The 36th ACADEMIC CHAIRPERSONS CONFERENCE
February 6-8, 2019 | Houston, Texas | Hyatt Regency Houston

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

- ASHE
- Innovative Educators
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- Instructional Connections
Wednesday, February 6th
7:30 – 9:00 a.m. Continental Breakfast  Regency Room
7:30 a.m. Pre-Conference Registration  Regency Foyer
7:30 a.m. – 5:00 p.m. AITU Pre-Conference Workshop  Arboretum 5
9:00 a.m. – Noon Pre-Conference Workshops  Breakout Rooms
10:00 – 10:30 a.m. Networking Break  Regency Foyer
Noon – 1:00 p.m. Pre-Conference Buffet Luncheon  Regency Room
2:30 – 3:00 p.m. Networking Break  Regency Room
1:00 – 4:00 p.m. Pre-Conference Workshops, Continued  Breakout Rooms
3:00 – 6:00 p.m. General Registration Opens  Regency Foyer
5:00 – 7:00 p.m. Evening Welcome Reception – Open to All Attendees  Regency Room
7:15 – 9:00 p.m. Documentary and Dialogue - Kim Nehls  Cottonwood

“First Generation”

Thursday, February 7th
7:00 – 8:00 a.m. Breakfast Buffet  Imperial Ballroom
7:00 a.m. – 5:00 p.m. Registration & Networking Area  Imperial Ballroom Foyer
8:00 – 9:00 a.m. Keynote Speaker - Shah Hasan  “The Inner Side of Leading the Academy”  Imperial Ballroom
9:00 – 9:30 a.m. Networking Break  Imperial Ballroom Foyer
9:30 – 11:15 a.m. Interactive Workshops  Breakout Rooms
11:15 – 11:45 a.m. Grab-n-Go Lunches  Imperial Ballroom Foyer
11:45 – 12:30 p.m. Brown Bag Lunch and Caucus Discussions  Breakout Rooms
12:45 – 2:30 p.m. Interactive Workshops  Breakout Rooms
2:30 – 3:00 p.m. Networking Break  Imperial Ballroom Foyer
3:00 – 3:45 p.m. Best Practice Presentations  Breakout Rooms
4:00 – 4:45 p.m. Best Practice Presentations  Breakout Rooms
4:45 p.m. & Beyond Free Evening or Dine-Around Group Dinners

Friday, February 8th
7:00 – 8:00 a.m. Breakfast Buffet  Imperial Ballroom
7:00 – 8:00 a.m. New Chair Alliance Breakfast  Cottonwood
8:00 – 9:00 a.m. Panel Discussion - Dan Wheeler, Ethan Krase, Christian Hansens, Beth Zimmer  “Leading Up: The Challenges and Opportunities of Working With the Dean”  Imperial Ballroom
9:15 – 10:30 a.m. Parallel Plenary Sessions  Breakout Rooms
10:30 – 10:45 a.m. Networking Break  Imperial Ballroom Foyer
10:45 a.m. – Noon Parallel Plenary Sessions, Continued  Breakout Rooms
12:15 – 1:30 p.m. Buffet Lunch/Keynote Presentation - Scott Jaschik  “New Challenges Facing Colleges and Academic Leaders”  Imperial Ballroom
1:45 – 2:30 p.m. Best Practice Presentations  Breakout Rooms
2:45 – 3:30 p.m. Best Practice Presentations  Library
3:30 – 5:30 p.m. Advisory Board Meeting  TBD
5:30 p.m. & Beyond Advisory Board Dinner  TBD
Welcome to the 36th Annual Academic Chairpersons Conference and to Houston
The Energy Capitol of the world, 4th largest city, home to NASA's Johnson Space Center

Thank You—
Thank you for attending the 36th Annual Academic Chairpersons Conference. We hope you will discover, connect, and motivate yourself to become more efficient in your academic role while interacting with conference participants and experienced presenters. When it comes to professional development for chairs, we know you have many choices. What makes this conference special is the opportunity for chairs to speak directly with experts in the field and colleagues who have tremendous ideas and a variety of experiences to share. This personal connection provides you with a variety of perspectives while improving your performance in your leadership role. Representing nearly every state and several countries, the perspectives shared during the Interactive Workshops, Best Practices Presentations, Parallel Plenary, Caucuses and Brown Bag Discussions will provide insight from varying types and sizes of institutions and emphasis on the practical aspects of chairing. This year, the has been divided into five themes:

