New Faculty Mentoring
Kathryn Hope, Missouri State University – Springfield

The presenter will discuss best practices in the development of a comprehensive mentoring plan for new faculty that addresses teaching, service, research and practice. A case study and discussion will address how to develop and tailor a mentoring plan according to faculty role, rank, education and experience.

Leadership and Management

4:00 – 4:45 p.m.  Best Practice Presentations

Crystal AB

37. The Inevitability of Playing Politics as Chair: Advantages and Pitfalls
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 29 years, it has become an essential yet sometimes unwanted aspect of the daily rigors of the position. This session explores the advantages and pitfalls of “playing politics” as a department chair.

Leadership and Management

Crystal C

38. Collaborative Professional Partnership: A Dean and Department Head’s Story
Susan M. Rugari, James R. Pierce, Tarleton State University

Administration has its share of problem-solving. In this presentation, a dean and department head join together to tell the story of the start of their professional relationship, role play their problem-solving process and identify what they believe are key aspects that make their professional relationship effective.

Working with the Dean

Crystal D

39. Mentoring the Department Chair: Creating a Community of Support
Krista Lussier, Brenda Smith, Shawn Read, Thompson Rivers University

Learn how an active, cross-campus peer network can support the growth and ongoing development of department chairs by assessing needs, building support structures and nurturing a supportive learning community.

Faculty Development

Emerald 1

41. Strategic Planning: A Framework for Leading a Department
Ben Beitin, Seton Hall University

This session will provide participants with a brief overview of research related to the chair’s leadership role. Strategic planning will be discussed as a means of managing the chair’s responsibilities. Practical suggestions for how to use strategic planning to increase work efficiency will be offered from the perspective of a new chair.

Leadership and Management

Emerald 2

42. A Collaborative Model for Advancing Program-Level Assessment
Jim Truelove, Allison Langford, Southwest Baptist University

Learn about implementing a program-level assessment model to facilitate the transformation of the departmental culture from program review orientation to advancing student learning. Discover the advantages of utilizing a collaborative framework to guide faculty through the change process. Useful tools, assessment strategies, templates and the framework will be provided.

Evaluation and Assessment
Emerald 3  
43. Creating Healthier Academic Work Environments: Exploring Best Practices at the Departmental Level  
Otrude Moyo, Mary Jo Finney, University of Michigan – Flint  
Workplace health is crucial for student, faculty and staff success. Using experiential wisdom, we highlight challenges linked to the rise of “neoliberal university,” characterized by a shift from education as a public good to values of entrepreneurialism and profit making, and its impact on the well-being of academic faculty and staff.

Pressing Issues and Trends in Higher Education

Topaz Blue  
44. The Advisory Board: A Department Chair’s Best Friend  
Jerry Holt, Purdue University North Central  
Does a department need an advisory board? The English department at Purdue’s North Central campus has found that its board may be the best thing that’s ever happened to it. This presentation explores the community links that can be formed through such a board and the opportunities for students that ensue.

Leadership and Management

Topaz Yellow  
45. Alignment of Global Outcomes for Assessment and Accreditation  
Ken Ryalls, Stephen Benton, IDEA  
Influential higher education organizations aspire to measure different sets of global student outcomes, yet widespread agreement exists. This presentation centers on how IDEA’s Student Ratings of Instruction Learning Objectives align with global outcomes from AAC&U’s Value Rubric, Lumina’s DQP, HLC’s Criteria for Accreditation and NSSE’s Engagement Indicators.

Evaluation and Assessment

Opal 2  
46. Shaping an Identity: Junior Faculty Orientation in a Year-Long Seminar  
This one-year seminar prepares new faculty to meet institutional expectations in the areas of scholarship, teaching and service in a community college. In doing so, the Center for Teaching and Learning harmonizes new faculty with departmental and institutional needs while fostering a safe environment for faculty acclimation.

Faculty Development
IDEA Has A 40-Year Commitment To Higher Education

IDEA’s nonprofit status reflects the fact that our sole reason for existence is to support higher education in the quest to improve learning outcomes. We remain staunchly committed to students through the ongoing development of innovative assessment and feedback systems.

—Dr. Ken Ryalls, IDEA President

IDEA offers a range of nationally normed, research-driven, flexible assessment services:

**Student Ratings of Instruction System**
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Friday, February 5, 2016

7:30 – 9:00 a.m.  **Breakfast Buffet** (Crystal ABCD)

8:15, 8:30, 8:45 a.m.  **Chair Talks** (Crystal Ballroom)

8:15 a.m.  **Being There for the Department Without Losing Yourself**
Dr. Timothy Hatfield, Professor and Chair Emeritus, Counselor Education, Winona State University

Few chairs ever assume their position with a deep understanding of the multiple stresses inherent in the role. This talk will address a number of ways to successfully manage the inevitable stresses that chairs face every day.

