The Academic Chairpersons Conference is proudly brought to you by Kansas State University Global Campus. Thank you to our sponsors:
Wednesday, February 14

7:30 a.m. Pre-Conference Registration and Continental Breakfast - Citron Ballroom North/Center
8:00 a.m. – Noon Pre-Conference Workshops - Breakout Rooms
Noon – 1:00 p.m. Pre-Conference Buffet Lunch - Citron Ballroom North/Center
1:00 – 4:00 p.m. Pre-Conference Workshops Continued - Breakout Rooms
3:00 p.m. General Registration Opens - Citron Ballroom Foyer
5:00 – 7:00 p.m. Evening Welcome Reception – Open to All Attendees - 20Seven (27th Floor)
7:15 – 9:00 p.m. Documentary and Dialogue: It Happened Here - Sago 2

Thursday, February 15

7:00 – 8:00 a.m. Breakfast Buffet - Citron Ballroom
7:00 a.m. – 5:00 p.m. Registration & Networking Area - Citron Ballroom Foyer
8:00 – 9:00 a.m. Keynote Speaker - Citron Ballroom
9:00 – 9:30 a.m. Networking Break - Citron Ballroom Foyer
9:30 – 11:15 a.m. Interactive Workshops - Breakout Rooms
11:15 – 11:45 a.m. Grab-n-Go Lunches - Citron Ballroom
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 - Citron 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 16

7:00 – 8:00 a.m. Breakfast Buffet - Citron Ballroom
8:00 – 9:30 a.m. Parallel Plenary Presentations - Breakout Rooms
9:30 – 10:00 a.m. Networking Break - Citron Ballroom Foyer
10:00 – 11:00 a.m. Parallel Plenary Presentations Continued - Breakout Rooms
11:30 – 12:15 p.m. Best Practice Presentations - Breakout Rooms
12:15 – 1:00 p.m. Buffet Luncheon - Citron Ballroom
1:45 – 2:30 p.m. Best Practice Presentations - Citron Ballroom West
2:45 – 3:50 p.m. Special Presentation - Breakout Rooms
4:00 – 5:30 p.m. Advisory Board Meeting - Seville
Welcome to the 35th Academic Chairpersons Conference and to Orlando
The City Beautiful, Theme Park Capital of the World, or just a great place to be!

Thank You—
Thank you for attending the 35th Annual Academic Chairpersons Conference. We hope you will learn, be inspired, and grow as a leader while interacting with other conference participants and experts in this field. When it comes to professional development for chairs, we know you have several choices. What makes this conference special is the opportunity for chairs to visit directly with experts in the field and colleagues who have great ideas and experiences to share. This personal connection provides you with a variety of perspectives when approaching your leadership role. Representing nearly every state and several countries, the perspectives shared during the Interactive Workshops, Best Practices Presentations, Parallel Plenary and Brown Bag discussions will provide insight from varying types of institutions and emphasize the practical aspects of chairing. This personal connection provides you with colleagues who have great ideas and experiences to share. This year, the conference 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

Special Focus—Assessment: sessions discussing the importance and utilization of assessment in the department and classroom

Beyond the presentations, be sure to take advantage of Academic Chairpersons “extracurriculars” to network and make the most of this experience. We hope you enjoy your experience here, and take full advantage not only of the great content but also the network of colleagues with a similar desire to serve their institutions in the best way possible.

Sincerely, your conference staff,
- Joshua Hilbrand, Dana Flynn, Ellen Stauffer and Waldo Berry

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.

Orlando Dine-Around Thursday Evening
One-on-One Mentoring
Documentary Screening & Discussion

Caucuses
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 26th. 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.

Pre-Conference Workshops
8:00 a.m. - 4:00 p.m. Informed Leadership through Assessment Workshops
Sago 1
Part 1: Empowering Faculty: Developing a Culture of Assessment
Frederick Burrack, Kansas State University and Chris Urban, Kansas State University
8:00 a.m. - 12:00 p.m. The first half of this workshop is focused on the responsibility of academic leaders to develop a culture of assessment. 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.

Part 2: Beyond the Basics: Making Assessment Useful
Frederick Burrack, Kansas State University and Chris Urban, Kansas State University
1:00 - 4:00 p.m. The second half of this workshop will demonstrate advanced assessment processes that empower faculty through the collection, interactive visualization, and enriched analysis. Program leaders will learn how to use advanced assessment processes to exceed institutional and accreditation expectations, and reimage strategic goals.