Operating the Department: sessions exploring the practical, everyday roles and goals of department leaders, the bread-and-butter of what you do

Working with Faculty and Administration: sessions focused on those essential interpersonal relationships with those you manage and who manage you

Leadership and Management: sessions covering subjects related to self-improvement and aspects of personal leadership development

Issues and Trends in Higher Education: sessions exploring new and pressing developments in the field that affect you and your institution

Advocacy: sessions targeting issues highlighted to change the "what is" into a "what should be"

Beyond the presentations, be sure to take advantage of Academic Chairpersons "extracurriculars" to network and find satisfaction in being a chair and making a difference. Participants will gain practical tips and tools to improve effectiveness, become familiar with essential resources, learn how to identify an administrative mentor, as well as connect and network with others at a similar career stage.

Sincerely, your conference staff,
- Mary Marston, John Murray, Dana Flynn, Ellen Stauffer and Waldo Berry

Conference Proceedings —
Presenters who choose to submit their presentation materials to be part of the conference proceedings will upload them to the New Prairie Press website, which can be accessed from the conference website. Materials shared by the presenters will be published online the week of March 25th. All conference participants will receive information about how to access the proceedings.

Certificate of Attendance —
If you would like to request a certificate of attendance, please see the registration table.

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

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

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

"Extracurricular" Networking Opportunities
Make the most of your experience by getting to know counterparts from around the country.
Houston Dine-Around Thursday Evening
One-on-One Mentoring
Documentary Screening First Generation
Brown Bag and Discussion Caucuses

Pre-Conference Workshops
7:30 - 9:30 a.m. Continental Breakfast (Regency Room)
9:00 a.m. - 4:00 p.m. Full-Day Pre-Conference Workshops (Breakout Rooms)

Arboretum 5
AITU New Department Chair Workshop
(Open To AITU Members Only)
Christophe Pierre, Stevens Institute of Technology
Bruce Bursten, Worcester Polytechnic Institute
Maria Vaz, Lawrence Technological University
Anne Houtman, Rose-Hulman Institute of Technology
Chris Licata, Rochester Institute of Technology
7:30 a.m. - 5:00 p.m.

The purpose of this one-day workshop is to introduce new as well as aspiring department chairs in AITU schools to important topics in managing and leading an academic department. The first half of this workshop will be an introduction to the culture of an AITU school, how your role will change, distinguishing between management and leadership, revenue generation, and taking care of you. The afternoon portion of the workshop will be devoted to case studies, difficult conversations, and general discussion.

Dogwood
Succeeding with Problem Faculty: A 6-Step Guide
Kent Crookston, Brigham Young University

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

Mesquite
The Inner Work of Leading
Shah Hasan, Ohio University

This workshop will help participants navigate a journey to explore, share, and understand how parts of their inner lives reflect the outer postures and gestures of their leadership. Participants will be asked to actively engage each other in exploring strategies for “upgrading” their leadership by examining the rituals and roles of leadership.

Cottonwood
New Chair Alliance
Katherine Frank, Central Washington University
Daniel Wheeler, University of Nebraska – Lincoln
Dogwood
Succeeding with Problem Faculty: A 6-Step Guide
Kent Crookston, Brigham Young University

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

10:00 - 10:30 a.m. Networking Break (Regency Foyer)
Noon - 1:00 p.m. Pre-Conference Buffet Luncheon (Regency Room)
**Informed Leadership Through Assessment Workshop Part 1: Empowering Faculty: Developing a Culture of Assessment**

Fredrick Burrack, Kansas State University  
Chris Urban, Kansas State University  
*9:00 a.m. - 12:00 p.m.*

The first half of this workshop is focused on the responsibility of academic leaders assisting faculty in recognizing the importance of effective and useful student learning assessment, as well as to develop a culture in which assessment becomes a valued departmental process. Participants will leave this workshop recognizing the value of leadership for student learning assessment; how to align course-based, program-focused, and institutional assessment; and strategies to empower and engage faculty across the program to support continual improvement.

