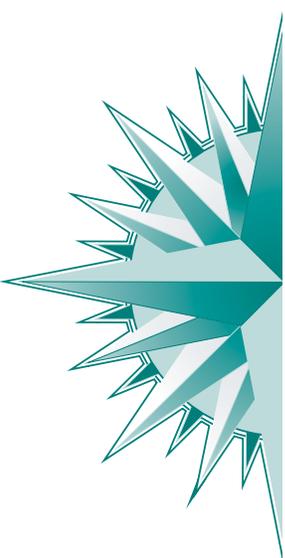


*21st Annual
Conference*



Twenty-First Annual
**ACADEMIC
CHAIRPERSONS
CONFERENCE**

**CHOOSING THE RIGHT
PATHS AMONG MANY
OPTIONS :
CREATING A MEANINGFUL NICHE**

February 4-6, 2004
Adam's Mark Hotel
Orlando, Florida

Conference Program

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



New in 2004!

Conference materials are available online at www.dce.ksu.edu/academicchairpersons

- Step: 1 Click on Current Conference
Step: 2 Click on Conference Content
Step: 3 Enter *florida* as your user name and *orlando* as your password

Materials are available until March 5, 2004

From here you can:

- view additional presentations and handouts (from those presenters who chose to submit their presentations)
- complete the conference evaluation
- view an updated participant list

The Conference Program

Higher education is experiencing its most difficult times in recent memory. Multiple budget cuts in a single fiscal year have been an all too frequent occurrence for many campuses.

The challenges we face can destroy the vitality of a department if not addressed appropriately. However, they can also provide the impetus needed to initiate positive changes not possible during affluent times. During these times it is critical that departmental aspirations be consistent with realistic possibilities. Departments must carefully rethink how they serve their institution and its students. Will the departmental mission need to change? Can we attend to all parts of our mission in the same ways as we have, or will our distribution of effort and talent toward teaching, scholarship, and service need to change? The choices are often hard and the consequences great. Reflecting honestly about departmental qualities, and gaining a clear understanding about how they can best address pressing institutional, community, and societal needs should result in choosing paths that will support continued departmental vitality.

How a department can best distinguish itself and its mission during challenging times is the focus of the Twenty-First Annual Academic Chairpersons Conference.

Pre-conference Workshops

Monday, February 2, 2004

1. *Leadership Communication*
Presented by Mary Lou Higgerson
Salon I
9:00 am - 4:00 pm

Tuesday, February 3, 2004

2. *Departmental Assessment Plans*
Presented by Susan Hatfield
Salon I
9:00 am - 4:00 pm
3. *Academic Chairpersons and the Law: Navigating the Employment Relationship*
Presented by Le Von Wilson
Salon II
9:00 am - 12:00 pm
4. *Using the External Review Process Wisely: Fostering Improvement and Understanding*
Presented by N. Douglas Lees, Laura Jenks, and David Malik
Salon II
1:00 - 4:00pm

Tuesday, February 3, 2004

5:00-7:00 pm
Pre-Function Area
Conference Check-In

Wednesday, February 4, 2004

7:30-8:30 am
Pre-Function Area
Check-In/Continental Breakfast

8:45 - 10:00 am
Salon II
General Session

Presiding

Lynda Spire
Kansas State University

Featured Presentation

Choosing the Path of Academic Leadership: How to Survive and Stay Academically Alive
Walter Gmelch
Dean of College of Education and Director of the National Center for Academic Leadership
Iowa State University

10:00-10:30 am
Pre-Function Area
Break

10:30 am-12:20 pm
Workshops/Panels

Salon I

1. *(Workshop) Using a Taxonomy of Comprehension for Leadership Decision Making*
Ann Singleton
Union University

The process of making effective leadership decisions becomes critical as universities seek ways to address the individual needs of faculty members. The ability to resolve conflicts and solve personnel problems can

Wednesday, February 4, 2004 (continued)

help to create a sense of community within academic departments as well as departmental process. Participants in this session will explore the levels of several recognized taxonomies of comprehension that will encourage the intellectual thought process surrounding the decision making process. Specifically, participants will explore four different taxonomies, analyze case studies, and participate in role-plays.

Forum East (One & Two)

2. *(Panel) Feedback for Administrators: Adding Value to the Evaluation/Development Process*
Christine Licata
William Rudnicki
Rochester Institute of Technology/NTID
Sarah Logan
Angelo State University
Amy Gross
The IDEA Center

Many campuses struggle with providing useful feedback to chairs, deans, and other administrators. This panel will discuss how The IDEA Feedback Systems have been used at the individual and the institutional level to add value to the evaluation and development process of campus leaders. After a brief description of the instruments, three individuals will describe their experiences using the instruments on their campus.

