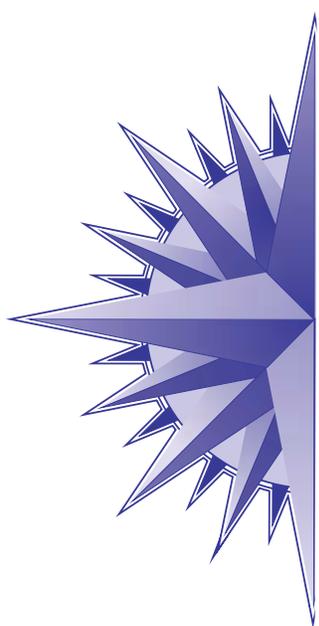


Twentieth Annual

*20th Annual
Conference*



ACADEMIC CHAIRPERSONS CONFERENCE

Visions of Departmental Leadership

February 5-7, 2003

Adam's Mark Hotel

Orlando, Florida

*Hosted by:
The IDEA Center
Division of Continuing Education
Kansas State University*

*Conference
Program*

The Conference Program

Change has been a watchword in academe for many years and there are no signs that a more constant environment is in our immediate future. We are serving more diverse populations. Technology has had a great effect on how we serve. New competitors continue to emerge that are responding to many of higher education's traditional goals. The number of important questions begging additional research and scholarship continues to increase. Also, many groups that provide financial support, especially in the public sector of higher education, are asking us to redefine our roles and raise expectations. To successfully respond to all of these influences, plus uncounted others, outstanding leadership is required. It is unlikely that doing things as we always have will be a successful response.

Vision has been defined as intelligent foresight. While always important, vision is of critical importance during the times of rapid and multifaceted change that we are currently experiencing. The Twentieth Annual Academic Chairpersons Conference looks forward to the sharing of intelligent foresight.

Pre-conference Workshops

Tuesday, February 4, 2003

1. *Department Leadership, Teamwork, and Conflict Resolution*
presented by Walter Gmelch
Forum West One & Two
9:00 am–4:00 pm
2. *Motivating and Rewarding Faculty Performance*
presented by Howard Altman
Symposium East
9:00 am–4:00 pm

Tuesday, February 4, 2003

5:00 – 7:00 pm
Pre-function Area
Conference Check-in

Wednesday, February 5, 2003

7:30 am
Pre-function Area
Check-In/Continental Breakfast

8:45–10:00 a.m.
Salon II
General Session

Presiding
Lynda Spire
Kansas State University

Featured Presentation
What Will the Dean Say?: Building an Executive Team with College Deans
Jane Conoley
Texas A&M University

10:00 – 10:30 am
Pre-function Area
Break

10:30 am – 12:20 pm
Workshops/Panels

Salon I

1. *(Workshop) Working Effectively with the Dean*
Mary Lou Higginson
Teddi Joyce
Baldwin-Wallace College

Chairpersons find themselves in the middle between faculty and the dean. To successfully represent and lead the department, chairpersons must preserve their credibility and maintain a constructive working relationship with the dean. This workshop will offer communication strategies for working effectively with the dean.

Symposium East

2. *(Workshop) Departmental Redefinition: Setting the Stage for Growth*
Sherry Daniels
Catherine Dearman
University of South Alabama

The academic chairperson is responsible to all stakeholders for defining and redefining the departmental vision. That vision must be consistent with the overarching university mission and realistically operationalized for faculty and staff. This workshop will offer specific techniques for hiring, developing, and managing faculty to project a shared vision and reflect departmental cohesion.

Salon III

3. *(Workshop) Appraising Teaching Effectiveness: Beyond Student Ratings*
Bill Pallett
Amy Gross
IDEACenter

Student ratings are often overemphasized in the evaluation of teaching effectiveness. This workshop will: (1) review the purposes of “formative” and “summative” evaluation, (2) identify the primary components of teaching effectiveness, (3) review the sources of evidence available to assess teaching beyond student ratings, and (4) identify other important issues related to evaluating teaching effectiveness.

