CHOOSING THE RIGHT PATHS AMONG MANY OPTIONS: CREATING A MEANINGFUL NICHE

February 4-6, 2004
Adam's Mark Hotel
Orlando, Florida
The Conference Program

Higher education is experiencing its most difficult times in recent memory. Multiple budget cuts in a single fiscal year have been an all too frequent occurrence for many campuses.

The challenges we face can destroy the vitality of a department if not addressed appropriately. However, they can also provide the impetus needed to initiate positive changes not possible during affluent times. During these times it is critical that departmental aspirations be consistent with realistic possibilities. Departments must carefully rethink how they serve their institution and its students. Will the departmental mission need to change? Can we attend to all parts of our mission in the same ways as we have, or will our distribution of effort and talent toward teaching, scholarship, and service need to change? The choices are often hard and the consequences great. Reflecting honestly about departmental qualities, and gaining a clear understanding about how they can best address pressing institutional, community, and societal needs should result in choosing paths that will support continued departmental vitality.

How a department can best distinguish itself and its mission during challenging times is the focus of the Twenty-First Annual Academic Chairpersons Conference.

Pre-conference Workshops

Monday, February 2, 2004
1. Leadership Communication
   Presented by Mary Lou Higgerson
   Salon I
   9:00 am - 4:00 pm

Tuesday, February 3, 2004
2. Departmental Assessment Plans
   Presented by Susan Hatfield
   Salon I
   9:00 am - 4:00 pm

3. Academic Chairpersons and the Law: Navigating the Employment Relationship
   Presented by Le Von Wilson
   Salon II
   9:00 am - 12:00 pm

4. Using the External Review Process Wisely: Fostering Improvement and Understanding
   Presented by N. Douglas Lees, Laura Jenski, and David Malik
   Salon II
   1:00 - 4:00 pm

Wednesday, February 4, 2004

5:00-7:00 pm
Pre-Function Area
Conference Check-In

7:30-8:30 am
Pre-Function Area
Break

8:45 - 10:00 am
Salon II
General Session
Presiding
Lynda Spire
Kansas State University

Featured Presentation
Choosing the Path of Academic Leadership: How to Survive and Stay Academically Alive
Walter Gmelch
Dean of College of Education and Director of the National Center for Academic Leadership
Iowa State University

10:00-10:30 am
Pre-Function Area
Break

10:30 am-12:20 pm
Workshops/Panel

Salon I
1. (Workshop) Using a Taxonomy of Comprehension for Leadership Decision Making
   Ann Singleton
   Union University

The process of making effective leadership decisions becomes critical as universities seek ways to address the individual needs of faculty members. The ability to resolve conflicts and solve personnel problems can help to create a sense of community within academic departments as well as departmental process. Participants in this session will explore the levels of several recognized taxonomies of comprehension that will encourage the intellectual thought process surrounding the decision making process. Specifically, participants will explore four different taxonomies, analyze case studies, and participate in role-plays.

Forum East (One & Two)
2. (Panel) Feedback for Administrators: Adding Value to the Evaluation/Development Process
   Christine Licata
   William Rudnicki
   Rochester Institute of Technology/NTID
   Sarah Logan
   Angelo State University
   Amy Gross
   The IDEA Center

Many campuses struggle with providing useful feedback to chairs, deans, and other administrators. This panel will discuss how The IDEA Feedback Systems have been used at the individual and the institutional level to add value to the evaluation and development process of campus leaders. After a brief description of the instruments, three individuals will describe their experiences using the instruments on their campus.

