The 30th Anniversary

Academic Chairpersons Conference

February 6-8, 2013

Hyatt Regency San Antonio

Hosted by Kansas State University and The IDEA Center
### Schedule of Events

#### Tuesday, February 5

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00–9:00 a.m.</td>
<td>Pre-Conference Registration and Continental Breakfast (Ballroom Level)</td>
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<tr>
<td>9:00 a.m.–Noon</td>
<td>Pre-Conference Workshops</td>
</tr>
<tr>
<td>Noon–1:00 p.m.</td>
<td>Luncheon in Live Oak (Hill Country Level)</td>
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<tr>
<td>1:00–4:00 p.m.</td>
<td>Pre-Conference Workshops Continued</td>
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<td>Mid-afternoon Break</td>
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<td>5:00–8:00 p.m.</td>
<td>Conference Registration (Ballroom Level)</td>
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<tr>
<td>6:00–8:00 p.m.</td>
<td>Welcome Fiesta on the Garden Terrace (First Floor – Guest Room Level)</td>
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Sponsored by Interfolio, Inc.

#### Thursday, February 7

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<tr>
<td>7:00–8:30 a.m.</td>
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<tr>
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<td>Continental Breakfast and Welcome Session (Regency Ballroom West, Ballroom Level)</td>
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<tr>
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<td>Half-Day Workshops with Featured Presenters</td>
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<td>10:00–10:30 a.m.</td>
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<tr>
<td>1:30–3:15 p.m.</td>
<td>Concurrent Sessions—Workshops and Panels</td>
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<tr>
<td>3:15–3:30 p.m.</td>
<td>Networking Break (Ballroom Level and Hill Country Level)</td>
</tr>
<tr>
<td>3:30–4:15 p.m.</td>
<td>Concurrent Sessions—Papers</td>
</tr>
<tr>
<td>5:30 p.m.</td>
<td>Dine Arounds on the Riverwalk – pre-purchased event</td>
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</tbody>
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*All Thursday dine-arounds will meet at 5:15 p.m. at the registration table in the Los Rios Foyer on the Ballroom Level. Bring your name badge and dinner ticket with you.*

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<td>Concurrent Sessions—Papers</td>
</tr>
<tr>
<td>4:15 p.m.</td>
<td>Conference Adjourns</td>
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**“Show Us Your Badge!”**

Present your convention badge at participating establishments and take advantage of special offers during the Academic Chairpersons Conference. Look for the Show Us Your Badge logo.
Pre-Conference Workshops

**Tuesday, February 5**
9:00 a.m.–4:00 p.m.

Growing Department Resources and Maximizing Your Budget in Tight Times
Presented by Dr. Donald Chu
Rio Grande East (Ballroom Level)

Dealing with Problem Faculty: The Top Concern of America’s Academic Chairs
Presented by Dr. R. Kent Crookston
Rio Grande West (Ballroom Level)

New Chair Alliance
Presented by Dr. Daniel Wheeler and Dr. Katherine Frank
Rio Grande East (Ballroom Level)

**Wednesday, February 6**
9:00 a.m.–4:00 p.m.

Welcome Fiesta
Wednesday, February 6, 6:00–8:00 p.m.
Garden Terrace (First Floor – Guest Room Level)

Relax and enjoy the opportunity to network with experts in higher education. Join featured presenters, advisory board members, and colleagues for hors d’ouvres and collaborative exchange. A cash bar will be available.

**Conference Program**

**Thursday, February 7**

**Half-Day Workshops**
8:30 a.m.–10:00 a.m.

**Rio Grande East (Ballroom Level)**

1. The Academic Portfolio: A Successful New Way to Document Teaching, Research, and Service
Peter Seldin, Distinguished Professor of Management Emeritus, 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. But they wouldn’t easily understand the nature of the professor’s research, the significance of selected publications, the context of their work, or their most noteworthy accomplishments and goals.

And they likely wouldn’t know how a professor’s teaching, research, and service are integrated to form a cohesive whole or how they fit with the institutional or departmental mission.