**Informed Leadership Through Assessment Workshop Part 2: Beyond the Basics: Making Assessment Useful**

Fredrick Burrack, Kansas State University  
Chris Urban, Kansas State University  
*1:00 – 4:00 p.m.*

In the second half of this workshop, program leaders will learn techniques to guide faculty in defining program expectations that encompass course-based outcomes; identify assessments appropriate for an assessment plan; develop advanced assessment processes that align with institutional and accreditation expectations; and reimagine strategic goals through automated data collection, interactive visualization, and enriched analysis. Participants will leave this workshop with strategies to guide faculty in defining learning outcomes, aligning course and program learning expectations, designing meaningful assessments, and using assessment data to inform program decisions.

**Thursday, February 7**

7:00 - 8:00 a.m. **Breakfast Buffet** (Imperial Ballroom)

8:00 - 9:00 a.m. **Keynote Presentation** (Imperial Ballroom)

**The Inner Side of Leading in the Academy**

**Shah Hasan**  
**Ohio University**

While leadership is often identified in terms of exterior visible characteristics and behaviors, this presentation explores the work in the interior – the inner work – that animates how each of us follows and leads others. Inviting the audience to connect with their trials and triumphs, and the heroes and villains they have experienced, this presentation will assert that our leadership reflects who we have been much more than what we have done, and that there are indeed many ways we can lead authentically and effectively.

Shah Hasan is an experienced administrator and faculty member, having served at The College of Wooster, The Ohio State University, Kansas State University, West Virginia University, Franklin University, Columbus State Community College, Otterbein University, Ohio Dominican University, Urbana University and most recently at Virginia International University. He is a frequent consultant and speaker and has presented over a hundred large- and small-audience presentations, principally in the areas of developing leadership, managing change and transition, strategic enterprise planning, and managing organizations. Over the years he has grown a passion for leadership development and for facilitating enterprise innovation that empowers learners to help change the world.

Hasan earned a B.A. from The College of Wooster, a M.A. from The Ohio State University, a MBA in Finance from Southern New Hampshire University, and a Ph.D. from Ohio University. He is the author of Leading Rites: Ritualization and Leadership in Faculty Professional Life (2017).

9:00 - 9:30 a.m. **Networking Break** (Imperial Ballroom Foyer)

9:30 - 11:15 a.m. **Interactive Workshops** (Breakout Rooms)

**Cottonwood**  
1. **Effective Communication in Academia: It Goes Both Ways!**  
   Domenick J. Pinto, Sacred Heart University

   This workshop explores both the positive and negative aspects of communication with faculty, staff and administration. It emphasizes the effectiveness of GOOD communication skills as well as the dangers of MISCOMMUNICATION. Case studies, audience participation, and excerpts from literature on the topic will be presented.

2. **Maximizing Faculty Performance**  
   Mary Devine, Centennial College  
   Jennifer Woodill, Centennial College

   This session will explore the ways that we can support faculty to be innovative and achieve high standards of student service, and will provide you with strategies for helping faculty to stay ‘on track’ with department goals. Engaging and motivating part-time faculty will also be covered in the workshop. Connect with fellow chairs to share and be inspired by the practice of other chairs as they strive to maximize faculty performance.

**Arboretum**  
3. **Supporting Mid-Career Faculty: Needs, Challenges and Opportunities**  
   Deborah DeZure, Michigan State University  
   *1:00 – 4:00 p.m.*

   This workshop will focus on the needs of faculty at mid-career and how chairpersons can support them. The session will identify a framework for supporting faculty success; provide a research-based presentation of the needs, interests and challenges of mid-career faculty and their chairpersons; identify several productive strategies and resources to support mid-career faculty success; and engage participants in discussion of the relevance and implications of these research findings and promising practices to their institutional context for both faculty and administrators.

