40th annual
ACADEMIC CHAIRPERSONS CONFERENCE

February 8-10, 2023
New Orleans, LA

Sponsored By

Kansas State University
Global Campus

ABL WISE Consulting

WILEY
Map of InterContinental New Orleans
## Schedule of Events

### FEBRUARY 8 • WEDNESDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00am – 9:30am</td>
<td>Pre-Conference Registration Open</td>
<td>La Salle Pre-Function —3rd Floor</td>
</tr>
<tr>
<td>9:00am – 4:00pm</td>
<td>New Chair Alliance</td>
<td>Acadian I &amp; II —3rd Floor</td>
</tr>
<tr>
<td>3:00pm – 5:00pm</td>
<td>Exhibitor Set-Up</td>
<td>La Salon Pre-Function —3rd Floor</td>
</tr>
<tr>
<td>3:00pm – 7:00pm</td>
<td>General Registration Open</td>
<td>La Salle Pre-Function —3rd Floor</td>
</tr>
<tr>
<td>5:00pm – 7:00pm</td>
<td>Welcome Reception</td>
<td>Frenchman Ballroom—2nd Floor</td>
</tr>
</tbody>
</table>

### FEBRUARY 9 • THURSDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
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<tbody>
<tr>
<td>7:00am—4:30pm</td>
<td>Registration</td>
<td>La Salle Pre-Function —3rd Floor</td>
</tr>
<tr>
<td>7:30am – 8:20am</td>
<td>Breakfast</td>
<td>La Salon Pre-Function —3rd Floor</td>
</tr>
<tr>
<td>8:30am – 9:20am</td>
<td>Welcome and Keynote Presentation — Bryan Alexander</td>
<td>La Salle Ballroom—3rd Floor</td>
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<tr>
<td>9:30am – 12:00pm</td>
<td>One-on-One Mentoring</td>
<td>Various—2nd Floor</td>
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<tr>
<td>9:30am – 11:15am</td>
<td>Interactive Workshops</td>
<td>Breakout Rooms—2nd &amp; 3rd Floor</td>
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<tr>
<td>11:25am – 12:15pm</td>
<td>Best Practice Presentations</td>
<td>Breakout Rooms—2nd &amp; 3rd Floor</td>
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<tr>
<td>12:15pm – 1:00pm</td>
<td>Lunch &amp; Exhibits</td>
<td>La Salon Pre-Function —3rd Floor</td>
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<tr>
<td>1:00pm – 1:50pm</td>
<td>General Session — Tech Forum with Bryan Alexander</td>
<td>La Salle Ballroom—3rd Floor</td>
</tr>
<tr>
<td>2:00pm – 3:45pm</td>
<td>Interactive Workshops</td>
<td>Breakout Rooms—2nd &amp; 3rd Floor</td>
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<tr>
<td>2:00pm – 5:00pm</td>
<td>One-on-One Mentoring</td>
<td>Various—2nd Floor</td>
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<tr>
<td>3:45pm – 4:10pm</td>
<td>Networking Break</td>
<td>La Salon Pre-Function —3rd Floor</td>
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<tr>
<td>4:10pm – 5:00pm</td>
<td>Best Practice Presentations</td>
<td>Breakout Rooms—2nd &amp; 3rd Floor</td>
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<tr>
<td>5:00pm &amp; Beyond</td>
<td>Free Evening</td>
<td>Enjoy New Orleans!</td>
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### FEBRUARY 10 • FRIDAY

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<th>Location</th>
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<tr>
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<td>La Salle Pre-Function —3rd Floor</td>
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<tr>
<td>7:30am—8:20am</td>
<td>Breakfast</td>
<td>La Salon Pre-Function —3rd Floor</td>
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<td>Various—2nd Floor</td>
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<tr>
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<td>Breakout Rooms—2nd &amp; 3rd Floor</td>
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Thank you for attending the 40th Academic Chairpersons Conference. We hope you will be energized as well as discover and connect 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, one-on-one mentoring opportunities and keynote sessions will provide insight from varying types and sizes of institutions and emphasis on the practical aspects of chairing. All of our presentations fit into one of our six themes:

**Operating the Department**: Sessions explore the practical roles and goals of the department head, including subjects like fundraising and grant writing, faculty searches and interviewing, faculty performance and review, strategic planning, curricular development and quality, navigating accreditation, legal issues, retention, external partnerships, etc.