Forum West (One & Two)

4. *(Workshop) The Empathetic Leader: A New Dynamic for Leading Academic Programs*
Ann H. Singleton
Michele W. Atkins
Union University

The process of effective academic leadership is changing as universities are serving more and more diverse populations. An understanding of specific leadership approaches that emphasize the human side of educational leadership can assist in this process. Leading with empathy gives academic leadership the freedom to address the individual needs of faculty members. Participants in this session will explore specific behaviors designed to facilitate improved relationships through means of increased leader empathy. Specifically, participants will analyze case studies, discuss key issues, and participate in role-plays. Handouts available.

10:30 – 11:20 am
Concurrent Paper Presentations

Symposium West

5. *Departmental Advisory Committees*
Marilyn Kurata
University of Alabama at Birmingham

Since forming an English Advisory Committee two years ago, Dr. Kurata's department has gained two endowed student scholarships, an outreach/recruitment awards program to high schools, and regular publicity highlighting departmental events. The explanation for this fundraising success is attitude, selection, vested interest, and gratitude.

Forum West (Four)

6. *Conversations with Jane Conoley*

An opportunity to continue discussion with today's featured presenter.

Forum East (Four)

7. *Hard Times Call For Chairs To Be Servant Leaders*
Daniel W. Wheeler
University of Nebraska-Lincoln

In these difficult times, higher education leadership is facing hard choices. Although the present trend seems to centralize authority and decision-making, an alternative is servant leadership. Participants will learn what constitutes servant leadership and its applicability.

11:30 am – 12:20 pm
Concurrent Paper Presentations

Symposium West

8. *Program-Building in a Foreign Language Department*
Frank Triplett
Mark Himmelein
Mount Union College

After defining what is meant by program-building, presenters will discuss and extensively illustrate their program-building strategies over the past nine years in the Department of Foreign Languages at Mount Union College. They will group the strategies into two categories, administrative and curricular. Chairs and other attendees at this session will leave with a set of very specific program-building activities of potential usefulness for various disciplines.

Forum West (Four)

9. *Chairperson Learning Community: A Visionary Approach to Professional Development*
Gary M. Shulman
Miami University

The demand on chairpersons to assume multiple roles can result in an identity crisis or even burnout. Many leaders feel besieged and under-appreciated. The Chair Learning Community program remedies this with opportunities for continuous learning about leadership and a peer support system. This presentation describes the program and its transformational benefits for participants.

Forum East (Four)

10. *The Collaborating Chair: Creating Interdepartmental Programs*
Morteza Shafii-Mousavi
Kenneth Smith
Indiana University South Bend

Chairs lead collaborations by identifying interdisciplinary problems, sparking discussions, and locating campus partners. They draw resources together and involve colleagues in a sense of ownership and strong teamwork. Collaboration avoids a leader-centered approach, brings new strengths to the

team, shares duties that overwhelm a chair flying solo, and creates a community of teaching and learning.

12:30 – 2:00 pm
Salon II
Luncheon

2:00-3:50 pm
Workshops/Panels

Salon I

11. *(Workshop) Redefining the Academic Department: Three Models for New Chairs*
Laurel Hellerstein
Sara Quay
David Lieb
Endicott College

Whether changing the curriculum, reorganizing the policies and procedures, assessing faculty behaviors, or enhancing campus visibility, new chairs will, by their very presence, redefine their departments. How they do so will depend on many factors, including the culture they inherit, the interests they bring with them, and the battles they choose or don't choose to fight.

This workshop will present three models of departmental redefinition, including reflections by the workshop leaders who are at different stages in the change process on the successes and challenges of each model. Workshop participants will then be asked to assess their departments, and themselves, in an interactive model geared toward helping chairs redefine their departments in deliberate, productive, and successful ways.

Symposium East

12. *(Workshop) Listening and Communicating: Keys to Handling Meetings Effectively*
Steven C. Rhodes
Western Michigan University

Department chairs are responsible for the "work" that gets done by their departments. As such, we need to be concerned about the success or effectiveness of our meetings. In this workshop participants will work through a series of questions the presenters considered when setting up or running meetings. They will examine frequently-reported meeting problems; learn how to use three rules for agenda preparation; and examine critical communication skills.