**Dogwood**  
4. **Chairs as Strategic Leaders: Decision Making and Team Building**  
   Walt Gmelch, University of San Francisco  
   *1:00 – 4:00 p.m.*

   Chairs typically begin their positions without leadership training, without a clear understanding of the time demands, without knowing the conflict inherent in the position, and without an awareness of the stress and demands on their academic careers and personal lives. This workshop will focus on strategies department chairs can use become strategic leaders, explore academic and personal trade-offs, build department teamwork, make critical decisions, and leave a legacy.

**Further Reading**

- Shah Hasan’s presentation titled *Leading Rites: Ritualization and Leadership in Faculty Professional Life* (2017).
- Deborah DeZure’s article on supporting mid-career faculty.
- Walt Gmelch’s work on strategic leadership and team building.

**Registration**

- Visit the conference website for registration details.
- Early-bird registration is recommended.

**Accommodation**

- Hotel recommendations and booking information.
- Nearby attractions and activities.

**Conference Information**

- Event dates and location.
- Conference partners and sponsors.

**Additional Resources**

- Conference agenda and workshops.
- Speaker bios and profiles.

Continued on page 8.
Interactive Workshops

Mesquite
3. Inspired Leadership: Using Spiritual Principles to Guide Department Chair Work
Kathy Gainor, Montclair State University

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

Arboretum 1/2
6. Development for Department Chairs: Why Fundraising is Now Part of the Job
Craig Hlavac, Southern Connecticut State University

Development in higher education is often used synonymously with fundraising – and many believe both are relegated to the Office of Institutional Advancement and perhaps the Deans. However, the work of development in the contemporary university is quickly becoming everyone’s responsibility – including Department Chairs. While many chairs may have experience in writing grants to bring in revenue, the skills required to work with prospective donors are quite different. This session will provide all chairs with tools and resources focused on fundraising for the academic department. Leadership and Management

Arboretum 5
4. Time Management for Department Chairs
Christian K. Hansen, Eastern Washington University

In this workshop we discuss time management specifically from the perspective of an academic department chair. Topics covered include management of workflow, prioritizing projects and tasks, delegating effectively, reducing time wasters and using data-centered tools for budgeting and managing time. Participants will have the opportunity to engage in small group discussions using case studies developed based on real-world experiences. Leadership and Management

Arboretum 3/4
5. Data-Informed Program Planning for Academic Chairs and Directors
Laurie Henry, Salisbury University
Richard Wilkens, Salisbury University

Presenters and participants will engage in conversations related to data-informed decision making for academic departments and programs. Emerging strategies and best practices in data analysis will be employed to address critical questions related to cost efficiency, enrollment trends, and faculty load at the program level. Operating the Department

Interactive Workshops

11:15 a.m. - 11:45 a.m. Pick up lunch from the Imperial Ballroom Foyer, then proceed to the Brown Bag Lunch or Caucus Discussion of your choice. Some discussions have limited space; if full, please find another choice.

11:45 a.m. - 12:30 p.m. Brown Bag Lunch and Caucus Discussions (Breakout Rooms)

Cottonwood
9. Caucus Discussion: Chair’s Scholarship
Walt Gmelich, University of San Francisco

Dogwood
10. Caucus Discussion: Faculty Evaluation: Getting to “Yes”
Richard Cohen, Ferris State University
M. Beth Zimmer, Ferris State University

The day a faculty assumes the role of Chair, his or her role has changed. Once a colleague and friend to fellow faculty, now becomes the supervisor and mentor. Juggling these roles can be difficult and changes with each individual relationship. The new Chair can lose friendships and can become isolated. This session will discuss the many roles that the Chair has and how we cope with the changing role of Chair. Working with Faculty and Administration

12:45 - 2:30 p.m. Interactive Workshops (Breakout Rooms)

Cottonwood
15. Executive Presence
Trey Gunn, University of the Incarnate Word

Strengthening executive presence and communication skills enhances effectiveness as chairperson and beyond. To inspire change and achieve results, chairpersons must create and deliver persuasive messages with impact. Following an interactive workshop loaded with laughter, group activity, role-play, and various simulations, participants will leave with fresh perspective on how to be a more clear, concise, compelling, and confident communicator capable of exuding greater executive presence. Issues and Trends in Higher Education

Dogwood
16. Effective Department Meetings: The Right Approach Varies
Richard Griner, Augusta University
Angela Morgan, Augusta University
Deborah Richardson, Augusta University