Salon III
3. (Workshop) Avoiding Lawsuits in Higher Education: Risk Management Strategies for Academic Administrators
   Le Von Wilson
   Western Carolina University

As the scale and complexity of individual colleges and universities have increased, consensus has been more difficult to achieve and the courts have come to take a more active role in resolving the inevitable disputes. Traditional processes of selection and acculturation have broken down as institutions have become more egalitarian and democratic and students and faculty have become increasingly diverse and demanding. And as universities have taken on a greater array of service functions over time, an appropriate knowledge and understanding of education law is increasingly necessary to enable academic administrators to apply legal

(continued page 3)
Learning how to avoid lawsuits in higher education or lessen their impact has become increasingly important. Through a review of recent case decisions, participants will discuss the latest litigation trends with a focus on the major legal issues affecting academic administrators. The audience will explore the impact of FERPA and HIPAA in the educational environment. Participants will also look at risk management strategies that can be easily implemented to minimize the possibility of becoming embroiled in a costly, time-consuming lawsuit.

Forum West (One & Two)

4. (Workshop) Servant Leadership: A Calling to Leadership in Challenging Times
   Daniel W. Wheeler
   University of Nebraska-Lincoln

Challenging times in higher education require new ways of leading. Servant Leadership involves a calling to serve. This workshop will assess Servant Leadership capacity, identify ways to encourage its development, and consider commitments to continue to strive to reach the ideals of a Servant Leader.

10:30-11:20 am
Concurrent Paper Presentations

Forum West (Four)

5. Conversations with Walter Gmelch

An opportunity to continue discussion with today’s featured presenter.

Forum East (Four)

6. Restructuring a Department: A Model for Future Flexibility
   Peter M. A. Sherwood
   Kansas State University

A flexible model for the organization of a department is presented which replaces the current model consisting of a coalition of sub-units with a number of overlapping subject areas. The model has the ability to accommodate new subject areas and replace existing areas, as well as to be well positioned to take advantage of interdisciplinary opportunities. The approach encourages greater faculty involvement in the development of a graduate curriculum that can be better tuned to individual student needs. The model also ensures the representation of all the stakeholders in the operation of the department. The application of the model to the chemistry department at Kansas State University will be discussed with an illustration of the impact of the approach to the teaching program, the hiring of faculty, and the general operation of the department. The possible application of the model to other university units will be discussed.

11:30 am-12:20 pm
Concurrent Paper Presentations

Forum West (Four)

7. Opening Department DOORS: Delegation, Outreach, Organization, Re-envisioning, and Service
   Janice Rowan
   Rowan University

How is a department and its mission transformed? Here are ways to establish a new departmental identity that can launch a department in new directions. These “DOORS,” or avenues to program expansion and distinction, can affect faculty buy-in, fruitful collaborations, and the rewards of service and outreach.

Forum East (Four)

8. Studio Considered: Reflection on the Model for Active Learning
   James S. Jones
   Kansas State University

In times when student (and often faculty) motivation is not high, active learning has been touted as a way for increasing course effectiveness. Great lecturers, students with effective note taking skill, and the ability for synthesizing “presented” information are a minority in most programs. Undergraduate students that work hard at their education are rare—often limited to the exceptional and those in select professional programs.

By contrast, design studio is often cited as a model for active learning which counters this trend. Across universities, public and private, the lights burn late in studio. Learning there is intense, active and equally motivating to students and faculty. Studio, however, is a subtle, multi-dimensional form of teaching/learning that is often misunderstood by those outside the design disciplines. This paper presentation first addresses what makes a studio a unique educational mode. It identifies the critical factors that make a studio succeed or fail. Secondly, it illustrates ways these factors can be applied to other learning/teaching situations and disciplines. In this way the paper suggest alternatives for a department or program to find or build its niche through a new pedagogy.
participants will have developed at least three strategic goals within a strategic template draft that can be taken back to their academic setting.

**Forum West (One & Two)**

12. (Panel) Leadership Strategies for Distance Education  
David Powers  
Patricia Anderson  
Sandra H. Warren  
Sarah Williams  
*East Carolina University*

This panel presentation will offer four perspectives regarding practical strategies for building and sustaining successful distance education programs in a large academic department. Panelists from the Department of Curriculum and Instruction at East Carolina University include a department chair, graduate director, program coordinator, and a faculty member engaged in distance education.