Salon III

13. *(Workshop) Orchestrating An Advisory Board*
Monica C. Holmes
Central Michigan University

Educational institutions are often urged to

develop better relationships with industry. Such relationships should lead to opportunities for internships and jobs for the students, a curriculum that is more closely aligned with the work environment, and fund-raising for academic endeavors. Dr. Holmes chairs the Management Information Systems Advisory (MIS) Board at Central Michigan University. She will conduct a workshop on orchestrating an advisory board. Having worked with many businesses to support the Business Information Systems Department at Central Michigan University for more than five years, she has plenty of tips to share on how to make such relationships work well. Participants will use a series of exercises to develop working models of their own boards.

Forum West (One & Two)

14. *(Panel) Part-time Faculty: Issues and Strategies*
Marshall Onofrio
Jean M. K. Miller
Marshall University
Robert G. Hall
Huntington University

Departments rely more and more heavily upon part-time faculty. This practice challenges chairs in several ways, including hiring and evaluation, changes in staff, compensation, and professional development. While many of these issues mirror those surrounding full-time faculty, they also possess unique problems and pitfalls. Each member of the panel will present a brief overview of one issue, and will proceed to suggest practices and strategies for creating solutions. Participants will be encouraged to share their own experiences.

2:00 – 2:50 pm
Concurrent Paper Presentations

Symposium West

15. *Local and Global Models for Academic Leadership Development*
Walter H. Gmelch
Victor A. Udin
Iowa State University

While the corporate world complains that they have simply progressed from the Bronze Age of leadership development to the Iron Age, we fear that in higher education we may still be in the Dark Ages. It is our hope that this session will shed some light that will lead us into the "Building Age" of university leadership. We will investigate a campus program and a global consortium designed to develop department and college leaders, not managers, in a more systematic and continuous manner. Using Seven S framework, the principles of strategy, system, structure, skills, staff, style, and shared values will be used to develop generalizable strategies for leadership development on university campuses.

Forum West (Four)

16. *University Usage of Student Evaluations of Teaching: What Every Department Chairperson Should Know*
Timothy Schibik
Charles Harrington
Scott Gordon
Joe Palladino
University of Southern Indiana

Student evaluations of teaching are widely used to measure a faculty member's teaching effectiveness on American college campuses. Do department chairpersons have the information necessary to make constructive use of student evaluations of teaching? This paper will fill any current information gaps through the presentation of the results of a very recent national survey.

Forum East (Four)

17. *Democratic Leadership: What is it?*
Daniel Fasko, Jr.
Bowling Green State University

Being a chair of a department or program brings pride as well as much responsibility for the department's operational and personnel resources, namely its faculty. Often a chair hears the term democratic process emanating from his/her faculty. But what is this process? The department's faculty may espouse several definitions of this term. Inherent with this process is the assumption that the chair should be a democratic leader. Implications of democratic leadership will be discussed.

3:00 – 3:50 pm
Concurrent Paper Presentations

Symposium West

18. *Chair Leadership Beyond the Department*
David J. Malik
N. Douglas Lees
Indiana University- Purdue University at Indianapolis

Chair roles continue to expand, necessitating engagement in work beyond the department level in order to insure overall effectiveness. This session will consider the development of leadership qualities by selecting appropriate external work as models of scholarship, interpreting and responding to evaluation, and documenting the value of integrating department, campus, and national perspectives.

Forum West (Four)

19. *Get Out of Your Own Way! Using the Facilitator to Target Your Vision – From Meetings to Retreat*
Paul C. Castagno
Ohio University

In this session, the presenter will discuss the various steps in the use of the facilitator including: initial one-on-one with the chairperson, interviews with other key faculty,

and development of various instruments used at faculty retreats. The facilitator's realtime efforts at the retreat will be detailed, along with a follow-through plan for the aftermath.