**Enrollment/Budget Management**: Sessions explore how departments have responded to declining enrollments and the long term budget impact of the pandemic on, already challenged, budgets.

**Evaluation and Assessment**: Sessions include interactive presentations and discussion focused around the following topics: developing a culture of accountability; documenting curricular and instructional effectiveness; issues of accreditation; collaboration with institutional assessment expectations; data management technology; the art of assessment practices; data analysis and presentation; assessing distance learning; and strategic planning.

**Emerging Trends in Higher Education**: Sessions explore new and pressing developments in higher education including subjects like campus culture, diversity, new technologies, new interdisciplinary opportunities, impacts of the growth in distance education, economic stresses on the field, changing roles and demands, etc.

**Becoming an Effective Servant Leader**: Sessions cover general leadership-focused presentations including subjects like work-life balance, career trajectory, managing stress, defining mission and values, effectively pursuing both scholarly and administrative duties, civic engagement, conflict management, building consensus, effective meeting leadership, delegating, etc. Managing internal relationships with those you manage and who manage you, handling difficult people, maneuvering the university bureaucracy, working with adjuncts to tenured professors, negotiating for resources, etc.

**Operating the Department**: Sessions explore the practical roles and goals of the department head, including subjects like fundraising and grant writing, faculty searches and interviewing, faculty performance and review, strategic planning, curricular development and quality, navigating accreditation, legal issues, retention, external partnerships, etc.

**Sched App**

The Academic Chairpersons Conference is utilizing Sched as our conference app. If you haven’t already, be sure to download Sched (free download) from your preferred app store. Once you have downloaded the app, search for “Academic Chairpersons Conference” within the app. You will be able to personalize your profile and schedule. We encourage you to make your profile public to allow for additional networking options. Presenters will be able to communicate via email with those participants who have joined their session (by adding it to your schedule), fill out surveys, and browse information regarding sponsors, speakers and other attendees.

**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 February 27. All conference participants will receive information about how to
Pre-Conference Workshop

The New Chair Alliance is the conference’s special programming for newly appointed chairpersons. 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.

Katherine Frank
Chancellor
University of Wisconsin-Stout

Katherine Frank is the Chancellor at the University of Wisconsin-Stout. Dr. Frank previously served as Vice President of Academic Innovation at Central Washington University, a role which involved research and planning regarding academic innovation relevant to CWU priorities, aligned with future institutional growth plans, and responsive to the rapid changes within higher education. Dr. Frank also served for three years as Provost and Vice President of Academic and Student Life at CWU overseeing more than 70% of university operations. Prior to joining CWU, Dr. Frank held the position of Dean of Arts and Sciences at Northern Kentucky University where she led the university’s largest college, with thirteen academic departments and five centers. She has also served as Dean of Humanities and Social Sciences at Indiana University East and as Chairperson of English and Foreign Languages at Colorado State University-Pueblo. Dr. Frank’s research interests include Romantic and Victorian English Literature, rhetoric and composition, literary theory, the scholarship of teaching, and academic leadership.

Kristi Haik
Dean of STEM
Grand Rapids Community College

Kristi Haik holds a Ph.D. in Applied Experimental Psychology with a Neuroscience Concentration from Central Michigan University. In 2005, she became a tenure-track Assistant Professor in the Department of Biological Sciences at Northern Kentucky University (NKU), where she later became Professor and Chair of the Department. She also served as Director of the Center for Integrative Natural Science & Mathematics (CINSAM), NKU’s STEM Center. In 2016, she served as Dean of the College of Arts & Sciences at Ferris State University. In 2020, she served as the Sr. Director of Fund Development at the Girl Scouts of Michigan Shore to Shore, headquartered in Grand Rapids, before being named Dean of STEM at GRCC in 2022. She has presented invited talks and research on over 100 different occasions, including national and international events such as the Society for Neuroscience Annual Meeting and the Academic Chairpersons Conference. She is the author of several peer-reviewed journal articles in Experimental Neurology, Journal of Nanomaterials, Journal of Neuroscience Methods, The Department Chair, and book chapters.

