Academic Chairpersons Conference
“A NEW GENERATION OF ACCOUNTABILITY”

www.dce.k-state.edu/conf/academicchairpersons

FEBRUARY 11-12, 2010
The Rosen Plaza Hotel
Orlando, Florida
Wednesday, February 10, 2010
1:00-5:00 p.m.
Mezzanine Level - Salon 1
Conference Check In

Thursday, February 11, 2010
6:30-7:30 a.m.
Mezzanine Level - Salon 1
Conference Check In

7:30-8:20 a.m.
Ballroom C - Lobby Level
Conference Welcome and Continental Breakfast

Presentation Key:
- Presenters indicated their intended audience when their presentations were submitted for review. You will find the intended audience indicated by the presentation title with the following symbols:
  - All Chairs (A)
  - Intermediate Chairs (I)
  - New Chairs (N)

8:30-10:00 a.m.
Featured Workshops

Salon 3 and 4
1. COLLEGIALITY: Chairs’ Role in Fostering a Collegial Department
   Bob Cipriano
   Southern Connecticut State University
   This workshop will focus on the unique role of the chair in fostering a desired collegial and civil environment in their department. Strategies will be explored that also identify specific responsibilities the university has in reigning in an uncivil and vitriolic faculty member. Approaches will be examined that facilitate departments that invite free expression, exploration, and inquiry, and are enthusiastic, collaborative and exciting. In this interactive workshop, the attendees will actively participate in problem-solving activities regarding the topic of collegiality and civility within a department.

Salon 9 and 10
2. The Academic Portfolio: A Successful New Way to Document Teaching, Research, and Service
   Peter Seldin
   Pace University
   An important change is taking place in higher education. Faculty are being held accountable – as never before – for how well they do their jobs. The traditional approach to evaluating and developing their performance has been to focus on the “what,” but not on the “why.” Thoughtful reflection, significance, and context were not built into the system. But these failings limit the understanding of the full range of a professor’s work in teaching, research/scholarship, and service. Evaluators and faculty developers might understand a professor’s teaching philosophy and methodology if they did a teaching portfolio. This highly interactive session will describe the what, why, and how to develop an academic portfolio. It will discuss the critical role played by department chairs as they assist individual faculty to develop their portfolios. It will provide proven advice for getting started, discuss red-flag dangers, and benchmarks for success.
notes

In a 2009 national survey, almost 3,000 chairs identified a small number of administrative tasks and abilities for which they most wanted help and information. Survey results will be shared and discussed—what do they tell us about the major needs of today’s American chairs? The workshop will then turn to an interactive discussion around at least the top two issues identified in the survey: “How to deal with problem faculty,” and “How to effectively guide department change.”

Salon 12
4. Chair–Dean Relations
Donald Chu
University of West Florida

In this session, the relationship between deans and department chairs will be examined. What is the dean’s world like? What can chairs do to convey the correct sense of a department and the capability of the chair to not only manage, but to also lead the department and its faculty? In this session, Don Chu will draw upon his experience as a dean and also his work The California State University Department Chair Survey to encourage a better understanding of this essential higher education dynamic, and to guide workshop participants in the development of a game plan for the best chair-dean relations possible.

Salon 13
3. On Being a New Chair: Past, Present, Future
Daniel Wheeler
Alan Seagren
University of Nebraska-Lincoln

The context/environment that chairs operate in today is much more complex and multidimensional than that of a few years ago. The information gathered from two research efforts provides a picture of the changes that have taken place over the past two decades. The issues chairs identified, as well as the strategies they suggested, will be presented. Special focus will be given to issues related to resources, technology, and assessment.

10:00 - 10:20 a.m.
Break
Mezzanine Level

10:30 a.m.–12:00 p.m.
Featured Workshops continue

12:00-1:00 p.m.
Luncheon
Ballroom C – Lobby Level

1:15–3:00 p.m.
Workshops

Salon 3 and 4
Grady Bogue
The University of Tennessee
Jean Elder
Lee University

Accountability in higher education is both systemic/technical and moral/ethical. Accountability turns on the acquisition of performance intelligence and evidence, but also turns on the effective engagement of faculty in accountability measures. Assisting chairs in linking cultures of evidence and cultures of caring is the theme of this session.