9:00 a.m. - 4:00 p.m. Full-Day Pre-Conference Workshops
Cirton Center
New Chair Alliance
Katherine Frank, Central Washington University and Daniel Wheeler, University of Nebraska – Lincoln

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.

1:00 - 4:00 p.m. Half-Day Pre-Conference Workshops
Sabal E
The Academic Leader’s Balancing Act: Managing Time, Stress, and Transitions
Walt Gmelch, University of San Francisco

Dr. Gmelch will explore the many tradeoffs in academic leadership, personal vs. professional and academic vs. administrative. Attendees will focus on distinguishing between high-payoffs (HIPOS) and low-payoffs (LOPOS) to increase focus and effectiveness, and learn to operate their ‘management molecule,’ Common stressors and how to cope with them will be covered while attendees explore effective strategies for departmental decision-making.

Sabal F
The 4 Quadrants of Administrative Effectiveness
Rob Jenkins, Georgia State University Perimeter College

Mr. Jenkins will introduce attendees to a new paradigm for thinking about administrative effectiveness, charting tasks and problems on the axes of responsibility and control – what you responsible for, and how much control you have over it. The best administrators push themselves into the “high responsibility-low control” quadrant. This workshop will also include practice using the unique assessment tool that allows administrators to chart themselves using this system, and see in which quadrant they typically inhabit.

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Higher education contains a high percentage of people who are more introverted than extroverted. They find social gatherings and other large meetings to be emotionally draining. Many academic leaders actually hate making phone calls, prefer to eat meals alone, and need a great deal of “alone time” in order to recharge. This workshop explores two strategies that introverts can use for increasing their effectiveness as academic leaders: taking advantage of their strengths and compensating for their challenges. It also considers ways in which introverts may sometimes be even more effective leaders than extroverts.

Jeffrey L. Buller is Florida Atlantic University's Director of Leadership and Professional Development. He came to this position after ten years as dean of FAU's Harriet Wilkes Honors College and more than thirty years of academic leadership experience in positions ranging from department chair to vice president for academic affairs at Loras College, Georgia Southern University, and Mary Baldwin College. Buller is the author of more than a dozen books on higher education administration and well more than 200 articles, essays, and reviews. From 2003-2005, he served as the principal English-language lecturer at the International Wagner Festival in Bayreuth, Germany. More recently, he has been active as a consultant to the Ministry of Education in Saudi Arabia, where he assisted with the creation of a kingdom-wide Academic Leadership Center. Along with Robert E. Cipriano, Dr. Buller serves a senior partner in ATLAS: Academic Training, Leadership, & Assessment Services, through which he has presented numerous workshops on academic leadership all over the world.
Interactive Workshops

Sunburst 1/2
9. Trends in Assessment: Implications and Opportunities for Department Chairs
Stephen P. Hundley, Indiana University Purdue University Indianapolis

Learn about trends in assessment from the executive editor of Assessment Update and chair of the national-level Assessment Institute. Attention will be paid to the role of the chair in creating a culture of assessment, supporting student success, and in using assessment results to inform department planning and improvement efforts.

Special Focus: Assessment

11:15 - 11:45 a.m. Pick up lunch from the Citron 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

Sago 1
11. The New Normal, Adjuncts and Part-Time Instructors
Jeff Knox, Carson-Newman College
Julie Rabun, Carson-Newman College
Kim Hawkins, Carson-Newman College

Department chairs are under increasing pressure from administration to replace departing full-time professors with adjuncts. The chair is faced with a challenging environment that includes navigating personalities, workloads, student perception, varied commitment levels, and meeting accreditation standards. Strategies are discussed as participants share ideas to navigate this complicated issue.

Working with Faculty and Administration

Sago 2
12. In the Middle: Department Chairs as Mentors and Mentees
Carolyn A. Groff, Monmouth University
James F Konopack, Monmouth University

Department chairs, especially new chairs, need mentoring as they simultaneously learn to provide mentorship to department faculty. The type of mentoring that department chairs need from their administrators to be successful leaders can differ from the type of mentoring chairs are provide to their faculty colleagues.

Working with Faculty and Administration

Tangerine 7
10. Faculty Advising: Teaching, Research, or Service?
Wendy Troxel, Kansas State University

This interactive session explores the incentives (or lack of incentives) for faculty to see academic advising and mentoring as a fundamental and rewarding element of a career in higher education. Professional development to support faculty advising is also addressed.