Forum East (Four)

20. *Catch the University Vision: Become a Provost*
Susan Kupisch
Lambuth University

A provostship or vice presidency carries unanticipated demands for new ways of envisioning and responding to demands and opportunities at the university. In the administrative role, however, the same professional competencies may not fully equip the faculty member with the skills needed to survive, thrive, and function within the big picture. This session focuses upon qualities that make chairs good candidates for climbing the administrative ladder and catching the vision for the future of the university.

4:00 – 4:50 pm
Concurrent Paper Presentations

Salon I

21. *Tips for the Beginning Chair*
Deryl Leaming
Zayed University

This session will focus on the problems and challenges that beginning chairs face. An extensive list of qualities required of all successful chairs will be discussed and tips for overcoming problems will be central to this session. A broad look at leadership characteristics will be examined.

Symposium East

22. *The Challenges of Integrating Technology into Curricula*
Michael Brilleslyper
James Rolf
Lt. Col. Tim Cooley
Col. Jerry Diaz
United States Air Force Academy

The Department of Mathematical Sciences has engaged in a year-long effort to revamp their calculus curriculum to utilize today's technology. The presenters will discuss the guiding principles, the high-level issues that face department leadership, and some of the lessons learned. The first implementation of this endeavor will occur in fall 2002 and presenters will report on the outcome.

Salon III

23. *A Dean's Dream: Star Qualities for a Department Chair*
Diane R. Lapkin
Salem State College

As a dean for over fourteen years and now as an Acting Vice President of Academic Affairs,

a seasoned academic leader shares a vision of the "dream" department chair. Critical on the list is understanding the use of positive power to accomplish one's agenda, goal-setting skills, understanding how to overcome obstacles, the nature of campus political systems, recognition of the need for teamwork, and personal attributes needed for leadership.

Forum West (One & Two)

24. *A Practical Approach to Developing a Five-Year Plan*
James Van Keuren
Ashland University

The strategic planning process can often be cumbersome and nonproductive. This paper will illustrate how the faculty and the chair have worked together to start a positive five-year planning process involving background, leadership, collaboration, and next steps. The paper illustrates a practical approach to a five-year planning process that is a positive collaborative experience.

Symposium West

25. *Team Building: From Open Rebellion to Collegiality in Two Years*
Rebecca Newcom Belcher
Lincoln University

This presentation traces the two-year journey of a Department of Education Chair in moving a faculty from open rebellion to a collaborative team engaged in fulfilling a common vision. The presentation will include a number of practical actions to stem open rebellion, reduce the effects of recalcitrant faculty, develop a common vision, and build a high-energy, collegial faculty.

Forum West (Four)

26. *Appointment, Tenure, and Promotion Affecting Pre-Professional Faculty: A Case Study*
Charles Christianson
Liang Chee Wee
Luther College

A new administration in a small liberal arts college began to place more emphasis on scholarship which led to the review of the appointment, tenure, and promotion criteria by the business department on how scholarship as traditionally defined affects the professional development and advancement of its faculty members. A two-year process culminated in a set of criteria approved by the academic dean.

EVENING ACTIVITIES

5:30 – 6:30 pm
Opening Reception
Salon II

Dinner On Your Own

A list of nearby restaurants is included in your packet.

8:00 am

Pre-function Area
Check-In/Continental Breakfast

8:45-10:00 a.m.

Salon II
General Session

Presiding

Lynda Spire
Kansas State University

Featured Presentation

Higher Education in Transition: Some Challenges to Academic Leadership
Peter Ewell
National Center for Higher Education Management Systems (NCHEMS)

10:00 – 10:30 am

Pre-function Area
Break

10:30 am – 12:20 pm

Workshops/Panels

Salon I

27. **(Workshop)** *Using Data to Lead the Department*
Teddi Joyce
Mary Lou Higgerson
Baldwin-Wallace College

Academic Chairpersons are expected to represent and lead the department in a manner consistent with the institution's mission. This challenge becomes impossible if chairpersons are not able to assemble, interpret, and incorporate data into their leadership. This workshop offers pragmatic guidelines for data use in leading the academic department.