The best way to get at the individuality and complexity of faculty work is the academic portfolio. It may prove to be the most innovative and promising faculty evaluation and development technique in years. What is it? The portfolio is a 16-18 page selective gathering of documents and materials highlighting a professor’s performance and suggesting its scope and quality. It’s based on deep reflection and provides context and significance. The portfolio template used is the result of extensive research by the presenter. More than 200 faculty members and department chairs from across disciplines and institutions provided specific suggestions and recommendations. The result is a comprehensive template that can easily be adapted to individual faculty and department needs.

The academic portfolio concept has gone well beyond the point of theoretical possibility. Today, it is being adopted or pilot-tested by an increasing number of institutions. Significantly, they are institutions of every size, shape, and mission. 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.

2. Departmental Digital Identity with Social Media
Roger McHaney, Chair for Exceptional Faculty, Professor, Kansas State University

Without a doubt, higher education has been impacted by recent technological changes. Faculty, students, and administrators are facing challenges and opportunities related to the spread of social media; the ubiquity of smart phones and tablet devices; and the growth of wireless communications. A variety of new expectations are pressuring academic departments to respond rapidly in innovative ways.

Rather than take a piecemeal approach to perceived demands and fad technologies, an academic chair may wish to strategically consider the development of a digital identity for her or his department. The best way to approach this task is to understand current trends and anticipate how the strategic goals of a department can be supported in new and enhanced ways.

This interactive session will describe current social media trends that extend beyond...
Facebook and LinkedIn and will provide insight into harnessing the amazing power of viral communication networks. Most academic departments already possess a wide range of digital artifacts such as academic papers, press releases, and teaching materials. Social media can link a department’s internal life with the wider world in numerous beneficial ways. This seminar will investigate this nexus and: (1) introduce a relevant and robust tool set; (2) provide guidance for rapid digital identity implementation; (3) discuss realistic resource requirements; and, (4) suggest tools and metrics for measuring success. The material covered will be relevant to those seeking to establish a departmental digital profile or those seeking to create an individual digital identity. Additionally, the seminar will offer proven advice for getting started, identifying red-flag dangers, and creating benchmarks for success.

**Rio Grande West (Ballroom Level)**

3. Assessing Learning at the Program Level: Writing the Plan, Working the Plan
Susan Hatfield, Professor, Communication Studies, Winona State University

Professional and Regional accreditors are putting increasing pressure on colleges and universities to demonstrate that their graduates have achieved identified learning outcomes. The Department Chair is often on the front line of documenting that all majors in their department have not only identified learning outcomes, but are also systematically assessing their students’ achievement. This half day workshop will provide an overview of assessment planning at the program major level, along with specific tips and tools for implementing that plan.

**Live Oak (Hill Country Level)**

4. Managing Conflict and Especially Difficult Personalities
Mary Lou Higgerson, Vice President for Academic Affairs Emeritus, Baldwin Wallace University

The ability to effectively manage conflict and difficult personalities is essential to leadership success. Yet, the task of managing conflict can be uncomfortable and challenging for even seasoned academic chairpersons. In this session, participants will hear and have an opportunity to practice leadership communication strategies that enhance their comfort and proficiency for managing conflict and difficult personalities.

**Networking Break 10:00–10:30 a.m.**
(Ballroom Level)

**Half-Day Workshops Continued 10:30 a.m.–12:00 p.m.**

**Discipline-Focused Luncheon 12:00–1:15 p.m.**
(Regency Ballroom West, Ballroom Level)

**Concurrent Workshops 1:30 p.m.–3:15 p.m.**

**Rio Grande West (Ballroom Level)**

5. Evaluating Staff: An Overlooked (and Perhaps Avoided?) Chair Responsibility
N. Douglas Lees, Jane Williams, Indiana Univ.-Purdue Univ. Indianapolis (IUPUI)

Conducting performance reviews with staff is often viewed as a difficult and uncomfortable chair activity. The objectives of this workshop will be to provide attendees with empirically based interventions that result in increased staff satisfaction and perceptions of fairness, and increased chairs self-efficacy for engaging in this process.