Operating the Department

Interactive Workshops

Citron West
14. Positive Academic Leadership
Jeff Butler, Florida Atlantic University

A highly interactive session that explores strategies for achieving positive outcomes in even the most negative situations, changing your focus from putting out fires to making a real difference, and promoting a more constructive work environment.

Leadership and Management

Citron East
15. Navigating the Trauma of Change
Kent Crookston, Brigham Young University

In a recent national survey, academic leaders identify "dealing with change as their second topmost concern. Crookston has researched, and interacted first-hand with the "change characters" that emerge from within any group faced with restructuring or innovation. Participants leave this workshop better able to anticipate, understand, and work effectively with the range of personalities that react and adapt differently to change.

Working with Faculty and Administration

Sago 3
13. Ethical Issues: Good, Bad, and Ugly
Roann Barris, Radford University

Censorship: it is unlikely that any academic, especially in the arts, would come out in favor of censorship. But what is the right course of action when a student's work in a graduation show offends the public? And if steps are taken to remove the presumably offensive work, are we betraying our beliefs about the value of student's work or promoting good relationships with the public? This has been an active year for ethical questions about art -- but who expect them to be our own issues? Details about this case and all the roles played will be provided as we search for a workable solution.

Issues and Trends in Higher Education

Causus Discussions

Sago 4
16. Leading the Transition to Active Learning Strategies and the High-Engagement Teaching Model
William J. Buchorn, Butler County Community College - El Dorado
Elena Allen, Butler County Community College - El Dorado

This interactive workshop will showcase several strategies used in the new active learning model of teaching as chairs from English and Reading at Butler County Community College (KS) share insights developed during the multi-year implementation of a partnership with AVID for Higher Education.

Issues and Trends in Higher Education

Sago 5
17. The Teaching Chair: Maintaining Excellence in Teaching
Cathy Thorsen, University of Wisconsin - Eau Claire
Mary Elizabeth Zimmer, Ferris State University
Marlyn Odom, Belmont University

Teaching chairs must balance preparation for class and maintaining teaching effectiveness with the duties of chair. Participants will explore scenarios related to the teaching chair themes derived from survey responses and share strategies for coping, overcoming, and/or accepting their limitations related to balancing chair and teaching roles.

Issues and Trends in Higher Education

Continued on page 10.
Operating the Department

Lastly, chairs can take steps to increase resource flow into their department. They can work with their deans to invest resources in the department. They can manage their budgets, increase department productivity and create a brighter future? In this interactive session, we will look at the fiscal environment and to position their departments for a department's future. What can chairs do to respond to this fixed nature of most budget allocations, leaving chairs sources are stretched thin. Making matters more problematic is the squeeze of tuition and fee increases, and department re-sources are stretched thin. Tuition and fee increases have even affected tenure and promotion decisions. This session presents a leadership development program for chairs. We'll engage with sample materials and activities used during cohort meetings and share recommendations for those looking to initiate leadership development programs on their campus. Leadership and Management

Don Chu, National University

Citron East

25. Department Budgeting and Resources
Don Chu, National University

Since the Great Recession, department chairs have faced reduced appropriations and increased demands on their budgets. Public appropriations have declined, students have been squeezed by tuition and fee increases, and department re-sources are stretched thin. Making matters more problematic is the squeezing of tuition and fee increases. Views about OA journals are often controversial, and journals—open access (OA) and traditional—are now available. Scholarly publication is a factor in faculty evaluation. Online journals—open access (OA) and traditional—are now available. Views about OA journals are often controversial, and have even affected tenure and promotion decisions. This session reviews facts about OA and provides exemplar materials to use to review/review your publication policies. Operating the Department

Jacqueline Kress, Georgian Court University

Sago 2
27. What Your Faculty Need to Know about Open Access Publishing

Sago 3
28. Mentoring Through Education Diplomacy
Georgianna Duarte, Indiana State University

The presenters and participants will explore the conceptual framework of education diplomacy as a model for mentoring faculty in areas of inquiry, negotiation, humor, and mediation. Working with Faculty and Administration

Operating the Department

Meyer 2
21. Working With a Unionized Faculty
John R. Hamilton Jr., Park University

Newly appointed supervisors are often concerned when they must oversee the work of employees who are members of a union. This workshop provides some basic information about unions and tips to being a good supervisor or manager in a union environment. The information is appropriate for Chair-persons and Deans.