8:30 a.m.  **Right on Time: Staying on Top of Things When Everybody Wants Something From You**
Dr. Christian Hansen, Professor of Statistics, Eastern Washington University

Department chairs often find themselves buried in demands from faculty, administration, students and outside entities. This talk will provide tips on how to manage this complex and constantly evolving workload.

8:45 a.m.  **What No One Tells You Before You Become Chair**
Dr. Susan Hatfield, Professor Emerita, Communications Studies, Winona State University

Some brief insights related to hindsight to promote foresight.

9:15 a.m. – Noon  **Parallel Plenary Presentations**

Crystal ABC

47. Career Trajectory, Aspiring Deans
Dr. John Buckwalter, Dean of the College of Human Ecology, Kansas State University
Dr. Kelli Brown, Provost and Vice President for Academic Affairs, Georgia College and State University
Dr. Shelia Amin Gutiérrez de Piñeres, Vice President for Academic Affairs and Dean of Faculty, Austin College

While higher educational institutions have well-developed processes to assist faculty as they progress through their academic careers, most colleges and universities provide little formal assistance to department heads and chairs considering career progression to a deanship. This interactive session will provide practical guidance in an interactive format to those contemplating pursuing an academic dean position.

Crystal DEF

48. Department Budgeting and Resources
Dr. Don Chu, Dean of the School of Education at National University, Retired

Since the Great Recession, department chairs have faced reduced appropriations and increased demands on their budgets. Public appropriations have declined, students have been squeezed by tuition and fee increases, and department resources are stretched thin. Making matters more problematic is the fixed nature of most budget allocations, leaving chairs with precious little funding available for investment in the department’s future. What can chairs do to respond to this fiscal environment and to position their departments for a brighter future? In this interactive session, we will look at the three keys to managing the budget and increasing resources for your department. First, chairs need to understand their budgets and how budgets are constructed. Next, chairs can manage their budgets, increase department productivity and work with their deans to invest resources in the department. Lastly, chairs can take steps to increase resource flow into their department.
Emerald 1

49. Leveraging Diversity: The Department Chair’s Transformative Role

Dr. Edna Chun, Chief Learning Officer, HigherEd Talent

This workshop focuses on concrete research-based approaches and strategies to strengthen department chair leadership in the area of diversity. Since most of the chair literature is silent on this topic, the workshop draws on the extensive research findings of Edna Chun and Alvin Evans’ book, *The Department Chair as Transformative Leader: Building Inclusive Learning Environments in Higher Education* (Stylus, 2015), to share best practices and models that illuminate the role of the chair in building diversity in the academic department. The workshop particularly highlights the challenges faced by chairs from non-dominant groups, including female, minority and lesbian/gay/transgendered individuals who serve in predominantly white institutions. Case studies and vignettes illustrate the dilemmas chairs face in their role as diversity change agents and as the nexus between the faculty and the administration.

Emerald 2

50. Three Essentials for Making Effective Decisions

Dr. Kent Crookston, Professor Emeritus, Brigham Young University

Dr. Crookston has researched and taught decision making for 30 years. He has published professional decision cases and led numerous short courses on making effective personal and organizational decisions. In this workshop, he shares three essential “ways of being” that govern all successful decisions: 1) be proactive, 2) be humble, and 3) be composed. Whether making group or individual decisions, following the classical process of multi-step deliberations or relying on one’s gut, alignment with these three essentials gives decision-makers confidence that their choices will be sensible and sustainable.

Emerald 3

51. Conducting Difficult Performance Counseling Sessions

Dr. Mary Lou Higgerson, Vice President for Academic Affairs Emerita, Baldwin Wallace University

Department chairs are responsible for reviewing the performance of individual faculty and staff members. This task can be especially difficult and uncomfortable when a faculty or staff member is not meeting performance expectations. In this session, participants will have the opportunity to learn and practice some specific communication strategies for conducting difficult performance counseling sessions with individuals who are not meeting performance expectations.

10:30 – 10:45 a.m. Networking Break (Pre-function)

Refill your morning coffee or tea while mingling with chairs from all over the country. Come to the Pre-function area to visit with exhibitors or catch up on email in the Cyber Café.

12:15 – 1:15 p.m. Buffet Luncheon (Crystal ABC); New Chair Alliance Luncheon (Crystal DEF)
### Emerald 1

**52. Enhancing Communication Through Crucial Conversations® Training: Outcomes and Best Practices**  
Dawn Bratsch-Prince, Rodney Bagley, Iowa State University

Department chairs and other academic leaders were invited to participate in Crucial Conversations training as part of professional development programming sponsored by the Provost’s office. This session will 1) describe the logistics of the program, including the Crucial Conversations platform; 2) present cohort data; 3) share assessment data for the program; and 4) identify best practices for on-going communication training.

**Communications**

### Emerald 2

**53. Developing Your Brand By Celebrating Your Department’s Success**  
William Clow, William Hoon, Western Illinois University

Presenters will discuss strategies and best practices to assist in integrating your brand into your department’s space.