This workshop will provide positive and instrumental approaches to meeting planning and management that allow chairs effectively address challenging situations with confidence. Scenarios where specific meeting dynamics may be implemented to address difficult situations or maximize productivity will be discussed in breakout groups and finally considered by all. Leadership and Management

Continued on page 10.
Interactive Workshops

Mesquite
17. Redesigning your Role as Department Chair
Ann Tate, San Jacinto College – South Campus
Kim DeLauro, San Jacinto College – South Campus
Dawn Eaton, San Jacinto College – South Campus

At San Jacinto College, the role of the department chair has changed significantly from the traditional model. The new structure allows for efficient communication, enhanced supervision, long-range planning, proactive problem-solving, faculty development, and innovative projects while also being more engaged in strategic initiatives and student success initiatives.

Working with Faculty and Administration

Arboretum 3/4

19. The Inevitability of Playing Politics as Chair: Advantages and Pitfalls
Domenick J. Pinto, Sacred Heart University

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

Working with Faculty and Administration

Arboretum 1/2

20. Meeting in the Middle: Strategies for Successful Union-Administration Collaboration
Krisi Hall, Ferris State University
M. Beth Zimmer, Ferris State University

Presenters and participants will discuss best practices and develop strategies to create a collaborative working environment within a higher education-union culture.

Issues and Trends in Higher Education

Redbud

21. Addressing Dissention, Limiting Bureaucracy, and Enhancing Learning through Assessment Processes
Frederick Burrack, Kansas State University
Ryan Chung, Oklahoma State University – Main Campus
Shari Barrett, Johnson County Community College

This panel is an open conversation around strategies that bring together curriculum and instruction, data on student learning, and assessment practices that can lead to program improvements to enhance curriculum, teaching, and learning, as well as expose misconceptions of assessment practice and how assessment leaders can contribute to, or hinder student success.

Operating the Department

Cottonwood

22. Supporting Faculty at all Levels through the GROWTH Mentoring Program
Yojanna Cuenca-Carlino, Illinois State University
Stacy Jones Bock, Illinois State University
Tara Kaczorowski, Illinois State University

Presenters will share the process of developing a cross-mentoring program designed to support faculty in teaching and scholarship. The program provided professional development through workshops and peer-mentoring in teaching through the use of video analysis. Presenters will discuss empirical results, lessons learned, and recommendations for replication in other institutions.

Best Practice Presentations

Mesquite

24. Successfully Navigating the Merger of Three Academic Departments into One
Amy Harkins, Saint Louis University
Mardell Wilson, Saint Louis University

The presentation will focus on the reasons that lead to the merger, the actual process of the merger, various change-management strategies, and the lessons learned. Participants will be encouraged to actively engage with questions and discussions throughout the presentation.

Working with Faculty and Administration

25. Academic Leaders and Decision Making
Dean (Dino) J. Laury, Rochester Institute of Technology

Presenter and participants will discuss decision-making strategies and best practices available to chairs (new or veterans) to support the decision-making process within department operations that are reasonable and meaningful to the department culture.

Leadership and Management

Arboretum 3/4

26. Advocating for your Department During a School Merger: The Chair Perspective
Mark Urtel, Indiana University - Purdue University Indianapolis
Amanda Cecil, Indiana University - Purdue University Indianapolis

This presentation will foster discussion and reflection on best practices in advocating for your department during an academic restructuring, to ensure growth and continued success.

Special Focus - Advocacy

Arboretum 1/2

27. Collaborative College Leadership
Maureen E. Wilson, Bowling Green University
Dawn M. Shinew, Bowling Green University
Brian M. Campbell, Bowling Green University
Trinka E. Messenheimer, Bowling Green University
Mark A. Seals, Bowling Green University
Deborah G. Wooldridge, Bowling Green University
Mary M. Murray, Bowling Green University
Patrick D. Pauken, Bowling Green University

With the collaborative leadership style of a new dean, the Dean’s Executive Council (associate deans, school directors, chair) in the BGSU College of Education and Human Development transformed operations of the team and our work with college faculty. This has reenergized the college and garnered substantial faculty support and engagement.