*All Chairpersons

**Rio Grande West (Ballroom Level)**

7. The Chair’s Role in Fostering a Collegial Department
Bob Cipriano, Southern Connecticut State University

This workshop will focus on the chairs unique role in facilitating a desired collegial environment in their department. In this interactive workshop, the attendees will actively participate in problem-solving activities regarding the topic of collegiality within a department. The following questions will be explored using experiential and hands-on case studies/scenarios: How do we operationally define collegiality? What is collegiality? What is collegiality not? Can we develop guidelines to foster collegiality without discouraging positive dissent? Are there proved methods to assess collegial behavior in the interviewing and selection of new faculty members, as well as in the faculty evaluation process? What have the courts ruled concerning the role of collegiality in tenure, promotion, and termination decisions? Can ‘lack of civility’ be used as a basis to terminate a full-time faculty member? What are the academic policy implications of what the courts have ruled regarding collegiality?

*All Chairpersons

**Live Oak (Hill Country Level)**

8. Supervising Faculty: Legal Issues for Department Chairs
Jon J. Dalager, Wayne State College

This interactive workshop is designed for deans and department chairs who want a better understanding of the legal issues involved in higher education administration. Through a series of hypothetical cases, participants will learn what laws are most relevant to their positions, how the courts have ruled in certain situations, and how the deans and chairs can be prepared to deal with the legal issues that develop during their administrative tenure. The discussion and handouts in this workshop will cover issues that arise in the day-to-day supervision of faculty including such issues as academic freedom, sexual harassment, bullying, disability accommodation, privacy rights, and dispute resolution.

*All Chairpersons

**Chula Vista (Lobby Level)**

9. Chairs: Negotiating Position’s Terms of Acceptance and Exit
Dennie L. Smith, Texas A&M University

Chairs often lack experience in negotiating terms for accepting and leaving the chair position. This session presents some of the critical issues, terms for negotiation, along with a sample contract to be considered before accepting these positions.

*All Chairpersons

**Nueces/Frio (Hill Country Level)**

10. Stealth Teaching Using Your Course Syllabus
Jacqueline E. Kress, Georgian Court University

This workshop will engage chairpersons in discussion and hands-on activities to morph the ubiquitous course syllabi into a stealth teaching tool to support student learning outcomes and help growing numbers of students who are less or unevenly prepared for success.

*All Chairpersons
Blanco/Llano (Hill Country Level)
11. Career Pathways: Retention and Recruitment Strategies for Academic Departments/Institutions
Richard S. Rafes, Shauna Malu, Mary Siniscalco, Utica College

Current studies suggest that retention is enhanced when students have identified an academic major and career focus. Presenters will describe an innovative approach to improve student persistence by linking academic programs with career opportunities. This approach will enrich academic advising and will also facilitate student recruitment.
* All Chairpersons

Concurrent Panel Sessions
1:30 p.m.–3:15 p.m.

Rio Grande Center (Ballroom Level)
6. Leadership Transitions, Training, and Development
Katherine Frank, Margaret Thomas Evans, Cathy Foss, Rob Tolley, Mark Pomper, Indiana University East

This collaborative panel session will be comprised of a dean, one continuing chairperson, and two new chairpersons. It will focus on the training and development of both chairpersons and deans within the context of structural school transitions. The topic will be compelling to both experienced and new chairpersons in its focus on training and ongoing development from the perspective of multiple chairpersons and a dean and consideration of this process through the lens of a school undergoing restructuring and transition into a new phase of development.
* All Chairpersons

Beverage Break
3:15 p.m.–3:30 p.m.
(Ballroom Level and Hill Country Level)

Concurrent Paper Sessions
3:30 p.m.–4:15 p.m.

Rio Grande East (Ballroom Level)
12. Student Ratings: The Evidence vs. the Myths—Things a Chair Needs to Know
Steve Benton, The IDEA Center

Misconceptions persist about student ratings. This session challenges some common ones: Instructors who have low standards and don’t expect much work from students get higher ratings, and if your course material is difficult, students will not give high ratings. These and other fallacies about what does and does not make for high ratings will be discussed.
* All Chairpersons

Rio Grande Center (Ballroom Level)
13. A Balanced Scorecard Approach for Evaluating Teaching Performance
K.E. Hughes II, University of Southern Mississippi