Welcome Reception

Wednesday, February 8, 5:00 –7:00pm, French Ballroom—2nd Floor

Join us for a casual reception of networking and hors d’oeuvres. A cash bar will be available. Relax and network with conference presenters, Academic Chairpersons Conference advisory board members and conference participants.
Thursday, February 9

7:30am – 8:20am  Breakfast  La Salon—3rd Floor

8:30am – 9:20am  Welcome and Keynote Presentation  La Salle Ballroom—3rd Floor

Anticipating the Future of Colleges and Universities

Dr. Bryan Alexander
Bryan Alexander Consulting

Dr. Alexander is an award-winning, internationally known futurist, researcher, writer, speaker, consultant and teacher, working in the field of higher education’s future. He completed his English language and literature doctorate at the University of Michigan in 1997, with a dissertation on doppelgangers in Romantic-era fiction and poetry.

After completing his doctorate, Alexander taught literature, writing, multimedia, and information technology studies at Centenary College of Louisiana. There he also pioneered multi-campus interdisciplinary classes, while organizing an information literacy initiative.

From 2002 to 2014 Alexander worked with the National Institute for Technology in Liberal Education (NITLE), a nonprofit working to help small colleges and universities best integrate digital technologies. With NITLE he held several roles, including co-director of a regional education and technology center, director of emerging technologies, and senior fellow. Over those years Alexander helped develop and support the nonprofit, grew peer networks, consulted, and conducted a sustained research agenda. In 2013 Alexander launched Bryan Alexander Consulting, LLC, where he consults throughout higher education in the United States and abroad.


Alexander is currently a senior scholar at Georgetown University and teaches graduate seminars in their Learning, Design, and Technology program. Today’s keynote, “How might higher education change in the years to come?,” considers a wide range of transformational possibility. We begin by exploring external trends, especially at the macro level, drawn from demographics, macroeconomics, public attitudes, and more. Next we assess changes within campuses, including enrollment and institutional finance. We examine several ways the past several years' crises inflected these changes, then close by looking ahead to multiple aspects of academic futures.
Interactive Workshops

9:30am – 11:15am  Interactive Workshops  Breakout Rooms

Poydras—3rd Fl  Melpomene—2nd Fl

The Chairperson: Faculty, Administrator and Academic and Crisis Leader
Dominick J. Pinto, Sacred Heart University

For 36 years, I have witnessed the evolution of the role of chair as economic, social and student climates emerge. My workshop will summarize the challenges that chairs must now face in 2023. The session will help relatively new and new chairs observe various scenarios and discuss how to problem solve them.

Using Canvas LMS learning outcomes assessment and program improvement
Frederick Burrack, Kansas State University

This session will provide a step-by-step process of creating program outcomes in Canvas. These outcomes are aligned with assessment tasks through the scoring devices used in courses, internships, or other course-based means through which students demonstrate outcomes proficiencies.

Negotiating Conflict at the Intersection: Identity and Problem Solving
Toni Alexander, Lesli Pace, and Melissa Odegard
Southeast Missouri State University

An interactive workshop focused on improving self-awareness and understanding of conflict management strategies to improve effectiveness in conflict resolution as a chairperson.

Leadership doesn’t have to be lonely: Creating cross-institutional community
Jerry Schnepp, Judson University
Lisa Hanasono, Bowling Green State University
W. John Koolage, Eastern Michigan University
Mary-Jon Ludy, Bowling Green State University
M. Elise Radina, Miami University-Oxford
Jolie Sheffer, Bowling Green State University

Presenters and participants will build communities of support through engaging in interactive co-writing surrounding shared challenges, opportunities, and solutions for academic administrators as servant leaders.

Resolving Faculty Incivility and Workplace Bullying in Higher Education
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.