Working with Faculty and Administration

2:30 - 3:00 p.m. Networking Break (Citron Ballroom Foyer)

3:00 p.m. - 3:45 p.m. Best Practice Presentations

Citron West

24. Assessment of Student Learning as a Driver to Departmental Development
Andrea Lassiter, Minnesota State University - Mankato

Revising and revitalizing an approach to student learning assessment can be a meaningful growth experience. Being intentional about such development during regular academic planning and reporting cycles is central to leading faculty through change. This session will highlight some strategies that can be used to promote individual- and departmental-level development.

Special Focus-Assessment

Sago 1
26. Using Technology to Enhance Sense of Community across Course Formats
Mindya Haar, New York Institute of Technology - Old Westbury

Sense of community in education is correlated with student learning, satisfaction and retention. Current research and evidence-based best practices for using readily available technologies to increase community perception in traditional, blended and online course formats will be presented. Issues and Trends in Higher Education

Sago 2
27. What Your Faculty Need to Know about Open Access Publishing

Sago 3
28. Mentoring Through Education Diplomacy

Sago 4
29. 5 Deans in 5 Years: Chairs Leading Through Change
Janna L. Scarborough, East Tennessee State University

The chair/dean relationship often has a direct impact on departmental success. What happens when there is a change in deanship? The presenters will share their experience of having five deans in five years. Through case studies and dialogue, strategies for navigating dean transitions will be shared and examined. Working with Faculty and Administration

Meyer 1
30. Supporting Department Chair Development: Learnings from the Leadership Cohort
Emily R. Smith, Fairfield University
Ryan Colwell, Fairfield University
Patricia E. Calderwood, Fairfield University

This best practice presentation will highlight key features, benefits and challenges of a cohort-based leadership develop-ment program for chairs. We'll engage with sample materi-als and activities used during cohort meetings and share recommendations for those looking to initiate leadership development programs on their campus. Leadership and Management

Sago 1
Julie A. Ray, Southeast Missouri State University
Victor R. Willburn, Southeast Missouri State University
Melissa Odegard-Koester, Southeast Missouri State University
Jeremy Ball, Southeast Missouri State University

This session presents a leadership development program where new department chairs discuss best practices and realistic challenges with seasoned chairs, helping all to improve their leadership skills through a supportive group process. The program includes a summer book study, monthly meetings, a department chair handbook, and leadership resources. Leadership and Management

Operating the Department

Sunburst 1/2

32. Factors Used to Determine the Teaching Load for Chairs in Public Community Colleges
Mandel Samuels, University of Arkansas - Fayetteville
James O. Hammons, University of Arkansas - Fayetteville

After a 10 minute presentation of a recently completed national study of the practices used by public community colleges to determine chair teaching load, attendees will be provided a framework and procedure for determining chair teaching load on their campus, and will then engage in a spirit-ed but structured discussion of the factors to be considered and a process for assigning weights to each.

Continued on page 12.
Best Practice Presentations

Sago 2
37. Recruiting for Your Department: The Role of the Chair
Jennifer Dennis, Cameron University
Stephanie Boss, Cameron University
Mary Dindolot, Cameron University
Lisa Huffman, Texas Woman’s University

The chairs of an Education, Sports & Exercise Science, and Psychology Departments, and their former deans, share how they have been able to implement innovative recruitment strategies from an academic standpoint to increase enrollment in their departments and in the School of Graduate and Professional Studies.

Operating the Department

Sago 3
38. Chairing Change: What You Should Know About University Consolidations
Laura Palmer, Kennesaw State University

University consolidations present department chairs with unique challenges. This session will examine, from a department chair perspective, key points to consider and posit best practices to help ensure a smooth transition. With examples from a recent consolidation, this presentation will help chairs frame their role during this critical time.

Issues and Trends in Higher Education

Sago 4
Trey Quinn, University of the Incarnate Word

Ever find that your colleagues are not “on the same page” or “do not see eye-to-eye” about a solution, much less its underlying problem? This can be frustrating and at times seem personal. Our discussion will focus on a method used to help individuals and teams identify problems/solutions and understand the motivations held by self and others that often challenge consensus.

Leadership and Management

Meyer 1
40. A Campus Education Model for Department Chairs
Christopher Barrick, University of Arkansas - Fort Smith

This presentation examines common missions for department chairs councils and proposes a framework that serves its members by offering campus-specific education. In this model, department chairs learn the ins and outs of their campus, including operations, meeting key university leaders, understanding available resources, and new developments across campus.

Leadership and Management

Meyer 2
42. Would You Promote/Tenure This Candidate? Selecting External Reviewers
Nancy P. Kropf, Georgia State University

One of the most important junctures in a faculty member’s professional life is the review for promotion and/or tenure. This presentation highlights the importance of strategic decision-making about external reviewers as part of P & T. Methods that chairs can use to mentor faculty in this process are presented.