This position paper proposes a viable alternative to higher education’s current focus on student ratings as the primary metric for summative teaching evaluations. To more completely describe annual teaching performance, we propose a multisource, multiple-perspective “Teaching Balanced Scorecard” (TBSC) that has been successfully implemented in an academic department.
* All Chairpersons

Nueces/Frio (Hill Country Level)
18. Navigating Waves of Change: A Peer-Led Chair Development Series
Jeremy J. Buckner, Christine Dalton, Kara Stooksbery, Laura Wadlington, Carson-Newman College

This presentation will recount a peer-led chair development series implemented on our campus in the fall 2012 semester. As part of an ongoing campus leadership development initiative, our inaugural series seeks to enhance synergy, departmental autonomy and empowerment, leadership introspection, awareness of institutional finances, and realistic strategic planning.
* All Chairpersons

Blanco/Llano (Hill Country Level)
19. Developing Faculty Scholarship: Revisiting Juntos
Catheryn J. Weitman, Diana Linn, Texas A&M International University
Lynn Hemmer, Texas A&M Corpus Christi

This presentation stimulates a dialog on lucrative strategies chairpersons can employ to support and encourage faculty scholarship. Two sets of parameters that enhance writing groups as a method of faculty development are delineated. Chairpersons will gain an appreciation for the impact contemporary juntos have on increasing scholarly production.
* All Chairpersons

Dine Arounds on the River Walk

Thursday, February 7

ACC has partnered with local restaurants to provide a fun and intimate environment for attendees to network and experience more of what San Antonio has to offer. The dinner will include a three-course meal, one complimentary adult beverage, tax, and gratuity. Advance sign-up was required during registration.

Meet at the registration table in the Los Rios Foyer on the Ballroom Level by 5:15 p.m. Bring your name badge and dinner ticket with you. An advisory board member or K-State’s conferencing staff will escort your group to the restaurant for your 5:30 p.m. reservation. All restaurants are within walking distance.
to these students.

A major challenge to the U.S. education system is the matriculation of students from high schools and community colleges through bachelor's degree programs. The author will present the current status of interdisciplinary programs. Examples of successful programs we have developed include Biopsychology, 3/2 Pre-Occupational Therapy, Pre-Nursing, Pre-Med, and 3/2 Engineering programs.

We will discuss ideas and techniques for creating interdisciplinary programs that span multiple departments. We will also cover strategies for overcoming logistic and administrative challenges inherent in creating interdisciplinary programs. Examples of successful programs we have developed include Biopsychology, 3/2 Pre-Occupational Therapy, Pre-Nursing, Pre-Med, and 3/2 Engineering programs.

Challenges of Developing and Implementing Successful Online Degree Programs
Merrill T. Mims, University of Illinois Springfield

A major challenge to the U.S. education system is the matriculation of students from high schools and community colleges through bachelor's degree programs. The author will present the current status of research and tools he has developed to offer a high quality online bachelor's degree program to these students.

Universities across the United States are being encouraged to develop and offer more online class to meet student needs and maximize limited resources. As online and hybrid classes become more popular for students the burden of providing these classes often falls on the department chairperson. This presentation will explore effective strategies for creating a synergistic environment within the department, among faculty and across campus that promotes online teaching and learning.

Successful Online Degree Programs
Merrill T . Mims, University of Illinois Springfield

The traditional role of department chair as model scholar has changed dramatically. This paper presentation describes a realistic and attainable role of scholarly research and writing, and the accompanying dynamic processes that help balance the administrative, management, and additional responsibilities of department leaders.

The goal of this session is to facilitate discussion with chairs about the integration of work and family for faculty. The session is interactive and will provide participants with a summary of major issues and best practices with regard to work and family integration for faculty at different career stages.

Leading by Example: The “Double Life” of a Teaching Chairperson
David Kent, Milwaukee School of Engineering

This session describes how to successfully balance the roles of teacher and department chair. It can be done, and in a way that builds your credibility as a leader of faculty and that does justice to the new learning-centered environment in which we all work.

Forging External Partnerships
Douglas J. Fiore, Jon Ferguson, Virginia State University

Public Universities, like Virginia State University, have a moral obligation to serve their external communities' educational needs. The presenters have created partnerships with local government entities to do just that. Learn how to replicate these efforts.