Leadership and Management

Window Box

28. Ending Remedial Programs? What your Faculty Can Do.
Jacqueline Kress, Georgian Court University

Remedial programs have not improved graduation rates and are being dropped across the US. What’s next? What can faculty do to support students’ learning? This session overviews current issues in remediation, provides opportunities to share chairs’ experiences, and introduces a strategy set faculty can use to support diverse learners.

Operating the Department

29. Leading from the Middle: Lessons Learned for New Chairs
Christopher Jochum, Fort Hays State University
Jared Rawlings, The University of Utah

In this session, two academic chairs will share lessons learned during their first years leading a department. This session will include advice related to faculty development, managing conflicts, academic accreditation, initiating new programs, working with higher administration and time management for active teacher-scholars.

Leadership and Management

Thursday
Friday, February 8

7:00 - 8:00 a.m. Breakfast Buffet (Imperial Ballroom)
New Chair Alliance Breakfast (Cottonwood)

8:00 - 9:00 a.m. Panel Discussion (Imperial Ballroom)

Leading Up: The Challenges and Opportunities of working with the Dean
Dan Wheeler, University of Nebraska – Lincoln
Ethan Krase, Winona State University
Christian Hansen, Eastern Washington University
M. Beth Zimmer, Ferris State University

What does it mean to “lead up”? How does one work most effectively with their dean, advocate for the department, and inspire development throughout the institution? This panel will feature three current chairpersons and their perspective on “leading up.” They will share tips and strategies and respond to questions from the audience.

9:15 - 10:30 a.m. Parallel Plenary Presentations (Breakout Rooms)

Cottonwood
37. Budgeting Basics For New Academic Chairpersons
Doug Lees, Indiana University - Purdue University Indianapolis
Jane Williams, Indiana University - Purdue University Indianapolis
David Malik, Indiana University - Purdue University Indianapolis

This interactive session has been designed for would-be chairs and new chairs but may also be of value to more experienced chairs. We will review the typical sources of academic income used to establish department budgets as well as the institutional budget models that are currently in place in higher education. Various aspects of the department operational budget will be considered as well as questions about the personnel budget and other accounts for which a chair may have oversight responsibility. Chairs will be encouraged to inquire about the flexibility of monetary resources, whether excess cash and debt carry over from year to year, and what incentives may be negotiated within the budgeting process. Finally, strategies for increasing the expenditure freedom of chairs and for making the “resource pie” larger will be presented.

Dogwood
38. Pink Flamingos for the Soul: Work/Life Balance and Pursuing Passions
Kim Nehls, Association for the Study of Higher Education

Everyone is welcome at this fun and interactive session that will discuss the ways department chairs can learn lessons from flamingos: Get rid of the mud in your life, you are what you consume, build a flamboyance, allow yourself time to grow, balance is a myth, and do the unexpected. The session is designed to explore options for work and life balance and incorporating more joy in the everyday.

Continued on page 14.
Best Practice Presentations

12:15 - 1:30 p.m. Buffet Lunch/Keynote Presentation (Imperial Ballroom)

New Challenges Facing Colleges and Academic Leaders
Scott Jaschik
Inside Higher Education

Higher education is facing unprecedented scrutiny as its economic models are not functioning well. This session will review some of the challenges — and the way they make the work of chairs more important and more difficult.

Scott Jaschik is editor and one of the three founders of Inside Higher Ed. He leads the editorial operations of Inside Higher Ed, overseeing news content, opinion pieces, career advice, blogs and other features. Scott is a leading voice on higher education issues, quoted regularly in publications nationwide, and publishing articles on colleges in publications such as The New York Times, The Boston Globe, The Washington Post, Salon, and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. Scott served as a mentor in the community college fellowship program of the Hechinger Institute on Education and the Media, of Teachers College, Columbia University. He is a member of the board of the Education Writers Association. From 1999-2003, Scott was editor of The Chronicle of Higher Education. Scott grew up in Rochester, N.Y., and graduated from Cornell University in 1985. He lives in Washington.