Salon III

28. **(Workshop)** *Improve Your Communications by Becoming a Better Listener*
Eileen Cyr
Ann Moriarty
Springfield College

To become effective, leaders must continually strive to improve their communication skills. Unlike most presentations/workshops on communication which deal with effective message-sending, this presentation will focus on listening – a skill which can be critiqued, practiced, and honed. Participants will complete a listening skills inventory and participate in activities to evaluate and improve their own competence as a listener. They will explore such common problems as interrupting, mind reading, fake listening, and negative perception. Specific strategies for altering listening behaviors will be presented.

Participants need to be prepared to begin a journey of self-awareness around their communication style and bring a sense of HUMOR!

Symposium East

29. **(Workshop)** *Resolving Conflict in the Department*
Ann F. Lucas
Fairleigh Dickinson University

Conflicts can fracture cohesiveness, polarize members, and create factions. Unresolved, they become deep and embedded conflicts. Used constructively conflicts heighten engagement, result in more comprehensive decisions, and enhance relationships. The focus of this workshop is how to turn dysfunctional into constructive conflicts.

Forum West (One & Two)

30. **(Panel)** *Deans and Chairs: Merging Interpretations to Share the Vision*
Kina Mallard
Barbara McMillin
Union University
Randall Scott Bergen
Greenville College
Judith A. Huffman
Indiana Wesleyan University

Differing interpretations of academic issues often lead to frustration between academic chairs and their deans. This session will create a conversation between the panelists of deans and the audience on selected topics that deans and chairs may view differently: accreditation, curriculum, hiring, long-range planning, budget planning, and faculty development. This session will be moderated by a chair of a communication arts department who has served in that role for twelve years. In an interactive format, deans will provide practical suggestions based on true case studies, with time allotted for the audience to respond, offer suggestions, and ask questions.

10:30-11:20 am

Concurrent Paper Presentations

Forum West Four

31. *Conversations with Peter Ewell*

An opportunity to continue discussion with today's featured presenter.

Symposium West

32. *Team Teaching as a Catalyst for Change*
Robert Leonard
Lebanon Valley College

The author initially implemented team teaching as a means to accomplish a department-wide focus on communications, but after four semesters a more significant and comprehensive benefit surfaced. Team teaching became a powerful tool for comprehensive improvement by providing the information necessary for integrating, coordinating, and reviewing the entire educational offering. The approach can be easily adapted to large or small departments, regardless of discipline or resources. Practical recommendations for long-term benefits are provided.

11:30 am – 12:20 pm

Concurrent Paper Presentations

Forum West Four

33. *Developing Mid-Career Faculty: Motivating and Mentoring the Associate Professor*
John R. August
Texas A&M University

The associate professorship is a neglected academic career stage. Department chairs invest considerable time and effort in guiding assistant professors through tenure and promotion and in ensuring that professors remain productive. Inadequate attention often is given to the associate professor who, newly promoted and tenured, may be at risk for not achieving her/his full academic potential.

Symposium West

34. *Selecting New Chairs: Matching Institutional and Applicant Expectations*
Laura Jenki
Marshall University
Mary M. Walczak
St. Olaf College
N. Douglas Lees
Indiana University-Purdue University at Indianapolis

Selecting new chairs can be expensive in terms of time and dollars. In this session we discuss and match various institutional and applicant characteristics for distinctly different department situations, and make recommendations to both applicants (internal and external) and institutions to assist in identifying the best fit.

Individual Consultations with Dr. Deryl Leaming

Dr. Deryl Leaming is currently dean at Zayed University in Abu Dhabi, United Arab Emirates. He has over 25 years of experience as a department chairperson and 16 years of dean experience. He will be available for a limited number of individual consultations on Thursday, February 6. These sessions will be held in Board Room Four on the Mezzanine Level. Consultations will be available in 30 minute segments from 10:30 am-12:30 pm and 2:00-4:00 pm. To schedule an appointment with Dr. Leaming, please sign up for a time at the registration desk.