Leadership and Team Building: Seriousness vs. Playfulness
Eva E. Nwokah, Our Lady of the Lake University

One of the multiple roles of a department chair is to support the development of a functional and productive team of staff and faculty. Challenges and best practices in the process of team building include the use of humor and play. Ideas and strategies will be shared and discussed.

Do as I Do: Modeling Scholarly Leadership as Department Chair
Jackie Booth, Susan Adragna, Keiser University

The role of department chair is to support the development of a synergistic environment within the department, among faculty and across campus that promotes online teaching and learning.

Creating Synergy for Online Teaching: Strategies for Academic Chairpersons
Judy Oskam, Texas State University

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Table 1
Academic Integrity: When Tenured Faculty Sell Out!
Allan Stern, Marshall University

How do departments handle tenured faculty who decide not to deal with student grade grievances by simply giving all students in their courses A’s or B’s whether they deserve them or not? How does such a practice affect your accreditation?

Table 2
Building a Collaborative Culture through Capacity Building and Shared Governance
Sandra J. Moore, Kenna Colley, Ann Roberts, Darren Minarik, Kristian Morrison, Glenna Gustafson, Radford University

Our case study reveals how two academic departments became a successful unified School of Education with a complex set of programs and personalities. Participants will be guided through a hands-on process, which can serve as a model for collaborative, inclusive practices.

Table 3
Building Bridges across Campus: Creating Interdisciplinary Programs
Elizabeth Rayhel, Rebecca Foushee, Fontbonne University

We will discuss ideas and techniques for creating interdisciplinary programs that span multiple departments. We will also cover strategies for overcoming logistic and administrative challenges inherent in creating interdisciplinary programs. Examples of successful programs we have developed include Biopsychology, 3/2 Pre-Occupational Therapy, Pre-Nursing, Pre-Med, and 3/2 Engineering programs.

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Table 7
Facilitating the Integration of Work and Family for Faculty
Kelly A. Ward, Washington State University

The goal of this session is to facilitate discussion with chairs about the integration of work and family for faculty. The session is interactive and will provide participants with a summary of major issues and best practices with regard to work and family integration for faculty at different career stages.

Table 8
Faculty or Administration?: Being Chair at a Unionized Institution
Patricia V. Markunas, Salem State University
Susan Dargan, Framingham State University

Being a chair at an institution where faculty are unionized presents both challenges and opportunities. This session will emphasize how to use a collective bargaining agreement to enhance one’s leadership, manage conflict effectively, conduct fair personnel evaluations and support the professional growth of the faculty.

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Table 12
Legal Issues of Unpaid Internships and Best Practices
Angela J. Grube, Debra Burke, Western Carolina University

This presentation examines the legal implications of unpaid internships, and gives examples of how internships should be structured to insure compliance with federal requirements. Rubrics for the assessment of the internship experience will be provided and a list of Best Practices will be presented, as well.

• Analyze legal ramifications of unpaid internships.
• Provide ways to structure internships to avoid Department of Labor concerns.
• Provide useful assessment instruments for all partners in the internship experience (the educational institution, the student, the employer).
• Provide relevant documents for formalizing the internship experience.
• Discuss Best Practices for insuring a valid educational experience.
Table 13
Management and Leadership Development: What Academia Can Learn from Industry
Michael Carriger, Gettysburg College

The importance of management and leadership development among current chairs and faculty interested in promotion into academic administration is explored. Lessons learned from industry about management and leadership development are presented with a focus on the “GE approach” to leadership development. The applicability of these lessons learned is explored.

Table 14
Meaningful or Mean-Full? Constructive Evaluation of Academic Administrators
Marie T. Huff, Judy Neubrander, Western Carolina University

When faculty choose to use evaluations as an opportunity to rant against administrators with whom they are dissatisfied, their comments can be inaccurate, demoralizing and unproductive. This presentation focuses on effective ways to collect meaningful rather than “mean-full” feedback from faculty through a fair and unbiased evaluation process.