**2:00-2:50 pm**  
**Concurrent Paper Presentations**

**Forum West (Four)**

13. Strategies for Succeeding with Limited Resources  
Mary Lou Higgerson  
Teddi Joyce  
*Baldwin-Wallace College*

Tight budgets pose a serious challenge for chairpersons who find themselves accountable for maintaining quality instruction and encouraging instructional innovation which is often more expensive to deliver. This presentation will present specific strategies that enable chairpersons to optimize department performance despite limited resources.

**Forum East (Four)**

14. Department Chair Functioning: Recent Findings  
Bill Pallett  
*The IDEA Center*

IDEA: Feedback for Department Chairs has been used by chairs at colleges and universities since the late 1970s. Since its revision in 1998-99, hundreds of chairs from a diverse group of institutions have used the instrument. The data collected from these surveys is contained in one of the largest national databases available concerning department chair functioning and what influences chair success. Recent research findings from this large database will be described.

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**Thursday, February 5, 2004**

**3:00-3:50 pm**  
**Paper Presentation**

**Forum West (Four)**

15. Leading Academic Searches: A Guide for Department Chairs  
Lauren A. Vicker  
*St. John Fisher College*

Among the many tasks assigned to the department chair, leading an academic search to fill a faculty vacancy can be one of the most daunting. And yet, a successful search is crucial to the mission of any department wishing to recruit and retain good college faculty. This paper presentation will provide academic chairs with a step-by-step process for leading searches for faculty positions.

**Evening Activities**

**5:00-6:00 pm**  
**Opening reception**

**Salon II**

**Dinner on Your Own**  
A list of nearby restaurants is included in your packet.

**10:30 am-12:20 pm**  
**Workshops**

**Salon I**

16. (Workshop) A Model For Surviving Bumps in the Road  
Kina S. Mallard  
Michael Mallard  
*Union University*  
Donna McNeil Cox  
*University of Dayton*  
Robert L. Wyatt  
*Drury University*

Leadership conferences rarely focus on failure, but learning from mistakes is a critical skill for successful academic leaders. This workshop will focus on the big “F” – Failure. Workshop leaders will share experiences of when they blew it, and give advice on how to live through it.

Academic leaders will share their failure stories and lead participants in an interactive session through the four “Rs” that have been identified by the facilitator as critical to overcoming failure: Reflection, Reaction, Redirection, and Regeneration. Participants will work in small groups on case studies applying the 4 R Model. A packet of handouts and relevant articles will be distributed.

**Salon III**

17. (Workshop) Helping Faculty to Publish: Strategies to Get One’s Ideas in Print  
Howard Altman  
*University of Louisville*

This workshop will be in three parts: (a) what research tells us about how successful academic writers write; (b) strategies for enhancing acceptance of one’s articles in scholarly journals; and (c) discussion of how chairs can play a role in getting faculty to publish their ideas. Many handouts will be provided.

**Forum East (One & Two)**

18. (Workshop) Handling Conflict in the Department  
Ann F. Lucas  
*Fairleigh Dickinson University*

Conflicts can fracture cohesiveness, polarize members, and create factions. Unresolved, they become deep and embedded conflicts. Used constructively, conflicts heighten engagement, result in more comprehensive decisions, and enhance relationships. How to turn dysfunctional into constructive conflicts is the focus of this workshop.
This workshop is divided into three areas: In the first part participants will discuss the philosophy behind the use of action research in the classroom; examine the difference between traditional and action research; examine the role of department chairs in promoting faculty development through action research; provide a workable framework of how to design and conduct an action research study to improve teaching and learning, classroom management and related issues, as well as faculty professional growth and development. In part two of the workshop, participants will share a few examples of action research projects that have been conducted in actual classrooms. In part three, participants will be engaged in hands-on activities to teaching effectiveness, classroom management, and student learning and performance!