12:30 – 2:00 pm
Salon II
Luncheon

2:00 – 3:50 pm
Workshops/Panels

Salon I

35. (**Workshop**) *Basic Money Management and Budgeting for Chairs*
Thomas J. Reutzell
Midwestern University Chicago College of Pharmacy
Cindy M. Reutzell
College of Applied Health Sciences-
University of Illinois at Chicago

The academic preparation of most department chairs does not include education in basic management functions. This active learning workshop asks small groups of participants to develop responses to budget scenarios using both public and private university examples. The workshop aims to improve the chair's attitude, knowledge and skill levels as they relate to basic money management and budgeting functions.

Salon III

36. (**Workshop**) *Interviewing Skills for Academic Chairpersons*
Lauren A. Vicker
St. John Fisher College

This workshop will help participants identify and practice successful interviewing skills. Topics will include structuring the interview, developing questions for maximum results, pitfalls to avoid, and legal vs. illegal interview questions.

Symposium East

37. (**Workshop**) *Decision Points for Academic Chairs Simulation*
Dennie Smith
John Schifani
The University of Memphis

Participants are introduced to this simulation through active involvement in a sampling of decision points. The Concern Opportunity Process (COP) is used to demonstrate effective decision making with students and faculty. Evaluative information and overall design of the simulation will be discussed during the session. Discussion will focus on using the simulation in various institutions for possible chair training.

Forum West (One & Two)

38. (**Panel**) *Moving Forward in Hard Times: Essential Strategies*
L. Jane Boudreaux
Joan L. Exline
Michael Forster

Patricia Lowery Sims
University of Southern Mississippi

The pace of change in higher education shows no signs of abating. Department chairs are faced with challenges in the areas of finance and budget, technology, and personnel. Consequently, department chairs can no longer merely be managers or administrators; they must provide the leadership to move forward. This panel will share four strategies used by the College of Health and Human Sciences at The University of Southern Mississippi to facilitate moving forward in hard times. The panel begins by emphasizing the importance of strategic planning at the college level to encourage creativity. The panel then will present three strategies to move forward in hard times: alternative approaches for obtaining external funding, developing a prescription for ailing faculty and staff morale, and introducing reorganization without increasing resistance.

2:00 – 2:50 pm
Concurrent Paper Presentations

Forum West Four

39. *Poetry and the Chair*
Robert H. Canary
University of Wisconsin-Parkside

Much of the work of being chair involves simple competence and such work is often undervalued. But every craft has its art, and the chair can be a creative force. At other times, poetry can help the chair remain grounded amid a sea of bureaucratic prose – "A Chair's Garden of Verses" will be provided. Participants will display their own creativity by writing academic haiku.

Symposium West

40. *Bugs and Budgets: On Being a Department Head at a Land-Grant University*
Sonny Ramaswamy
Kansas State University

The presenter has served as Head of the Department of Entomology at Kansas State University since 1997. There were various issues inherited upon assuming the headship, including morale problems, declining funding and enrollments, lack of competitiveness, new technologies (both academic and mission-oriented research), and increasing demands by clientele, particularly farmers. Working with the faculty, staff, students, and a supportive administration, the department has surmounted these issues. This has come about by developing a sense of vision, purpose, and community well being. This paper will discuss the basis of success and detail a series of action plans and practical recommendations one can undertake to continue to remain competitive.

3:00 – 3:50 pm
Concurrent Paper Presentations

Forum West Four

41. *Major Legal Issues Affecting Academic Administrators in Higher Education*
Le Von E. Wilson
Western Carolina University

Higher education institutions have historically remained insulated from the lawsuits that are prevalent in our litigious society. There is, however, evidence to suggest that this trend may not continue. College and university administrators need to become aware of the steady erosion of the traditional protections against lawsuits on which institutions have relied. Academic administrators must be kept informed of the legal consequences of their actions or inaction. As the scale and complexity of individual institutions have increased, consensus has been more difficult to achieve, and the courts have come to take a more active role in resolving the inevitable disputes.