Table 15
Mission Impossible? Balancing Chairperson Decision-Making and the University Mission
Craig D. Hlavac, Southern Connecticut State University

Academic department chairpersons are required to make balanced decisions from a position that is ambiguous and unbalanced. Using the construct of balance from the Brinckerhoff (2009) mission-based manager profile, this session will present new qualitative research that provides insight into why chairpersons have difficulty finding balance in their decision-making, and will provide pragmatic recommendations for current chairpersons.

Table 16
Two Departments in Separate States, One Strategic Plan
Robert DiCenzo, Albany College of Pharmacy and Health Sciences

The Albany College of Pharmacy and Health Sciences Albany and Vermont Campus Pharmacy Practice Department Chairs used a bottom up approach to develop a common strategic plan and supporting action plan. The purpose of this presentation will be to share our experiences, faculty assessment results and lessons learned.

Table 17
Using Play Techniques to Create Collaborative Space within the Department
Cara Gargano, Long Island University/Post Campus

The technique of “serious play” can open spaces for fruitful dialogue and help promote deeper understanding and collaboration between administrators, students, and colleagues. Part paper session, part workshop, this session offers participants an opportunity to explore a practical and successful approach to interpersonal communication and problem-solving.

Half-Day Workshops
8:30 a.m.–10:00 a.m.

**Rio Grande East (Ballroom Level)**

20. Positive Academic Leadership: Stop Putting Out Fires and Start Making a Difference
Jeffrey L. Baller, Dean of the Harriet L. Wilkes Honors College, Florida Atlantic University

A highly interactive workshop about strategies that can help department chairs move from spending much of their time on complaints, problems, and perceived injustices towards developing creative and innovative possibilities for the future.

21. Managing Your Management Molecule: Working with Your Dean, Faculty, Staff, and Students
Walter Gmelch, Dean of the School of Education and Professor, University of San Francisco

This interactive and reflective workshop will explore how you can manage your dean, empower your staff, develop your faculty team, and serve your students and stakeholders. It begins with you at the center of your molecule and explores how you manage your relationships – up, down and to your sides. Specifically,
- How do you strategically lead others through a) building community; b) setting direction; and c) empowering others?
- What effective strategies can you use to manage your dean?
- What is your relationship with your faculty, other chairs, and students?
- Who, when and how should faculty and staff be involved in department decision making?
- How do you manage your personal molecule – confidants, networks, allies, and family?
- What legacy do you want to leave as a department leader?

**Rio Grande West (Ballroom Level)**

22. Legal Issues Department Chairs Often Face
Fernando C. Gomez, Vice Chancellor and General Counsel, Texas State University System

This workshop covers legal principles and issues that arise frequently in college and university administration—including due process, freedom of speech, sexual harassment, termination of employment and/or tenure, retaliation, and defenses in the event of a lawsuit—with reference to the latest court cases. The presenter defines and describes the principles and, with participant interaction, analyzes hypothetical situations so as to enable participants to gain a real-world understanding of legal areas discussed. Workshop materials analyze the law and provide numerous plain-English guidelines for future reference.

**Live Oak (Hill Country Level)**

23. The Class of 2016: Changing Expectations of a Generation Raised on Googling, Gaming, Texting, and Facebook
Guy E. Farish, Interim Vice President for Academic Affairs and Dean of the University, Baldwin Wallace University

Today’s students are not the same as those who came to campus a few years ago. They have been described as “digital natives” who have grown up listening to music and watching movies and television shows on their computers, iPods, and smart phones. Most have never seen a paper airline ticket or a camera that requires film instead of a memory card. They are accustomed to communicating constantly with their peers and their parents via texting and social networking, and many arrive on campus with an expectation of that same kind of communication with their professors and fellow students. They also have different expectations when it comes to learning in the classroom where they value technology, collaboration, and entertainment as much as content. They come with an enhanced sense of entitlement, and parents who are far more likely to engage with professors and department chairs when they are challenged in unfamiliar ways. They are also far more likely to arrive on campus with significant learning disabilities or mental health challenges and their associated accommodations.

Add to this mix an increasing number of non-traditional students as our struggling economy causes many adults to return to college to complete degrees or acquire new skills. Many of these adult students are working and caring for families while attending college which brings a different set of expectations to the classroom.