1:45 - 2:30 p.m. Best Practice Presentations (Breakout Rooms)

Cottonwood
42. Performance Evaluations – A Clear Translation
Barbara Brown, San Jacinto College – Central Campus

“Performance evaluations”—these words can strike fear and dread in the hearts of faculty and department chairs alike. This presentation discusses the clear, transparent rubric I created to measure faculty performance against the evaluations standards at San Jacinto College. During Q&A, participants will have the opportunity to practice creating their own rubrics.

Operating the Department

Mesquite
43. Competency Map of the Academic Chair
Stephen Pyle, Johnson & Wales University

The growth of Competency Based Education (CBE) has led to the strengthening of programs in many fields. This trend has introduced new opportunities to assess student progress and program outcomes. Competency Based Chairing uses these same tools to develop stronger chairs. This interactive session explores ways of getting the most out of professional competencies in our growth as chairs.

Leadership and Management

Parallel Plenary Presentations

Arboretum 5
39. From Surviving to Thriving
Ethan Krase, Winona State University
Gian Pagnucci, Indiana University of Pennsylvania

One of the chief difficulties for newer department chairs is that there is often little formal training for the job. As a result, many chairs spend their first few years learning by trial and error, which is often a sure recipe for chair burnout. Exacerbating the trial-and-error approach, newer chairs often find much of their time and energy gets consumed by small-scale, daily issues. When this happens, chairs are less able to become the forward-thinking academic leaders their departments need them to be.

As chairs ourselves, we come to ACC looking practical ideas for making our work more efficient, less mysterious, and ultimately more doable. The strategies discussed in this presentation aim to equip chairs with concrete, easily usable methods for operating their departments on a day-to-day basis. Our hope is to help chairs learn to spend less time and energy on the common problems we cover in this session so that they can devote time and energy to the larger, more complicated, more impactful issues of their home departments.

Arboretum 1/2
40. Using Student Ratings for Personnel Decisions
Ken Ryalls, IDEA, Manhattan, KS
Steve Benton, IDEA, Manhattan, KS

Student evaluations of teaching (SET) are a necessary component of any chairperson’s assessment of teaching performance, yet many of the SET developed by faculty committees lack the psychometric quality to meet professional and legal standards. In this workshop we will discuss how to create quality SETs, how to use them effectively to give your faculty actionable feedback, and how to use them appropriately in personnel reviews. Bring an example of your SETs with you, as the workshop will be highly interactive.

Window Box
41. Women In Leadership: Pathways, Problem-Solving and Advocacy
Marilyn Arney, Michigan State University
Maureen Doyle, Northern Kentucky University
Katherine Frank, Central Washington University
Joyce Gibson, University of Southern Maine
Kristi Haik, Ferris State University
Audrey Williams June, The Chronicle of Higher Education
Moderator: Deborah Dezure, Michigan State University

This parallel plenary will feature the expertise of female leaders in higher education at various stages of their career. These individuals have pursued unique professional pathways within different educational contexts and have been exposed to opportunities and challenges that have called for a range of problem-solving skills. They will share these experiences and what it means to advocate for oneself, others, and issues as a female leader within the complex and shifting landscape of higher education.

Continued on page 16.
### Best Practice Presentations

#### Arboretum 1/2

**44. Using Technology to Facilitate Faculty Evaluation**  
Theresa Glenn, Austin Community College  
Rise Lara, Austin Community College

**46. A Guide For Chairs: To Encourage Undergraduate Research in Arts as Standard Practice in the Classroom**  
Vaughn Judge, Montana State University-Bozeman

This presentation is based upon my coming book publication which I am the principle writer and coauthor with Dr. Jenny Olin Shanahan & Dr. Gregory Young. This talk starts with an overview of undergraduate research, supplies tools for scaffolding research skills, and examples of undergraduate research activities and case studies on projects in the various areas of art study. For Heads of Dept and Directors of research based education.

**47. Interim Leadership Positions: The Kobayashi Maru of Academia**  
Alisha Ortiz, Southeast Missouri State University  
Julie Ray, Southeast Missouri State University  
Melissa Odegard-Koester, Southeast Missouri State University  
Victor Willburn, Southeast Missouri State University

Leading a department through a transition such as reorganization or restructuring is difficult. When the unit leader is in an interim position, this is even more complicated. This presentation will be led by faculty who were all in interim leadership positions during major transitions in leadership, restructuring, and staff layoffs.