This paper explores the legal issues surrounding employment practices of academic administrators in higher education. The paper examines the conduct of administrators against the backdrop of history and law and attempts to foster a greater awareness of the legal challenges affecting academic administrators. It is designed to educate and inform faculty and administrators about the legal implications of decisions they make.

Symposium West

42. *Faculty Professional Development Plans: Challenges and Opportunities for Department Chairpersons*
Roberta W. Walsh
Madelyn L. Isaacs
Florida Gulf Coast University

This session addresses the special challenges and opportunities posed for department chairs in the preparation and use of professional development plans (PDPs) in faculty development and evaluation. Topics include how both chairs and faculty view the PDP as well as issues associated with incorporating PDPs in a continuing contract environment based on experience at Florida Gulf Coast University.

EVENING ACTIVITY

Downtown Disney Excursion

(See flyer and ticket for instructions)

8:00 am
Pre-function Area
Check-In/Continental Breakfast

8:30 – 10:20 am
Workshops/Panels

Salon I

43. *(Workshop) Surviving and Thriving through Budget Cuts*
Steve Graham
Suzette Heiman
University of Missouri
Rob Williams
Fanning Institute for Leadership –
University of Georgia

Colleges and universities around the nation have been hit hard by budget cuts and academic departments are suffering the consequences. This workshop will present survey results identifying how chairs are coping with the loss of funding. Case studies relating to budget cuts will provide the opportunity for attendees to participate in creative problem solving.

Salon III

44. *(Workshop) Communicating Effectively with Your Colleagues*
Michael B. Gilbert
Central Michigan University

Acknowledging that people have different preferences and needs is a cognitive realization but sometimes a practical conundrum. This session will present techniques and bases for communicating effectively with one's colleagues. Participants will have an opportunity to examine alternative communication patterns. Examples of miscommunication patterns will also be presented.

Symposium East

45. *(Panel) Salary Equity – Recommendations From One University System's Experience*
Madalyn Wick
Louise Mengelkoch
Bemidji State University
Jacqueline Richardson
Metropolitan State University

Department chairs and deans need to take a leadership role in avoiding and correcting for salary disparities. This is important, not only to avoid legal liability, but also to retain qualified and satisfied faculty. In doing so, care needs to be taken to avoid what happened in the Minnesota State College and University system after a salary study was performed and salary adjustments made that resulted in lawsuit claims, ultimately with large settlements paid out.

Forum West (One & Two)

46. *(Workshop) Recommitment to Your Leadership Role as Academic Chair*
Dona Kennealley
University of South Dakota

Faculty, students, administrators, family, and other relationships are able to absorb all the time and energy we are willing to provide. These demands often interfere with our commitment to our career. This may result in feeling irritable, a loss of control over aspects of our jobs, and often under-valued and overworked.

This workshop will look at recommitment to one's career. The focus will be on how recommitment is initiated, nurtured, and maintained. The workshop will encourage creative change, reasserting control over one's career, and finding a balance between personal and professional responsibilities. The participants will accomplish this balance through self-evaluation, small group discussion, and the development of a plan of action for recommitment.

8:30 – 9:20 am
Paper Presentation

Forum West (Four)

47. *Converting Faculty Performance Evaluations into Merit Raises: A Spreadsheet Model*
John T. Rose
Elizabeth B. Davis
Baylor University

This paper presents a Microsoft Excel spreadsheet model to convert qualitative performance evaluations into merit raises. The spreadsheet can immediately be put to use by academic chairpersons, is readily understandable by the faculty, and is useful for all institutions with various combinations of teaching, research, and service expectations for the faculty.

9:30-10:20 am
Paper Presentation

Forum West (Four)

48. *A Practical Guide to Mentoring for the Department Chair*
Jane Fiske
Fitchburg State College

This paper will present a three-step guide and a model of best practices in mentoring the department chair. Emphasis will be given to mentoring women in particular. The role of a mentor is significant for it provides individuals with the support system necessary for achieving career goals and objectives and inspires dedication and commitment that will last a lifetime.