How do we as educators deal with these challenges and changing expectations while
maintaining high academic standards and institutional integrity? What resources are available and what can we do to help our faculty work effectively with these new kinds of students? This interactive workshop will explore strategies for managing these challenges through case studies, role playing, and opportunities for discussion and networking.

**Chula Vista (Lobby Level)**

24. Three Keys to Effective Decision-Making for Academic Leaders
   R. Kent Crookston, Associate Director and Dean, Brigham Young University & BYU Faculty Center

Is it really possible to identify just three keys for effective decision-making? Books and articles offer an extensive array of practices and techniques for making decisions; one suggested 50 strategies to help one decide. This workshop briefly reviews the classic approach to decision making, and then focuses on three keys: 1) be proactive, 2) be humble, 3) be composed. These three will be considered in depth in the setting of higher education. Participants will work short case studies, and identify ways to use the three determiners to make better decisions both individually and in groups.

**Networking Break**

10:00 a.m.–10:30 a.m.
(Ballroom Level)

**Half-Day Workshops Continued**

10:30 a.m.–12:00 p.m.

**Luncheon**

12:00 p.m.–1:15 p.m.
(Ballroom Level)

**Concurrent Workshops**

1:30 p.m.–3:15 p.m.

**Rio Grande Center (Ballroom Level)**

26. Decision Points: Hot Issues with Technology in Higher Education
   Dennie L. Smith, Texas A&M University

The 5 Step Decision Making Process will be used to frame an interactive session for academic leaders exploring evolving issues in technology.

* All Chairpersons

27. The Right Fit: Hiring for the Life of Your Department
   Christina H. Wilson, Leica Hughes, McMurry University

In this session, we will talk about the search process with a specific emphasis on hiring for the “right fit.” A tool kit for department chairs will be provided to assist search committee members with necessary tools for making good hiring decisions.

* All Chairpersons

**Live Oak (Hill Country Level)**

28. Time Management for Department Chairs
   Christian K. Hansen, Eastern Washington University

Most department chairs face the challenge of getting important tasks completed under time constraints in an environment of frequent interruptions. Department leaders are often bombarded with demands from students, faculty and administrators and spend an excessive number of hours each day managing tasks that are often associated with tight deadlines. The nature of the chair position is likely to result in stress, burn out, and other unhealthy situations. This workshop presents strategies and proven practices for taking control of the available time and getting the job done while managing stress and giving priority to leading a healthy and enriching personal life. Key focus is on defining short-term and long-term goals, preparing “time budgets,” managing priorities, and eliminating “time wasters.”

* All Chairpersons

**Concurrent Panel Sessions**

1:30 p.m.–3:15 p.m.

**Chula Vista (Lobby Level)**

29. “Me? Chair? Are You Kidding?”: Removing Roadblocks to Academic Leadership
   Gian S. Pagnucci, Tina Perdue, Indiana University of Pennsylvania
   Ethan Krae, Winona State University
   Steven Pearlman, University of Saint Joseph

This panel will problematize traditional framing of administrative roles and offer a new model for academic leadership grounded in faculty dialogue and dissensus-valuing. Practical ideas for applying this model developed by four academic leaders will be shared. Audience members will be asked to discuss academic issues linked to the model.

* All Chairpersons

**Beverage Break**

3:15 p.m.–3:30 p.m.
(Ballroom Level and Hill Country Level)

**Concurrent Paper Sessions**

3:30 p.m.–4:15 p.m.

**Rio Grande East (Ballroom Level)**

31. Early-Term Student Feedback to Improve Teaching Effectiveness: Best Practices
   Carol De Filippo, Marianne S. Gustafson, National Technical Institute for the Deaf at Rochester Institute of Technology

Universities and students hold their instructors accountable for teaching effectiveness, but end-of-term evaluations come too late to effect timely adjustments in the classroom, leaving instructors, administrators, and students disgruntled. Presenters will describe their early-term student feedback experiences and will recommend best practices in the context of appraisals and professional development.

* New Chairpersons

**Rio Grande Center (Ballroom Level)**

32. Reasonable Accommodation When Not Everyone is Being Reasonable
   Dennis B. Galvan, Gallaudet University

Information is presented to help give chairpersons a strategy for dealing with reasonable accommodation issues when a student with a disability and a faculty member cannot agree on what is “reasonable”. Some legal issues will be discussed but the focus will be on finding reasonable solutions.