Salon 9 and 10
7. Self-Assessment: The Cornerstone of Lifelong Learning and Institutional Assessment
Jill Ferguson
San Francisco Conservatory of Music

This workshop explores the importance of self-assessment and provides the building blocks for faculty and staff to assess themselves, who then, in turn, can teach constructive self-assessment to students, who can use it in their life-long learning. Self-assessment is the foundation for institutional assessment and for the accreditation process.

Salon 11
8. Reforming General Education: A Meeting of the Minds
Nancy Mitchell
Rita Kear
Scott Fuesn
University of Nebraska-Lincoln

Those working to reform general education will find practical ideas for building consensus. This workshop offers a model, recognizing the critical role of department chairs, which was used to create a new program at the University of Nebraska-Lincoln. A broader discussion lets participants create a plan for their institution.

1:15–2:00 p.m.
Concurrent Paper Presentations

Salon 12
9. Faculty Development in an Accountability Era: Promoting Scholarship through Self-Study
Jill Farrell
Catherine Weitman
Barry University

In an era of accountability, departmental chairpersons must ensure that faculty continues to enhance their teaching practice while also engaging in scholarly work. This parallel track can be more or less challenging when the focus of scholarly work emanates from the teaching/learning environment.

Salon 13
10. Issues in Transitioning Traditional Programs to Online Programs
Mindy Haar
New York Institute of Technology

As online courses offer students increased flexibility and convenience, more schools and departments are considering increasing the number of virtual offerings. Lessons learned by one chair overseeing a program transitioning from traditional format to totally online format over a two year period will be shared.

Salon 14
11. The Tide of Sexism and Racism in Personnel Decisions
Andy Karafa
Ferris State University

Contemporary forms of racism and stereotyping are likely to influence personnel decisions, regardless of the setting. Given the current focus on diversity and accountability on college campuses, understanding these subtle sources of bias is critical. This session will provide an overview of these influences and ways of combating them.

2:15 - 3:00 p.m.
Concurrent Paper Presentations

Salon 12
12. Using E-mail Effectively: Academic Communication in a Digital Age
Laura Gurak
University of Minnesota

In academic departments, where constituents are rarely in the same place at the same time, e-mail has become the default communication tool. But features that make e-mail so effective also make it problematic for academic communication. This presentation explores key communicative features of e-mail and offers practical ideas for chairs.
Thursday, February 11, 2010 (continued)

Salon 13

13. Implementing Service Learning Across the Curriculum
Marie Huff
Linda Stanford
Western Carolina University

The presenters will provide information to enable chairs to support faculty in developing and implementing service learning activities across the curriculum. Research from the professional literature, specific examples of service learning activities, and the presenters’ own experiences with faculty and students engaging in service learning will be shared.

Salon 14

14. Structuring Chair Work for Long-Term Productivity and Personal Satisfaction
N. Douglas Lees
Indiana University - Purdue University at Indianapolis

The multiple responsibilities of academic department chairs have been on the rise creating additional pressure on time available for personal work and creating situations that negatively impact satisfaction and longevity. Many of the pressures of chairing can be relieved through prioritizing work, delegating responsibility, identifying new scholarly outlets, and developing support structures.

Salon 9 and 10

10. From Talk to Walk: Nurturing Interdisciplinary Scholars
Anna Stubblefield
Rutgers University-Newark

Challenging current disciplinary boundaries is important not only within the context of reforming undergraduate curricula, but also for progress in our quest for knowledge. Engaging in interdisciplinary research makes achieving tenure, promotions, and status within the university context difficult, however. Best practices for nurturing interdisciplinary scholars will be discussed.

Salon 11

11. Effective Strategies for Leading Your Department’s Reaccreditation
Suzanne Presto
East Stroudsburg University

This presentation will describe successful leadership and management strategies utilized by the chair to coordinate the department’s reaccreditation process. This project required team development, project management, department committee restructuring, faculty education and participation, attainment of university resources, and motivation in order to prepare a detailed self-study report and facilitate a program evaluator visit.