Forum West (One & Two)
19. (Workshop) The Role of Department Chairs in Promoting Action Research as a Way of Supporting Faculty Professional Growth and Development
Arbour H. Cherif
Stefanos Gialams
DeVry University
Bettina Caluori
DeVry University-Greater Philadelphia Campus
Mary Pat Garr
Columbia College Chicago
Karen Murkar
DeVry College of Technology

This paper will present how a department on the verge of extinction was revived and is now a department that other college units look to for guidance, assistance, and direction. The presentation will show how curriculum was revised, updated, and new majors generated; how extra-curricular activities were rejuvenated and students were involved; how personnel was changed and increased; how assessment procedures were generated and implemented; and how college officials were persuaded to financially support the department. The presentation will conclude with specific and practical recommendations for other department chairpersons.

10:30-11:20 am
Concurrent Paper Presentations

Forum West (Four)
20. Conversations with Barbara Millis

An opportunity to continue discussion with today’s featured presenter.

Forum East (Four)
21. Using Advisory Groups to Promote Department Needs and Objectives
Laura Jenski
Marshall University
N. Douglas Lees
Indiana University-Purdue University Indianapolis

Advisory groups may provide expert information, give unbiased reviews, facilitate change, and be advocates. Determining the appropriate role, composition, and management of an advisory group is essential. Here participants envision advisory groups for their departments’ needs, and test scenarios that highlight advantages and pitfalls of this process.

11:30 am-12:20 pm
Concurrent Paper Presentations

Forum West (Four)
22. Resuscitation of a Department: Which Way To Go
Linwood A. Hagen
North Greeniville College

This paper will present how a department on the verge of extinction was revived and is now a department that other college units look to for guidance, assistance, and direction. The presentation will show how curriculum was revised, updated, and new majors generated; how extra-curricular activities were rejuvenated and students were involved; how personnel was changed and increased; how assessment procedures were generated and implemented; and how college officials were persuaded to financially support the department. The presentation will conclude with specific and practical recommendations for other department chairpersons.

Forum East (Four)
23. Revitalizing Mid-Career Faculty Through Low Cost Professional Development
Scott A. Gordon
Charles F. Harrington
Timothy J. Schibik
University of Southern Indiana

Historically, higher education has looked toward new faculty entering academe as a critical lever to infuse and maintain vitality at an institution. Yet, national data indicate that this new pool of intellectual talent is becoming a smaller segment of the full-time instructional workforce (NCES, 2001). If colleges and universities are to maintain institutional energy among the faculty, they must begin to place greater emphasis on the professional development and revitalization needs of the mid-career and senior faculty. However, many university units are faced with mid-career faculties that have become disengaged. As a result, these units struggle with developing low cost ways to aid in revitalization. This presentation will provide concrete examples of one university’s low cost mid-career faculty development program that follows AAHE’s best practices model.

2:00-2:50 pm
Concurrent Paper Presentations

Forum East (One & Two)
24. (Workshop) Developing the Curriculum: Updating the Department
Patricia A. Smith
Eastern Nazarene College

This workshop focuses on the impact that educational philosophy has on developing the curriculum. Participants will experience hands-on activities, including exploring their own educational philosophies, and will work in groups to develop a pseudo-curriculum, one that can be a model for their own departmental change of curriculum.

25. (Workshop) Using Appreciative Inquiry (AI) Methods to Lead Department Change
Gary Shulman
Miami University

AI can transform your approach to academic leadership. At the end of this interactive workshop participants will be able to: 1) identify the conceptual underpinnings of AI; 2) describe how the process works; 3) use AI principles to prompt reflection by department members (individually and collectively); and 4) generate a new commitment within the department and positive energy to change.

26. (Panel) Developing Faculty Expertise in Assessing Student Achievement of Program Outcomes
Sandra S. Bowles
Jo Blackwood
Joellen Kerr
University of Charleston

Moving to an outcome-based curriculum across a small university, it became necessary for individual programs/majors to develop a clearly stated mission consistent with the university mission and clearly stated outcomes reflecting the University’s Liberal Learning Outcomes and assessment measures appropriate to ascertain student achievement of the program outcomes.