* New Chairpersons

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**Rio Grande East (Ballroom Level)**

25. Chairs as Leaders: Making the Transition
   Daryl Nardick, Creative Leadership

Chairs begin with a list of required tasks but often the more pressing issue is how to lead – the fundamentals of self-management that research indicates are critical for successful leadership. Here department chairs will learn and practice two such fundamentals -- communications and self-awareness – to help them make the transition to leadership.

* All Chairpersons
Rio Grande West (Ballroom Level)
33. Cultivating the Ideal Administrative Assistant
Judy Neubrander, Marie T. Huff, Western Carolina University

A competent administrative assistant can contribute greatly to the chairperson's success in his/her role. The ideal administrative assistant is an asset to your administration and makes your job easier. This presentation will outline characteristics of how to support and nurture the developing administrative assistant.

* All Chairpersons

Live Oak (Hill Country Level)
34. Chair Development: The University's Role in Leader Preparation
Mary L. Fisher, Indiana Univ.-Purdue Univ. Indianapolis (IUPUI)

Department chairs perform many critical roles. Universities must actively assure quality chair performance and adherence to university policies. One model for on-going chair development is offered that highlights steps to provide guidance for these essential role functions with an emphasis on the human resource issues facing chairs.

* All Chairpersons

Chula Vista (Lobby Level)
35. The Evolving Role of Department Chair: Leading Faculty through Change
Domenick J. Pinto, Sacred Heart University

Having served as department chair for 25 years, I have witnessed a tremendous evolution in the role of chair as economic, social and student climates have changed. My session will summarize collected data from chairs of departments of various sizes and types in order to discuss and understand better our ever changing role as we see responsibilities of delegating, leading change, creative budgeting and fundraising, grant writing and managing conflict become vital to our positions.

* All Chairpersons

Pecan (Hill Country Level)
36. Cultivating a Consultative Culture
Michael A. Miles, University of Southern Mississippi

The nature of academia encourages a culture of independence in working toward individual goals that make it challenging to develop a team culture within the unit. Participants will be introduced to a number of strategies that will assist them in cultivating a Consultative Culture that encourages teamwork, empowerment and collegiality.

* All Chairpersons

Nueces/Frio (Hill Country Level)
37. Using Senior Exit Interviews to Develop and Advance Department Initiatives
Linda McGuire, Muhlenberg College

This working session will begin with outlining one assessment process that has proven to be invaluable in helping our department focus our collective energy and identify areas on which to improve. This process involves conducting Senior Exit Interviews with students who are about to be graduated. During the presentation the underlying structure of the interviews, including survey question development, will be introduced and defined. Excerpts from summary reports, examples of student comments, and evidence of initiatives and projects motivated by student feedback will be discussed. The inexpensive and manageable nature of this endeavor will be emphasized. In addition, successful strategies for securing administrative support and both internal and external funding for pursuing agreed upon initiatives will also be addressed. Participants will work collaboratively to develop similar assessment tools for their department and create implementation plans specific to their needs.

* All Chairpersons

Blanco/Llano (Hill Country Level)
38. Department Co-Chairs: Can It Work?
Cathy Liebars, Tom Hagedorn, The College of New Jersey

At the College of New Jersey, faculty elect their department chairs. In Spring 2011, our departmental election resulted in a 11-11 tie. This presentation will describe our experience and the challenges and rewards that we have encountered during our first year serving as department co-chairs.

* All Chairpersons

Thank You

Thank you so much for attending the conference.

A conference survey will be sent to you by e-mail. Your comments and suggestions are valuable to us as we develop content for the 2014 conference in Jacksonville, Florida.

You will be notified by e-mail when presentations and handouts are posted to the conference website: www.dce.k-state.edu/conf/academicchairpersons/30th/handouts.

Your conference proceedings CD will be sent to you by mail after publication. The anticipated mailing date is May 2013.

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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.

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Notification Date: Week of August 19, 2013

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

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Contact acachair@k-state.edu with additional questions.