Best Practice Presentations

11:25am – 12:15pm  Best Practice Sessions  Breakout Rooms

Poydras—3rd Fl  Melpomene—2nd Fl

Practical Strategies for Establishing Yourself as a Responsible Leader
Butler Cain, University of North Alabama

Establishing a reputation as a responsible leader within higher education is a practical and achievable goal. It creates opportunities for individuals and programs, it helps build trusting relationships, and it effectively positions people for professional advancement. These strategies can help establish and maintain a positive reputation for leadership.

Equity, Inclusion, and Faculty Hiring Committees
Jill Channing, East Tennessee State University

Issues of explicit and implicit bias pervade hiring processes for faculty members. This session focuses on creating equitable and inclusive faculty hiring processes and practices. Practices include defining and recognizing bias, adhering to university policies, and addressing equity during committee deliberations and decision-making processes.
Best Practice Presentations

**How COVID-19 clarified my role as chair**
*Mark Urtel, IUPUI*

Presenter and participants will reflect on and share their academic chair experiences and subsequent yet significant leadership alterations due directly to COVID-19. These transformations may be long- or short-term but are exclusive to being a department chair.

**Building a Department Community: Connecting with Faculty**
*Kathleen Everts Danielson, University of Nebraska at Omaha*

Participants will learn about building a community within a department to build connections with and among faculty, including strategies for communication, appreciation, and interactive faculty meetings, as well as mentoring suggestions for new faculty.

**Establishing and Maintaining a Personal Leadership Network**
*Christopher Jochum, Fort Hays State University*
*Jared Rawlings, The University of Utah*

In this session, two academic leaders will share lessons learned during their first years leading a department. This session will include advice related to establishing and maintaining a personal leadership network.

**Leadership and “Followership”: Do Department Chairs Actually Have “Followers”?**
*Jeff Buller, ATLAS Leadership Training*

Departmental strategic needs are wide-ranging placing increased demands on chairs to broaden their roles. To meet growing strategic demands, chairs must systematize the gathering of pertinent analytics and information. This workshop identifies important items to include in annual departmental reviews and how to leverage data towards positive departmental change.

Mentoring Sessions

**9:30am – 12:15pm**
**One-on-One Sessions**

**12:15pm – 1:00pm**
**Networking Lunch & Exhibits**

Be sure to visit our exhibitors!

**1:00pm – 1:50pm**
**General Session—Future Trends Forum**

The Future Trends Forum is a live, video, conversation-based exploration of higher education’s future. For seven years this forum has conducted these collaborative discussions, hosting experts on a wide range of topics, from enrollment to campus finance, scholarly publication to educational technology. Guests have included faculty members, university presidents, governmental leaders, start-up founders, librarians, critics, and more. Unlike most webinars, in each forum session dozens to hundreds of participants from across the full range of higher education drive the conversation with their questions, stories, aspirations and challenges.
Interactive Workshops

2:00pm – 3:45pm

**Career Trajectory and Aspiring Deans**

*John Buckwalter*, Boise State University  
*Leslie Durham*, Boise State University  
*George Low*, Georgia Gwinnett College

While universities have processes to assist faculty to progress through their academic careers, most institutions provide little formal assistance to department chairs considering career progression to a deanship or other higher level administrative leadership positions. This interactive session provides practical guidance in an interactive format to those contemplating pursuing advancement in academic leadership.

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**Creating an Academic Department Vision: Processes, Challenges, Rewards**

*Costas Spirou*, Georgia College & State University

Department chairs are expected to lead academic units by managing numerous aspects of the academic enterprise. Participants in this session will focus on the process of creating a department vision that is inclusive by engaging various stakeholders while considering the university/college strategic plan and other institutional initiatives.

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**Transitions of Self: Assuming or Leaving a Chair Role**

*Denise Bullock*, Indiana University East

We experience multiple transitions throughout our lives. Transitioning from faculty to chair is one of those key transitional moments in which our sense of self shifts with the change in role. Participants will work through a series of exercises to discover, analyze, and plan for that transition of self.