2:00-3:50 pm
Workshops/Panel

27. It’s About Time: Managing Yourself for More Effective Results
George Crandell
Auburn University

Much can be gleaned from the literature on time management that can help chairpersons who struggle with information overload or too much to do. This paper focuses on three...
strategies: 1) organizing an effective workspace; 2) planning to achieve goals; and 3) learning to avoid or minimize time-wasters. These strategies benefit chairpersons by reducing stress, achieving balance, and becoming more productive.

**Forum West (Four)**

28. **Improving Faculty Salaries:** A Success Story
   - Robert E. Kennedy
   - Creighton University

Perceptions among faculty regarding their salary vis-à-vis their peers can be one of the biggest influences on morale. In order to effect real change in improving faculty salaries, it is essential to prove that salary shortfalls are a reality and not simply a perception. This paper presentation will discuss how the Council of Chairs at Creighton University prepared a report using comparative analysis of salaries from peer institutions to document the problem existed. In addition, this paper will discuss the study leading to the report, including the criteria for selection of peer institutions, the sources of salary data both internally and for peer institutions, and why both faculty and administrators accepted it.

**Forum East (Four)**

29. **Mentoring Programs: Paving the Way to Success for New Faculty**
   - Deborah B. Gentry
   - Connor M. Walters
   - Illinois State University

The focus of this paper session will be faculty mentoring programs and processes, specifically, their prevalence, types, potential benefits, common factors associated with successful and problematic mentoring programs, and suggestions and cautions when designing and implementing mentoring programs.

30. **Creating External Partnerships to Enhance Department Relevance, Image, and Fiscal Stability**
   - N. Douglas Lees
   - David J. Malik
   - Indiana University-Purdue University Indianapolis

Higher education institutions are facing severe financial pressures coupled with criticisms regarding the relevance of the education they provide and the quality of their graduates. Partnering with key external constituents to develop new programs to improve economic development and educational achievement can generate both resources and political value by converting critics to supporters.

**Forum West (Four)**

31. **Be Heard! Establish a Chairpersons Council**
   - Richard Detmer
   - M. Jill Austin
   - William J. Connelly
   - Middle Tennessee State University

In 1996 a group of chairpersons at Middle Tennessee State University formed a chairpersons organization in response to their concern about the low level of involvement of chairpersons in university decision-making and the potential value of routine chairpersons council meetings to share ideas. This presentation discusses the organization and benefits of MTSU’s Council of Chairs.

**Forum East (Four)**

32. **Exploring a Department’s Distinctiveness Through Strategic Planning**
   - Mohammed F. Khayum
   - Timothy J. Schibik
   - University of Southern Indiana

Since the late 1970’s, higher education institutions have increasingly utilized strategic planning. Studies of strategic planning experiences in higher education institutions suggest that communication and broad participation are essential ingredients for a successful strategic planning process. This presentation examines the role of communication and participation in developing a department’s distinctiveness as part of its strategic planning process.

**EVERNING ACTIVITY**

**Downtown Disney Excursion**
(See ticket for instructions)

Friday, February 6, 2004

**Forum East (One & Two)**

33. **Navigating the Ice Floes of Higher Education: Challenges and Opportunities**
   - Barbara Korner
   - University of Colorado at Denver

Department chairs that understand the context affecting their institutions may more successfully lead their programs during tumultuous change. This presentation will consider how four major trends—the economy, access and affordability, technology, and market forces—create changes we must cope with for the immediate future in higher education. In small groups, participants will discuss ways of coping with trends and changes.

34. **Empowering the Middle: The Chair’s Role in the Institution**
   - Jaleh Rezaie
   - University of North Carolina at Charlotte

Department Chairs are vital links between the faculty and administration. When they are recognized as an essential part of the institution and organized, they are empowered to influence institutional policies. This panel will discuss ways of giving the chairs a strong voice for bringing about positive changes within an institution.