**48. Building Capacity through Facilitated Conversations**  
Sarah Edwards, University of Nebraska at Omaha

While there is a national call for more training and support for department chairs who are positioned to have direct impact on faculty quality, only 3-4% report having received any type of formal training. Collectively sharing resources and facilitating conversations is a fiscally responsible way to support the development of all chairs and directors on a campus. This presentation will provide one institution’s journey and model for providing necessary training and support to chairs and directors.

**49. Workplace Bullying in Higher Education: What Chairpersons Need to Know**  
Jared Rawlings, The University of Utah

Workplace bullying behavior exists in higher education and the purpose of this session is to present current research about bullying behaviors, explain the impact of bullying between and among populations (faculty and staff), explicate legal and ethical issues, and model practices for academic chairpersons to address bullying behaviors.

**50. How Behaviorism Shaped a New Department Chair’s Approach to Leadership**  
Diane Myers, Texas Woman’s University

During this presentation, a second-year department chair will discuss how her background in behaviorism (specifically, in positive behavior interventions and supports) shaped her approach to working with faculty. She will share successes, not-quite-successes, and other lessons learned from implementing a behavioral approach to leadership.

**51. Interim to Permanent Chair: Leaders for Today**  
Neporchia Cone, Kennesaw State University  
Corrie Davis, Kennesaw State University

The work of a department chair is demanding and rewarding. However, when stepping into this role on an interim basis, one is faced with the same responsibilities that a permanent chair must endure. The presenters will share lessons learned from being interim chairs, afterwards providing tips for a successful transition.

**52. Servant Leadership in Higher Education**  
Sarah Edwards, University of Nebraska at Omaha  
Jared Rawlings, The University of Utah

The purpose of this presentation is to orient the audience to the tenets of servant leadership and provide examples of how servant leadership can be applied in higher education.

**53. Building Blocks of Effective Leadership**  
Sanjuanita Scott, Northwest Vista College

Wouldn’t we all love to roll out changes according to best practices and reliable data? This session includes a case study on change management at a large community college, as well as a discussion on the strategies and best practices used to help academic leaders implement the Guided Pathways Model.

**54. Implementing the Guided Pathways Model: A Case for Change Management and Transformation**  
Russell Frohardt, Northwest Vista College

### 2:45 - 3:30 p.m. Best Practice Presentations (Breakout Rooms)

#### Cottonwood

**48. Building Capacity through Facilitated Conversations**  
Sarah Edwards, University of Nebraska at Omaha

#### Dogwood

**49. Workplace Bullying in Higher Education: What Chairpersons Need to Know**  
Jared Rawlings, The University of Utah

#### Mesquite

**50. How Behaviorism Shaped a New Department Chair’s Approach to Leadership**  
Diane Myers, Texas Woman’s University

#### Redbud

**47. Interim Leadership Positions: The Kobayashi Maru of Academia**  
Alisha Ortiz, Southeast Missouri State University  
Julie Ray, Southeast Missouri State University  
Melissa Odegard-Koester, Southeast Missouri State University  
Victor Willburn, Southeast Missouri State University

#### Arborretum 5

**51. Interim to Permanent Chair: Leaders for Today**  
Neporchia Cone, Kennesaw State University  
Corrie Davis, Kennesaw State University

**52. Servant Leadership in Higher Education**  
Sarah Edwards, University of Nebraska at Omaha  
Jared Rawlings, The University of Utah

**53. Building Blocks of Effective Leadership**  
Sanjuanita Scott, Northwest Vista College

### 3:30 - 5:30 p.m. Advisory Board Meeting (Library)

**54. Implementing the Guided Pathways Model: A Case for Change Management and Transformation**  
Russell Frohardt, Northwest Vista College

### 5:30 p.m. and beyond Advisory Board Dinner (TBD)
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FEEDBACK SYSTEM FOR CHAIRS

The Feedback System for Chairs provides feedback and analysis, as well as a customized plan for professional development based on priorities determined by the chair.
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