Salon 12

12. Building Bridges: Strategies for Promoting Faculty Involvement in Recruiting Events
Deb Murray
Glen Temple
Utah Valley University

This paper presentation will outline strategies to integrate faculty into the recruiting process. Trends in faculty involvement in admissions will be discussed, as well as strategies for building collaborative relationships between faculty and the admissions office to enhance recruiting.

Salon 13

13. Leveraging Your Library: Partnerships Can Bring New Possibilities
Laurel Litrell
Kansas State University

There may be experts on your campus that you haven’t considered! Working with your library colleagues can help you stretch your budgets, accomplish enhanced educational opportunities for your students, and further your faculty members’ research projects.

Salon 14

14. Engaging Faculty Learning Communities for Department Assessment: A Case Study
Gary Shulman
Miami University

The chair formed a faculty learning community that developed and then assessed a critical thinking rubric as part of a long-term project to assess student learning outcomes in the major. The purpose of this paper is to discuss the favorable circumstances under which such a transformational model can be used.

4:30-6:00 p.m.
Poolside Reception

Join featured presenters, conference advisory board members, and new colleagues for a poolside reception! Relax and enjoy the opportunity to network with experts in higher education. Hors d’oeuvres will be served and a cash bar is available.

Dinner On Your Own.
A list of nearby restaurants is included in your packet. Find a new colleague and enjoy time at Pointe Orlando or International Drive!

Friday, February 12, 2010

7:00 a.m.
Continental Breakfast
Ballroom C - Lobby Level

7:30-8:20 a.m.
Roundtable Presentations
Ballroom C - Lobby Level

The ticket in your name badge indicates the roundtable discussion you were assigned to based on the survey you completed before the event. Tables are numbered in the ballroom and faculty representation are available to assist you.

Table 1. Sharing Success: Mentors Working With Academic Department Chairs
Patricia Anderson
East Carolina University

The roles of academic department chairs are among the most complex and challenging in the university environment. Learning from someone who has already demonstrated success in this critical role eases the transition for new chairs as they learn “from the masters” in a planned program. Mentoring suggestions are shared, along with suggestions for making the mentor/mentee relationship successful.

*Alternate Presenters
We appreciate our presenters who agreed to be on stand-by for presentations in the event of a last minute cancellation. These presenters are so important to our program! These presentations will be included in the conference proceedings.

Moving Beyond the Mythology of Teaching in Higher Education
Thomas Rosebrough
Ann Singleton
Union University

Teaching in higher education is too often based on mythology. Everyone inside and outside the profession has an opinion, informed or not, because everyone has had a teacher and everyone has learned something. Workshop leaders will present an exercise that contests conventional wisdom (myths) in teaching.

Building a Cohesive Department during Challenging Times
Cheryl Stevens
Xavier University of Louisiana

Building a cohesive department requires a goal-oriented approach to managing faculty contributions. Factors affecting the development of a cohesive department include understanding the department’s mission and expectations, and identifying faculty interests and strengths. A team approach in which all faculty contribute through teaching, scholarship, and service sets the tone for the expectations required of department faculty.

Presenter Index

PC = Pre-conference
RT = Roundtable

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* Indicates participants who agreed to be on stand-by for presentations in the event of a last minute cancellation.
Conference Survey

When you return home, you will find an e-mail waiting for you in your e-mail box! This e-mail will provide a link to a conference survey. Please complete this survey. Your feedback assists us in developing a conference program that is meaningful to your professional development.

Posting of 2010 Presentations

Presentations will be posted to the conference web site www.dce.k-state.edu/conf/academicchairpersons/ within two weeks of the completion of the conference. You will be notified by e-mail when presentations are posted and you will be provided with a username and password to access these presentations.

2010 Conference Proceedings

Your conference proceedings will be sent to you by mail after publication. Look for this in May!

2011 Call for Presentations

You will receive a 2011 Call for Presentations in the spring! Please consider submitting a proposal for next year’s conference.