Operating the Department

Sunburst 1/2
43. Evaluating How We Evaluate Teaching
Steve Benton, IDEA Education
Ken Ryalls, IDEA Education

Student Ratings of instruction (SRI) can provide meaningful student feedback for improving teaching. However, SRI data are often underutilized for formative purposes and overemphasized in summative decisions. We discuss best practices for faculty evaluation, including how to correctly use SRI data in a comprehensive faculty evaluation system.

Special Focus-Assessment

Citron East
45. Fostering a Collegial Department: Strategies for Success
Robert E. Cipriano, ATLAS Consulting

This interactive workshop will operationally define collegiality, and through case studies will provide strategies to be used to foster a collegial department. Attendees will actively participate in problem solving activities designed to provide attendees with proven methods of facilitating a collegial department. Presentation will share data regarding collegiality from an 11-year study of department chairs.

Working with Faculty and Administration

Most department chairs face the challenge of getting important tasks completed under tight time constraints in an environment of frequent interruptions. We discuss effective time management strategies 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.”

Citron West
44. An Experiential Approach to Mentoring Academic Leaders: Review, Practice, Report
Christian 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.”

Leadership and Management

Sago 1/2
46. Leading a Diversity Culture Shift: The Chair’s Integral Role
Edna Chun, HigherEd Talent

Academic leaders are often challenged when faced with dealing with diversity cultural change. Since change can be viewed as political, difficult, and unappealing. The influential role of department chairs as diversity cultural change agents working at the heart of the academic enterprise has often been overlooked. This highly interactive seminar offers a practical guide to leading culture change for diversity in the academic department based on interviews with diversity officers and institutional leaders. From a systems perspective, the seminar examines the integral role of organizational learning in the cultural change process. Through specific case study examples, exercises, and breakout discussions, the seminar will assist department chairs by sharing concrete strategies for initiating and implementing diversity culture change.

Issues and Trends in Higher Education

Sago 3/4
47. Cutting-Edge Policies and Services for Addressing Campus Sexual Violence
Merle Weiner, University of Oregon

The MeToo movement and the Trump administration’s changes to Title IX guidance have raised new issues, questions, and demands regarding how colleges and universities should be addressing sexual and gender-based violence on their campuses. Within this milieu, it is worth considering some of the new policies and services that can improve a campus’s response to sexual and gender-based violence. In particular, this session will explore emerging best practices, including alternatives to universal mandatory reporting as well as programs that provide legal services to student survivors. Time permitting, this session will also touch upon such hot topics as the burden of proof in disciplinary proceedings and the desirability of restorative justice. Lecture, discussion, and exercises will be used to inform participants of the need for certain new policies and services, their legality, and ways in which participants might advance these new practices on their own campuses.

Issues and Trends in Higher Education

Continued on page 14.
This workshop will focus on assisting educational leaders to re-imagine academic departments and how they are managed in the 21st Century. Re-imaging academic departments will strengthen them as the foundation upon which college and university change can be built. Led by the chair and the faculty-administrative leadership team, departments will be primarily responsible to set and reach their goals, as well as manage their own resources and professional development. Themes that will be discussed include curriculum development, course schedules, students services, personnel and ‘political’ issues, departmental resources, and more.

**Issues and Trends in Higher Education**

11:30 a.m. - 12:15 p.m. **Best Practice Presentations**

**Sago 1**

49. **Interpreting Audit Data in Program Assessment**
Jacqueline Kress, Georgian Court University

Academic programs are multidimensional and operate in a distributed decision-making environment. Assessment that focuses solely on student learning outcomes may overlook context factors contributing to or detracting from program success. This session introduces program audits and guides participants’ practice interpreting sample audit data and relating them to program outcomes.

**Special Focus—Assessment**

**Sago 2**

50. **Using Competency Mapping to Improve Online Education**
Katherine Adler, A.T. Still University
Mary-Katherine Smith, A.T. Still University
Sue McDaniel, A.T. Still University
David Line, A.T. Still University

The growth of online education has coincided with the resurgence in Competency Based Education (CBE). This trend has introduced new opportunities to assess student progress and program outcomes. This interactive session explores ways of getting the most out of CBE in the online world.