10:30 – 11:45 am
Salon II
General Session

Presiding
Lynda Spire
Kansas State University

Featured Presentation
Higher Education: Some Things to Think About
William E. Cashin
Professor Emeritus
The IDEA Center

12:00 pm
Adjournment

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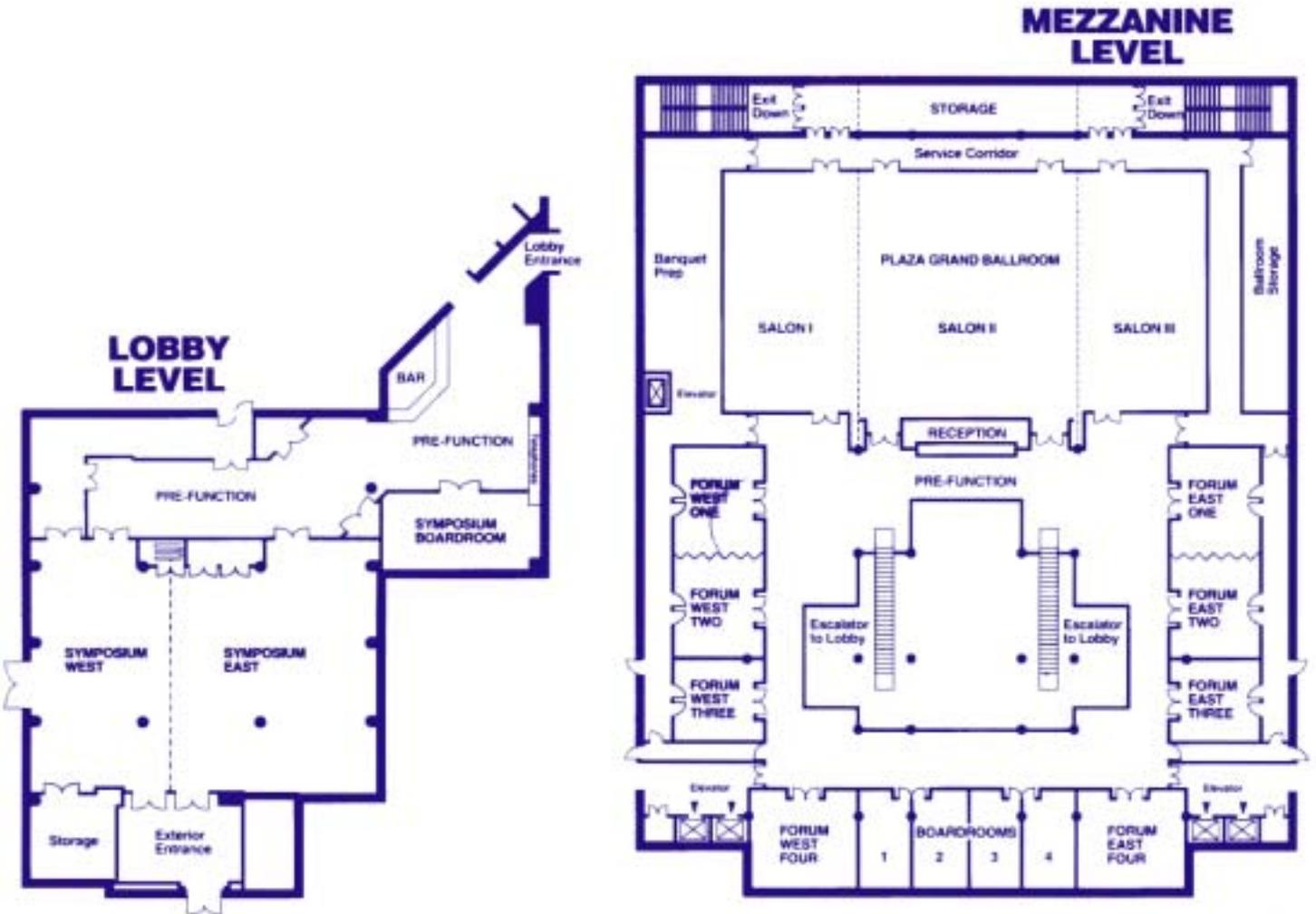
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