Table 2. Leading Department Change in a Rapidly Changing Society

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<tr>
<td>Sharon Gratto</td>
<td>The University of Dayton</td>
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This session will explore change generated by a new department chair and leadership for departmental change in a rapidly changing society. A session goal is to engage new and experienced chairs in a discussion of ideas and strategies for increased effectiveness as leaders and mentors in their own academic settings.

Table 3. Leadership: Purposeful Change of the Chair’s Role for Competitive Success

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<th>Speaker</th>
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<tr>
<td>John Gower</td>
<td>Clarion University of Pennsylvania</td>
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A discussion intended to generate purposeful, as opposed to passive, redefinition of the department chair role due to increasing conflict between cooperative and competitive expectations within higher education culture.

Table 4. Successfully Mentoring New Department Chairpersons

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<tr>
<td>Marianne Hardt</td>
<td>Lock Haven University</td>
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This interactive session will focus on mentoring strategies for new department chairpersons to help them to build their leadership skills. Current research, best practices, and resources regarding mentoring and leadership will be shared.

Table 5. Support Group for Reluctant Administrators

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<td>Linda Holloway</td>
<td>University of North Texas</td>
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<td>San Diego State University</td>
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Academic Chairs have increasing administrative duties and have the difficult task of balancing administration and faculty role, often sacrificing their own research agendas in order to complete all the required tasks. Participants will have the opportunity to discuss their motivation for taking on this challenging role and the impact that it may have on their career.

Table 6. First Impressions: New Health Sciences Faculty Orientation Program

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<tr>
<td>Lily Hsu</td>
<td>Aditi Puri</td>
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<td>Massachusetts College of Pharmacy and Health Sciences</td>
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A year long faculty orientation program was developed and implemented at a health science college. The monthly two-hour sessions, covered various topics on teaching, classroom management, grant writing, and scholarship. Faculty recommended more attention on teaching strategies and to replicate program format the next year.

Table 7. New Chair / Old Self-Study

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<tr>
<td>Lisa Kriner</td>
<td>Berea College</td>
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In my first year as chair of the Berea College Art Department I was responsible for helping the department rework a self-study that had been partially rejected. This presentation will address how as a new chair I used the self-study process to learn about, build, and reorient the department.

Table 8. Alternative Mentoring Programs

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<tr>
<td>Naomi Larsen</td>
<td>Spring Arbor University</td>
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This discussion will draw upon social psychological, gender, communication, and leadership theories to assist participants in assessing individual and institutional needs for alternative mentoring programs; defining goals for the program; determining and obtaining program resources; developing, implementing, and coordinating the program; training participants; and assessing the program.

Table 9. Working with Off-Campus Sites and Programs: The Chair’s Role

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<td>Dianne Lawler</td>
<td>Arkansas State University</td>
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This discussion will address the department chair’s role in hosting full-time temporary faculty, adjunct faculty, supervising faculty from afar. Participants will brainstorm lessons learned from working with satellite campuses.

Table 10. Challenges in Replicating Experiential Learning in a Distance Learning Environment

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<td>Michael Lonnigran</td>
<td>Dudley Blossom</td>
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<td>LJM College</td>
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Many colleges and universities consider experiential learning to be a cornerstone of their institutional mission. With the ever increasing offerings in distance learning across campuses, this round table explores how we can ensure the same experiential learning pedagogy is applied consistently in distance learning settings compared to traditional face-to-face environments.

Table 11. Chairing a Joint Graduate Program

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<td>The University of Akron</td>
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Chairing a joint program between two universities raises a unique set of challenges. As state resources continue to dwindle, the number of joint programs has increased. This session will provide an overview of specific challenges to consider when chairing a joint program, including budgets, scheduling, technology, staffing, and accreditation.

Table 12. A New and Innovative Faculty Performance Review System, Does It Work?

<table>
<thead>
<tr>
<th>Speaker</th>
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<tr>
<td>Domenick Pinto</td>
<td>Rose Marie Kinik</td>
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<td>Sacred Heart University</td>
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The purpose of this presentation is to follow up on a new faculty performance review system recently implemented in our university which is based almost entirely on learning outcomes. The three-tiered evaluation of faculty is centered on teaching and curricular development, scholarship, and service with the greatest emphasis on teaching. The presentation will focus on the development and design of this new system and the outcomes as perceived by the department chairs and dean after a complete cycle.