35. **Faculty Appraisal for Merit: Pay-No Pain, No Gain**
   - Sandra S. Bowles
   - Anna Parkman
   - University of Charleston

Have you ever thought about instituting merit pay for faculty? The University of Charleston is an outcomes-based institution that uses an annual performance appraisal system to determine faculty pay raises. Presenters will share the development, challenges, and process of this approach to faculty evaluation.
A relatively simple quantitative model is used to determine ways to allocate faculty resources. Factors such as class size, faculty loading, and full-time/part-time ratio are considered; a spreadsheet allows an examination of “what if?” scenarios. With faculty turnover predicted to result from the wave of retirements, a planning model could facilitate decision-making.

Ideas, successful techniques, and motivation for the entrepreneurial department chair in identifying and servicing new markets will be presented. Focus will be on practical strategies for identifying new markets through a systematic plan of market analysis and the planning and implementation of new educational programs to meet the needs of the newly defined markets. Examples and suggestions will be provided on how to conduct a department level market needs assessment. The examples and suggestions will be taken from the successful experiences of an educational administration department at a medium sized independent university.

Whether a department is Architecture or Zoology, offering an immersion semester for students can enhance both teaching and learning. The presenter has experience in three immersion semesters, one as faculty and two as chair. Get first-hand tips for managing a seminar worth 12-15 credit hours, all carved from the current curriculum. The experience can change the lives of everyone involved.

This paper presentation offers practical steps for initiating and implementing positive change with the leadership of the department chair. A sample survey tool and an annotated bibliography will be included with this presentation.

Quality assurance is a major challenge departments must face. This session will briefly review some of the external pressures demanding quality assurance and how colleges and universities have responded, followed by an overview of one school’s attempt to create a benchmarking program. Participants will review the steps one department took in response to this challenge by creating a quality assurance program. The role of the chair, benefits derived, difficulties encountered, and examples of change will be discussed.

The purpose of this presentation is to describe a process of change used by a Department of Nursing to create a niche. The discussion will include the stimulus for change, the process used, the strategies for implementation, outcomes and challenges of the change, and a vision for the future.

This paper presentation offers practical steps for initiating and implementing positive change with the leadership of the department chair. A sample survey tool and an annotated bibliography will be included with this presentation.

The purpose of this presentation is to describe a process of change used by a Department of Nursing to create a niche. The discussion will include the stimulus for change, the process used, the strategies for implementation, outcomes and challenges of the change, and a vision for the future.

The Department of Mathematical Sciences at the United States Air Force Academy has just completed the first year of intensive integration of laptop computers in most of the core curriculum. Blending substantial use of technology into these courses has a major influence on objectives, classroom pedagogy, and the use of assessment instruments. Presenters will discuss the departmental and institutional impact of these changes, while providing departmental and institutional integration of today’s technology to better serve both students and client departments.
Forum East (Four)
46. New Chair/Old Department: The Good, Bad, and Ugly
   Carol Scates
   Southeast Missouri State University

A new chairperson should have goals for redefining the department, but with an entrenched senior faculty, implementing desired change can be difficult. This paper presentation will suggest strategies to: 1) overcome faculty resistance to institutional directives such as distance-learning; 2) resolve student/faculty complaints; 3) balance faculty down-sizing with increased enrollments; and 4) maintain morale.

Forum East (Three)
47. Creating a Meaningful Niche for Departments Through Training and Development
   Chris Kapp
   University of Stellenbosch

Chairing an academic department is not easy. Training for this leadership role is imperative. The paper presentation describes the expected outcomes, content, and evaluation of a three-day training program for departmental chairs. A follow-up survey is reported on and an instrument is offered to assess departmental growth and development.

11:20 am
Adjournment

Conference Evaluation-ONLINE

Your feedback is very important to us as we plan future programs. A conference survey will be available on the conference web site
www.dee.ksu.edu/academicchairpersons
for you to complete when you return home. Please follow these simple directions:

1. Click on Current Conference
2. Click on Conference Content
3. Enter florida as your user name and orlando as your password
4. Click on conference survey and follow the prompts

The survey will be available through March 5, 2004.

If you prefer to complete a paper survey, they are available at the registration desk.
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