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**Fighting for Resources: Using Data to Effectively Advocate for Your Department**

*Craig Hlavac*, Southern Connecticut State University

The Department chairperson is the primary spokesperson and advocate for the academic department. As many institutions continue to see enrollment declines and shrinking revenues, the ability for chairpersons to advocate effectively for limited resources has become even more important. Today’s department chairperson must be adept at advocating for their department using data-based arguments. This session will review the most common data metrics used by deans to assess academic departments, and provide participants with clear, concise methods for using this data to effectively advocate for resources. Institutional teams are encouraged to attend together and begin to develop action plans for their respective units.

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**Embracing Tension: A New/Ancient Approach to Problem Solving**

*Rick Olsen*, University of North Carolina Wilmington

This workshop will illuminate four important concepts and approaches to problem solving and problem navigation. Participants will then work individually and collectively around problems of shared interest to deepen their understanding of these concepts. The running example by the facilitator will be faculty retirements.

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**A Chairpersons Guide to Managing Time and Stress**

*Christian Hansen*, Eastern Washington University

In this interactive workshop we discuss time and stress management specifically from the perspective of a department chairperson responsible for leading an academic department through numerous internal and external challenges. The focus will be on practical strategies for effective use of time, not only at a personal level, but also at a department wide level.

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**Mentoring Sessions**

Sign up at the registration desk for a one-on-one mentoring session with a member of the conference advisory board.
Best Practice Presentations

4:10pm – 5:00pm

**Building Student Engagement with Google Spaces**
*Peg Hohensee, Purdue Global*

Google Spaces is an easy to setup group chat that could help with community building and communication. The presenter will demonstrate creating a Google Space. The presenter will also discuss the results of having used a Google Space with a class and brainstorm with participants uses for future classes.

**Hollywood Leadership Theory, Part 2: Examples from World Leaders**
*Christopher Barrick, Eastern Michigan University*

Following the success of last year’s presentation at the 39th Academic Chairpersons Conference, Part 2 of the Hollywood Leadership Theory continues to demonstrate how leadership advice can be found in television and movies as readily as it is in journals and books.

**Why So Touchy? Navigating Physical Touch in the Performing Arts**
*Michelle Reinken, Joseph Skillen, Gretchen Alterowitz, University of North Carolina at Charlotte*

Physical touch is endemic to instruction in the Performing Arts. Two Performing Arts Chairs and the University’s Director of Civil Rights and Title IX share approaches and solutions to navigating challenges resulting from the use of touch in student-instructor interactions.

**Embracing The Change: Personal Experience in Academic Unit Transformation**
*Hazem Said, University of Cincinnati*

This presentation will cover personal experience and case study on how academic unit heads can embrace change, build an identity for their unit, and lead their faculty and staff in transforming their unit from obscurity to prominence while under budget constraints and limited authority. The session will draw from personal experience establishing an academic unit and transforming it to one of the largest units on the campus of a research one university. The transformation included the hiring of 24 new faculty and 20 new staff and sustaining an annual growth rate of 20% in FTE and 19% in head count with overall enrollment in the major growing from 305 in Fall of 2012 to over 2000 in Spring 2023. The grassroots transformation took place without initial budget investment and was sustained through annual budget cuts and through the pandemic.

**FOCUS: the development of a community of academic leaders**
*Nayibe Rosado Mendinueta, Universidad del Norte—Columbia*

This presentation reports the development of a community of practice for academic leaders in Colombia, South America. Document analysis from 2016 to 2020 helped to characterize the nature of the activities, the purposes, the products and gains. There is evidence of a change of purpose, agency and awareness.

**Developing Certificate Programs to Increase Departmental Student Enrollment**
*Anita Hazelwood, University of Louisiana Lafayette, Jennifer Lemoine, University of Louisiana Lafayette*

Colleges/universities must think of innovative methods for attracting students to their campuses. Certificate programs have proven to do this. This presentation will address the decisions to offer certificate programs, the advantages and disadvantages for doing so, and will take participants through the step-by-step process of implementing these types of programs.

**Optimizing Course Offerings in a Science Department**
*Yu Kay Law, Indiana University East*

We will discuss how enrollment data and faculty/advisor input can be used to maximize schedule efficiency in course offerings and providing for student success. We will also discuss how best to monitor and rearrange course schedules in light of actual enrollment.