Table 13. Changing Leaders/Leading Change

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<th>Speaker</th>
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<tr>
<td>Mary Rogers</td>
<td>Montclair State University</td>
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How will the transition in leadership from Baby Boomers to GenX, and later to GenY/ Millennials, affect the academy? This roundtable treats the presenter’s experience, as a GenX-er and new department chair, as a case study in leadership change.

Table 14. Fostering Faculty Friendships: Building Department Morale and Ensuring Productivity

<table>
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<tr>
<th>Speaker</th>
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<tr>
<td>Cynthia Schubert-Istvanza</td>
<td>National University</td>
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Increasing accountability, shrinking resources, and a shaky economy takes a serious toll on faculty morale and motivation. Maintaining a positive attitude becomes a daily challenge. This paper session provides participants with effective relationship building strategies that capitalize on individual strengths, foster collaboration, and increase productivity in academic departments.

8:30 a.m.-12:15 p.m. Workshops

Salon 3 and 4


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<tr>
<th>Speaker</th>
<th>Institution</th>
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<tr>
<td>Susan Hatfield</td>
<td>Winona State University</td>
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Often, the job of implementing a program level assessment plan falls on the department chair. While some chairs are lucky enough to inherit well developed, functioning assessment plans, most chairs wind up starting from scratch. Regardless of whether or not your assessment plan is fully developed or just being conceptualized, this workshop will help you move from identifying student learning outcomes to closing the assessment loop.
Friday, February 12, 2010 (continued)

Salon 9 and 10
22. Effective Stress Management for Chairs During Uncertain Times
Tim Harfield
Winona State University
This workshop will provide participants with useful concepts and hands-on materials to help them handle stress not only for their own benefit but also for their staff, faculty, and students. The role of chair in this development will be discussed. Paper presentations, and the 2011 Call for Presentations are found on page 8.

Salon 11
23. Better Search Committees: Selecting For Retention, Diversity, and Fit
Christopher Lee
SearchCommittees.com
It is not enough that your campus search committees hire qualified candidates, but rather candidates who will fit into your organization’s culture, who represent the demographics of your institution’s constituency and who are engaged and committed to your school’s mission. Learn how to structure and support selection processes in such a way to improve their decision making. Better define HE’s role with faculty and make campus search committees that add value to process.

Salon 12
24. Change-Making Conversations through the Excellence in Higher Education Process
Adrienne McEvoy
Mike Reed
Robert Timko
Manfield University
Strategic planning and assessment are intimately interrelated. A workshop based on our experience with the Excellence in Higher Education (EHE) model of assessment will answer the following question: How is the EHE process? How does it work? What is its value? Our goal is that participants leave with a better understanding of the EHE process and concrete ideas for its successful implementation.

Salon 13
25. Promoting a Department Culture of Collegiality and Professionalism
Jeffrey Buller
Florida Atlantic University
One of the greatest challenges every chair faces is how to promote a culture of collegiality and professionalism. This workshop consists of tips, exercises, simulations, and ideas that can help any department to break destructive habits and work together effectively and with greater harmony.

Salon 14
26. Improving Recruitment and Retention in Your Department: Strategies That Work
Katherine Frank
Colorado State University-Pueblo
Maureen Murphy
Huntingdon College
Bill Withers
Wartburg College
Wanda Sams
Southern Connecticut State University
A panel of department chairs from diverse institutions and departments discuss strategies that work to improve department recruitment and retention. These strategies include developing departmental recruitment management plans, on which student attributes, curricula, methods of course delivery, employers’ expectations of graduates, and opportunities for interdisciplinary partnerships. Here is one college’s response to the New Media challenge.

10:30-11:15 a.m.
Concurrent Paper Presentations
Salon 13
27. “Meeting” is Not a Curse Word
Lesia Holder
Molson College
Departments, councils, teams, and committees. Whether you are preparing for an accreditation visit or deciding who will teach at 8:00 a.m., meetings are a common—and often dreaded—aspect of academic life. Learn how to facilitate meetings that make the best use of faculty talents and faculty time.