**Issues and Trends in Higher Education**

**Sago 3**

51. **Breaking through the Sexed Glass Ceiling: Women in Academic Leadership Positions**
Sheila Smith Mckoy, Kennesaw State University
Dawn Michelle Banauch, Kennesaw State University
Keisha Love, University of Cincinnati
Susan Kirkpatrick Smith, Kennesaw State University

In this seminar, participants will have the opportunity to evaluate, discuss and respond to real-life scenarios focused on women in academic leadership. The panelists will frame the discussion by presenting an extensive literature review, relevant data and experience-driven solutions so that presenters will leave the panel with a heuristic through which to derive solutions for the issues that women leaders in academia face. Participants will have the opportunity to review case studies and derive real-world solutions to the problems that women lead face in academia.

**Leadership and Management**

**Sago 4**

52. **Get Them to Click it: Increasing Online Survey Response Rate**
Ryan Chung, Oklahoma State University - Main Campus

In this interactive presentation, the presenter will be addressing challenges in administering online surveys and offering 20 strategies that may help attendees improve online survey response rates. At the end of this session, attendees should be able to identify several strategies to utilize in their own online survey data collection.

**Working with Faculty and Administration**

**Best Practice Presentations**

**Sago 2**

57. **When Faculty Downsizing and Student Success Collide**
Yasenka Peterson, Indiana State University
Jessica Nelson, Indiana State University
Marcee Eversly, Indiana State University
Kathryn Berlin, Indiana State University
Peggy Weber, Indiana State University

This session will discuss increasing challenges chairpersons and associate deans’ experience when faced with decreasing or limited faculty resources and how this ultimately impacts student success. Opportunities and best practices related to working together as a cohesive leadership team, increasing on time graduation rates and course scheduling will also discussed.

**Issues and Trends in Higher Education**

12:15 a.m. - 1:30 p.m. **Buffet Luncheon (Citron Ballroom)**
New Chair Alliance Luncheon (Citron West)
Caucuses may meet if desired

1:45 p.m. - 2:30 p.m. **Best Practice Presentations**

**Sago 1**

56. **Strategies for Writing a Self-Study and Conducting a Site Review**
Margaret A. Thomas-Evans PhD, Indiana University - East
Carrie E. Longley MFA, Indiana University - East
Mengie M. Parker PhD, Indiana University - East

This presentation will include a discussion of the principle components of a department self-study and provide examples from two departments (English and Fine and Performing Arts). The specific self-study structure we developed is especially beneficial for small university campuses that may need to justify programs or budgetary expenditures.

**Special Focus—Assessment**

**Sago 2**

55. **From Surviving to Thriving: Top Tips for Newer Chairs**
Ethan Krase, Winona State University
Gian Pagnucci, Indiana University of Pennsylvania

This session shares concrete strategies for helping department chairs navigate common problems more effectively and efficiently. With attention to managing email, handling complaints, constructing schedules, building relationships, and working with upper administration, the presenters offer practical tips to help newer chairs succeed.

**Operating the Department**

**Meyer 2**
Friday

Best Practice Presentations

Sage 3
58. Institutionalizing Effective Grant Funded Programs: A Success Story
Madhura Kulkarni, Northern Kentucky University
Bethany V. Bowling, Northern Kentucky University
Maureen Doyle, Northern Kentucky University
Diana McGill, Northern Kentucky University

As budgets tighten, universities are increasingly struggling with questions of how to institutionalize and sustain successful grant-funded programs. Creative approaches to leveraging existing infrastructure and resources can make it possible. Here, we present our experiences and approaches that could benefit those seeking to institutionalize effective pilot or grant-funded programs.

Issues and Trends in Higher Education

Sage 4
59. Administering High Impact, Faculty-Led, International Travel Courses
Christopher Hirschiere PhD, Monmouth University
Kira Espiritu PhD, University of San Diego

Chairs can play an important role in the creation and sustainability of high impact, faculty-led, international travel courses. Engaging faculty is critical to the success of campus internationalization initiatives. This session presents best practices for utilizing faculty-directed programming as a means of campus internationalization.

Working with Faculty and Administration

2:45 p.m. - 3:50 p.m. Special Closing Presentation (Citron Ballroom)

Meyer 1
61. Integrating Applied Learning and Community Outreach into Online Education
Katherine Adler, A.T. Still University
Mary-Katherine Smith, A.T. Still University

For online schools and programs fulfilling service requirements can be challenging. To address this issue, an online program can utilize an integrated outreach program with local stakeholders. This session explores how to link applied learning and community outreach to allow students to impact the local community while experiencing applied learning and increasing the presence of the online program in communities.

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