**Needs in a Haystack: Searching for your new faculty colleague**
*Jeff Bright, Arkansas Tech University*

The presenter and participants will explore best practices for conducting a search for a new faculty member. Topics covered in the session will include selecting search committee members, recruiting a candidate pool, virtual interviews, scheduling the campus visit, do’s, don’ts, and bias in the screening process.

End of Day 1—Enjoy a free evening!
Interative Workshops

8:30am – 10:15am

**Interactive Workshops**

**Applied Servant Leadership: A Practical Approach**  
*Christopher Jochum, Fort Hays State University*

Leadership is a people business that requires courage, character and vulnerability. This workshop enables participants to explore the facets of servant leadership by developing their own personal mission statement, learning how to effectively address conflict, and understanding the value of building relationships with students, faculty and staff.

**The Culturally Intelligent Leader**  
*Sean F. Daly, University of Oklahoma*

Research has shown that a culturally intelligent (CQ) leader will have a positive impact on organizational culture, satisfaction, productivity, and retention. Moreover, data shows that CQ has a strong positive relationship with job satisfaction and perceived transformational leadership. This training program is designed to help leaders develop a greater awareness of their motivation and understanding of cultural intelligence while also helping them to develop strategies and an action plan around improving their level of CQ. The suggested audience for this are experienced managers who have had some interaction with a culturally diverse population and want to serve their population better.

**Supporting the 21st Century Classroom: Fostering Relevance and Resilience with Project-Based Learning Curricula**  
*Shari Childers and Kara Fulton, University of North Texas*

Participants will learn about building and supporting project-based learning (PBL), a scalable, flexible approach to classes and programs that cultivates 21st century competencies in students, including collaboration and resilience. They will re-imagine a course or a program at their own institution from within a PBL context.

**New way to be a chair via distributed shared model**  
*Dennis Anderson, St. Francis College*

Being a chair in today’s higher education is more stressful due to various issues related to enrollment, administration demands, and limited and shrinking resources. Chairs have to manage and juggle demands from all stakeholders including students, faculty, staff, and administration. This presentation is about how to meet these challenges by creating a shared management system that enables and empowers faculty in the department by giving them portfolios. This model moves away from chair centric model that one person holds all decision making power by controlling resources. Since my department moved to shared distributed chair model, the department productivity is higher than ever. This presentation will share this journey and how one can make such a model work.
Advisory Board Members

Marilyn J. Amey
Dr. Mildred B. Erickson Distinguished Chair in Higher, Adult and Lifelong Education
Michigan State University

Fred Burrack
Director of Assessment and Chair of Graduate Studies in Music
Kansas State University

Katherine Frank
Chancellor
University of Wisconsin—Stout

Christian K. Hansen
Department Chair and Professor of Statistics
Eastern Washington University

Kristi L. Haik
Dean of STEM
Grand Rapids Community College

Domenick J Pinto
Director, MSCSIT and MSCYB Graduate Programs
Sacred Heart University

Daniel W. Wheeler
Professor Emeritus
Former Head of Department of Agricultural Leadership, Education and Communication
University of Nebraska – Lincoln

N. Douglas Lees
Chair Emeritus of Biology
Indiana University – Purdue University Indianapolis

Kansas State University Global Campus

Debbie Hagenmaier
Interim Director, Program Development and Management

Tony Ballard
Conference Coordinator

Dana Flynn
Conference Registration Specialist

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ABL WISE CONSULTING

WILEY
Friday, February 10

**Mentoring Sessions**

8:30am – 11:35am  **One-on-One Sessions**  Algiers C—2nd Fl and Bywater Boardroom—2nd Fl

Sign up at the registration desk for a one-on-one mentoring session with a member of the conference advisory board.

**Networking Break**

10:15am – 10:45am  **Networking Break**  Le Salon—3rd Fl

**Best Practice Presentations**

10:45am – 11:35am  **Best Practice Presentations**  Breakout Rooms

**College Reconfiguration: Building Faculty Support**
Dawn Shinew, Maureen Wilson, Patrick Pauken, Tracy L. Huzziak-Clark, and Trinka Messenheimer, Bowling Green State University

Following a year-long discussion, deliberation, and feedback process, faculty and staff in the College of Education and Human Development voted overwhelmingly in support of reconfiguring from five schools and one department to three schools. We will discuss our journey and outline the initial benefits of this new configuration.