11:30 a.m.-12:15 p.m.
Concurrent Panel Sessions
Salon 11
28. That’s Why They Pay Us The Big Bucks!
Linda Holloway
Tammy Kinley
Brooke Maliva-Levin
Jeff Sager
North University of Texas
One of the biggest challenges chairs face is managing change in an environment where they have tremendous responsibility yet very little authority. Four relatively new chairs from diverse departments will describe their experience and share strategies that have been effective in a university that is undergoing radical changes.

Salon 12
29. The Department Advisory Board as an Academic Partner
David Green
University of Missouri
This presentation draws on the author’s experience with department advisory boards to show how they can be used effectively to contribute to the mission of the academic department.

Salon 14
30. “Performance” in Higher Education: Navigating the Performance Culture
Sandra Hansen
Slippery Rock University
This interactive workshop will focus on empowering chairpersons to effectively engage their department, programs, and faculty. An overview of tools, tactics, and best practices (bench marks) will be introduced to enhance the vision, image, and outcomes of the department. Participants will leave with an action engagement plan of next steps.

1:30-2:15 p.m.
Concurrent Workshops
Salon 3 and 4
31. From a Department of Choice to a Department of Accountability
Susan Hunsaker
Slippery Rock University
This workshop is about from a Department of Choice to a Department of Accountability. It will cover the practical applications of them to alleviate the stresses effectively. This material also can be adapted to give away to your department colleagues, who are subject to their own stresses and uncertainties. The workshop is designed for the active involvement of colleagues, who are subject to their own stresses and uncertainties.

2:30-3:15 p.m.
Concurrent Paper Presentations
Salon 9 and 10
32. New Media, Curricular Innovation, and Accountability
Janice Rowan
Rowan University
The convergence of traditional media and New Media necessitates change. Issues of accountability require that educators rethink curricula, methods of course delivery, employers’ expectations of graduates, and opportunities for interdisciplinary partnerships. Here is one college’s response to the New Media challenge.

Salon 11
33. Challenges and Change: Motivational Interviewing and Evaluating of Teaching Performance
Debra Murray
Glenda Temple
Florida State University
Evaluation of teaching performance is a necessary, but often stress-inducing process between chairs and faculty members. Through the integration of motivational interviewing techniques this process can become more effective and collaborative. This workshop will provide an overview of communication strategies that can reduce resistance and increase action.

3:30-4:15 p.m.
Closing Remarks
Ballroom C - Lobby Level
Thank you so much for attending the conference. Information on the conference survey, posting of presentation materials, and the 2011 Call for Presentations are found on page 4.

Friday, February 12, 2010 (continued)

Salon 14
34. Deadwood—Rejuvenating the Aging Professoriate
Karen Milner
Lakeland College
“Deadwood” refers to faculty, who at the end of their careers have seemed to place themselves in a coasting mode, i.e. just getting by until they retire. Students recognize this and so do their chairs. This paper addresses the growing need to find ways to re-invigorate our aging professoriate.

2:30-3:15 p.m.
Concurrent Paper Presentations
Salon 12
35. Innovation and Inertia: If You Build It, Will They Come?
Wallis Metts
Midway College
Department chairs often experience pressure to create new revenue streams. This case study examines the challenges and rewards of developing an online only program while waiting for the institutional support one needs and expects.

Salon 14
36. Aligning the Department with Institutional Mission: Reforming General Education
John Paxton
Montana State University
This paper offers advice to new academic chairpersons regarding how to facilitate strategic change during their first two years. The paper provides specific examples of changes made in five potential strategic areas: curriculum, research, development, space and public relations.

Salon 14
37. Culturally Responsive Professional Development for Teacher Education Faculty
MaryAnne Prater
Spring Arbor University
Faculty members participated in a multi-year culturally responsive professional development program which involved interviewing diverse students. Faculty was then interviewed to ascertain program effectiveness and preferences. The results of the interviews with implications for faculty professional development and the role of the department chair in that development will be discussed.