**Working with the Dean**

### Emerald 3

**54. Curriculum Renewal and Alignment Expediting**  
Jacqueline Kress, Georgian Court University

Keeping program curricula current, aligned, effective and engaging can be daunting. This session provides experience extracting and clarifying implied learning objectives, content and other program elements and using them in an expedited curriculum renewal and alignment process successful with diverse programs such as business, engineering, graphic arts and teacher education.

**Pressing Issues and Trends in Higher Education**

### Topaz Blue

Noel Painter, Thomas Masse, Stetson University

An in-depth examination of the traits that lead to healthy decisions and the pitfalls that may undermine the decision makers.

**Leadership and Management**

### Topaz Yellow

**56. Building Toward a Shared Culture Focused on Student Learning**  
Andrea Lassiter, Minnesota State University – Mankato

Revising or establishing student learning goals for a department can be a key point for driving change in curriculum, program structure and faculty development. This session describes one department’s efforts toward culture change with student learning goals that feed higher level institutional objectives, comprehensive program assessment and accreditation.

**Evaluation and Assessment**

### Opal 2

**57. A Faculty Mentorship Program: Supporting, Engaging and Retaining New Faculty**  
Susan Lynch, Cynthia Barrere, Lisa O’Connor, Laima Karosas, Jean Lange, Quinnipiac University

Schools need to foster growth and retention of new faculty who are often content experts with minimal formal academic experience. Compounding factors include inadequate numbers of seasoned faculty due to retirements, burnout or low salaries. This session will describe a unique, evidence-based faculty mentorship program that supports, engages and retains new faculty.

**Faculty Development**
Engaging Faculty and Students Within Fully Online Asynchronous Academic Departments
Jessica Nelson, Indiana State University
Presenter will discuss common barriers to implementing online programs, including the challenges of hiring distance faculty, communication breakdown between faculty and students, and issues with academic integrity. Best practices will be presented in order to help chairpersons overcome barriers to the online learning environment and engage both faculty and students with the use of innovation and inexpensive uses of telerobotics, telecommunications software and enhancing their own university learning platforms.

Technology and Online Education

Just-in-Time Leadership Seminars for Chairs
Edwin Rousculp, Mary James, Charles Wheaton, Heritage University
Just-in-time chair seminars keyed to the annual calendar of chair responsibilities provide ample opportunities for chair questions and the sharing of strategies, challenges and problem solving. Participation of chairs across disciplines and the intentional inclusion of student services administrators created opportunities for transformative dialogue and the emergence of new pathways to systemic effectiveness.

Leadership and Management

Understanding and Communicating Business Program Outcomes Through Visualization and Mapping
Kelli Schutte, William Jewell College
This session will share the process and outcome of a business program curriculum assessment. The assessment includes conceptual frameworks, curriculum mapping and data visualization to convey results. The process of developing the plan, collecting data and conveying results will be shared.

Evaluation and Assessment

University Consolidations and Multi-Campus Institutions: Prevailing When Cultures Collide
Jill Schulze, Nancy Dalman, Jeanelle Morgan, University of North Georgia
University consolidations have escalated since 2007. We will share our experiences of working through departmental consolidation and multi-campus challenges from our perspectives as administrators located on different campuses. Following this, we will facilitate a discussion of best practices for multi-campus problem-solving and distance communication.

Pressing Issues and Trends in Higher Education

Enhancing Student Retention Through a College-Level First-Year Seminar
Marie Huff, Nancy Orel, Melissa Burek, Bowling Green State University
To augment university-wide retention efforts, we developed a unique first-year seminar experience to enhance student interactions with peers, faculty and staff; increase their sense of belonging; and help them integrate into the college culture. Presenters will share the results and recommendations on how other schools might utilize this initiative.

Pressing Issues and Trends in Higher Education

Faculty Input in Evaluation for a College with Many Disciplines
David Bellar, Nathan Roberts, Paula Montgomery, University of Louisiana at Lafayette
The co-presenters will describe how faculty in one academic unit of a large college combining many academic disciplines were tasked with examining best practices and development of a faculty merit performance evaluation rubric. Perspective on the project will be offered by the initiating school director, dean of the college and associate dean of the college.
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A unique publication for chairs, deans, academic vice presidents and other administrators, The Department Chair is an essential quarterly resource designed to help you succeed in your role. Each issue features strategies on how to:

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- Administer tight budgets
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Presentations are to be relevant, useful and practical to chairpersons. They should actively involve participants through discussions and activities, and should be applicable to multiple disciplines and various institutional sizes. Submissions are vetted by a review committee of chairs, administrators and advisory board members.

All presenters must register and pay a reduced registration fee. They are responsible for expenses related to travel and lodging for the conference.

Submit proposals online at conferences.ksu.edu/academicchairpersons.
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