**Making Room for What Matters Most**
Allison Langford, ABL Wise Consulting

The to-do list for academic administrators tends to gain items at a faster rate than we can complete them. In addition, self-management increases in significance as we are given more and more responsibility. As a result, prioritizing tasks and maximizing efficiency is important for our effectiveness and well-being. In this session, we will explore a self-management approach that makes room for those important tasks and projects that we never seem to have time to tackle.

**Assessment basics: How to implement an effective student learning assessment process**
Frederick Burrack, Kansas State University

Assessment Basics is a workshop focused on understanding the purpose behind student learning assessment, strategies to guide curricular integration, and techniques to use data for program improvement. Participants will be involved in leadership techniques to transfer into their own context. Three semesters of implementation will be shared.

**How to Retain Your Best Faculty Members**
Jeff Buller, ATLAS Leadership Training

As department chairs, we devote a great deal of time and energy to recruiting excellent faculty members, but we spend far less time and energy trying to retain them. Superb college professors are vital to a department’s success, but they are also highly competitive in the marketplace. They have options and, if they begin to think that they can do better (financially or otherwise) elsewhere or even outside of academia, they’ll start looking elsewhere. In this best practices workshop, we’ll explore how to apply certain strategies to our work at the departmental level so as to increase the likelihood that more of our best faculty members will choose to remain with us.

**Confronting the “Dark Side” of Higher Education Administration: Building Relational Capacity Among Academic Leaders**
Jared Rawlings, The University of Utah

Unethical leadership exists in higher education and the purpose of this session is to present current research about “dark” organizational behavior, explain the impact of unethical leadership on populations in higher education (faculty, students), present central features of relational capacity, and model practices for academic leaders to build relational capacity.

**Potential of Pathway Partnerships with High Schools**
Terri Goeddert, Kansas State University

Presenter and participants will discuss current and emergent trends among colleges and universities in working with high school students. Presenter will share one approach to developing partnerships and career pathways with communities and school districts. Data from three semesters of implementation will be shared.

**The First 100 Days as an Academic Department Chair**—Sara Rutledge, Mount Aloysius College

This session will highlight lessons learned from the presenter’s first 100 days as an academic department chairperson. Topics covered will include: daily operations, faculty, students, alumni, enrollment, retention, academic planning, assessment, accreditation, compliance, governmental relations, articulations, technology, communications, marketing, community engagement, data management, budgeting, reporting, event planning, and initiatives.
Networking Lunch

11:35 a.m. – 1:00pm  Networking Lunch & Exhibits  Le Salon—3rd Fl

Join us for a great lunch and network with other conference attendees. This is also your last opportunity to visit our exhibitors.

Best Practice Presentations

1:00pm – 1:50pm  Best Practice Presentations  Breakout Rooms

Frame your Leadership
Rebecca Koltz and Daniel J. Koltz, Montana State University
Melissa Odegard, Southeast Missouri State University

Participants will engage with Bolman and Deal’s four frames of leadership model to gain insight and look at issues facing their departments from multiple perspectives. Come to this presentation and learn what frame(s) you use most and understand how to interact with others on your team by using different frames.

Supporting Faculty, Staff, and Student-Parents through Cognitive, Emotional, and Behavioral Engagement
Beth Kania-Gosche and Kathryn Northcut, Missouri State University of Science and Technology

Presenters will describe intentionally developed supports for faculty, staff, and students with children, an aspect of diversity and inclusion often overlooked. Participants will see specific examples of ongoing initiatives, along with a theory of engagement that articulates cognitive, behavioral, and emotional/personal aspects.

So Much Change!
James F. Koehn and Shaunda French-Collins, Chadron State College; Wendy Waugh, Nebraska Wesleyan University

Presenters will examine change and change management in higher education leadership. For example, creating and managing fully remote faculty. Additionally, presenters will examine the importance of flexibility, as roles and demands change within administration. Lastly, participants will discuss strategies for navigating change.

Transparency and Communication for Chairing a Healthy Department
Robert Williams, Radford University

Explore how to ensure all faculty in the department are engaged as full and participatory individuals whose voices are heard. Topics include: committee composition, scheduling, resolving conflicts, handling difficult faculty, budget works, effective relations across offices, communicating expectations of evaluation and tenuring, supporting faculty initiative, and delegating responsibilities.

Leadership Networks: A Strategic Approach for the Depart Chair’s Development
Leda Stawnychko, Mount Royal University

The interactive session will begin with a 20 min introductory presentation drawing on the results of an empirical study conducted at a comprehensive research university in Canada. The participants will be invited to analyze the importance of networks in the context of their own leadership development and to explore strategies to develop and nurture them.

Course Sharing: An Interprofessional Education (IPE) Perspective
Anita Hazelwood and Jennifer B. Lemoine, University of Louisiana at Lafayette

This presentation will walk participants through the steps in developing interprofessional courses; identifying course offerings, exploring units interested in course sharing, soliciting administrative support, and balancing workloads for faculty. A case study describing the introduction of a legal and ethics course will be presented and results discussed.

Teaming Up to Reduce “Sludge”: Practical Guidance for Process Improvement
Timothy Mottet and Kevin Van Winkle, Colorado State University

Presenters will share and discuss best practices for faculty and administrative collaboration to reduce “sludge” (i.e. inefficiencies in university processes) as a way to increase faculty and staff morale.

Mentoring Sessions

1:00pm – 2:30pm  One-on-One Sessions  Algiers C—2nd Fl and Bywater Boardroom—2nd Fl
Creating a Culture of Outreach and Partnerships
Jeffrey Ward, The University of Texas Rio Grande Valley

The presenter will share his experience building a culture of outreach and partnership development between the university and external stakeholders. Describing his college’s Council of Outreach and Arts Entrepreneurship, the presenter will share partnership building best practices that are generalizable to various departments regardless of discipline, size, scope, or mission.

The Department Chair and Creative Leadership
Julia Hovanec, Kutztown University

Leading a department in the ever-changing and, at times, tumultuous landscape of higher education calls for creative problem-solving and divergent thinking. Participants will engage in specific creative leadership strategies using creativity as a reflective practice and as a means to lead boldly. The goals are to spur change while cultivating an inclusive department.

Honey I Shrunk the University: Navigating through Change in Higher Education
Stephanie Boss, Jennifer Dennis, Krystal Brue, Shaun Calix, Lance Janda, Cameron University

Enrollment declines continue to show no mercy for post-secondary institutions, threatening the long-term stability of higher education. The Department Chairs of Business, Psychology, Social Sciences and Sports & Exercise Science, and their dean, share their planned initiatives and academic strategies that have proven helpful in changing our operation mindset while addressing some of the complex issues facing the shrinking of higher education.

Program Assessment: Implementing a Cycle of Continuous Improvement
Terri Gaeddert, Kansas State University

Presenter and participants will discuss challenges of assessment processes and best practices available to assessment coordinators, department chairs, and administrators to support a culture of assessment for continuous improvement. The presenter will share how adjusting the timeline of assessment reporting provided for increased data collection and more meaningful discussion and reflection on data trends.

Giving Up the Chair Role and Rejoining the Faculty
Stephen Pyle, , Johnson & Wales University
David A. Line, Midwestern University

Chairpersons often return to faculty with little planning or preparation. For many, this transition can lead to role confusion, performance issues, loss of relationships and feelings of inadequacy. This interactive presentation, informed by research, will equip chairs and administrators with critical planning components in support of successful return to faculty.

Building Communication and Collaboration Skills through Interprofessional Simulation
Amelia Huelskamp and Chase DuBois, University of North Carolina Wilmington

This presentation focuses on the benefits of inter-professional education, provides an overview of a sample project, and offers recommendations for inter-professional collaboration in higher education.

The Healing Organization
Sally Robertson and Laura Edmunds, Georgia State University

How do we transform our organizations into spaces of community, wellness, collaboration, and safety? Looking at the entire campus as “The Healing Organization” we focus on human-centered leadership practices to create a better future for our departments and our classrooms.

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