Salon III

3. *(Workshop) Avoiding Lawsuits in Higher Education: Risk Management Strategies for Academic Administrators*
Le Von Wilson
Western Carolina University

As the scale and complexity of individual colleges and universities 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. Traditional processes of selection and acculturation have broken down as institutions have become more egalitarian and democratic and students and faculty have become increasingly diverse and demanding. And as universities have taken on a greater array of service functions over time, an appropriate knowledge and understanding of education law is increasingly necessary to enable academic administrators to apply legal

(continued page 3)

decisions and statutory mandates to the academic community and its constituents. The constantly evolving nature of law requires continuous attention to the education of those affected by such laws. Continuous updating of legal knowledge among members of the academic community is a tremendous challenge, but a necessary undertaking in today's litigious society.

Learning how to avoid lawsuits in higher education or lessen their impact has become increasingly important. Through a review of recent case decisions, participants will discuss the latest litigation trends with a focus on the major legal issues affecting academic administrators. The audience will explore the impact of FERPA and HIPAA in the educational environment. Participants will also look at risk management strategies that can be easily implemented to minimize the possibility of becoming embroiled in a costly, time-consuming lawsuit.

Forum West (One & Two)

4. **(Workshop)** *Servant Leadership: A Calling to Leadership in Challenging Times*
Daniel W. Wheeler
University of Nebraska-Lincoln

Challenging times in higher education require new ways of leading. Servant Leadership involves a calling to serve. This workshop will assess Servant Leadership capacity, identify ways to encourage its development, and consider commitments to continue to strive to reach the ideals of a Servant Leader.

10:30-11:20 am Concurrent Paper Presentations

Forum West (Four)

5. *Conversations with Walter Gmelch*

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

Forum East (Four)

6. *Restructuring a Department: A Model for Future Flexibility*
Peter M. A. Sherwood
Kansas State University

A flexible model for the organization of a department is presented which replaces the current model consisting of a coalition of sub-departments with a number of overlapping subject groups. The model has the ability to accommodate new subject areas and replace existing areas, as well as to be well positioned to take advantage of interdisciplinary opportunities. The approach encourages greater faculty involvement in the development of a graduate curriculum that can be better tuned to individual student needs. The model also ensures the representation of all

the stakeholders in the operation of the department. The application of the model to the chemistry department at Kansas State University will be discussed with an illustration of the impact of the approach to the teaching program, the hiring of faculty, and the general operation of the department. The possible application of the model to other university units will be discussed.

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

Forum West (Four)

7. *Opening Department DOORS: Delegation, Outreach, Organization, Re-envisioning, and Service*
Janice Rowan
Rowan University

How is a department and its mission transformed? Here are ways to establish a new departmental identity that can launch a department in new directions. These "DOORS," or avenues to program expansion and distinction, can affect faculty buy-in, fruitful collaborations, and the rewards of service and outreach.

Forum East (Four)

8. *Studio Considered: Reflection on the Model for Active Learning*
James S. Jones
Kansas State University

In times when student (and often faculty) motivation is not high, active learning has been touted as a way for increasing course effectiveness. Great lecturers, students with effective note taking skill, and the ability for synthesizing 'presented' information are a minority in most programs. Undergraduate students that work hard at their education are rare—often limited to the exceptional and those in select professional programs.

By contrast, design studio is often cited as a model for active learning which counters this trend. Across universities, public and private, the lights burn late in studio. Learning there is intense, active and equally motivating to students and faculty. Studio, however, is a subtle, multi-dimensional form of teaching/learning that is often misunderstood by those outside the design disciplines. This paper presentation first addresses what makes a studio a unique educational mode. It identifies the critical factors that make a studio succeed or fail. Secondly, it illustrates ways these factors can be applied to other learning/teaching situations and disciplines. In this way the paper suggest alternatives for a department or program to find or build its niche through a new pedagogy.

12:30-2:00 pm

Salon II Luncheon

2:00-3:50 pm Workshops/Panels

Salon I

9. **(Workshop)** *Staying on Path During Stressful Times*
Tim Hatfield
Winona State University

Institutionally, the stresses on colleges and universities are more significant than ever before, and inevitably translate to more day-to-day stresses for department chairs and other campus leaders. This workshop will provide participants with information, practical materials, and supportive experiential opportunities to discuss and reflect on the stresses they face as well as effective ways to deal with those stresses on a daily basis.

Forum East (One and Two)

10. **(Workshop)** *Case Studies in Departmental Leadership*
Mark Auburn
University of Akron

Case studies in department leadership will form the basis for a facilitated discussion of possible courses of action open to a departmental chairperson confronted with a knotty problem. The fictional examples include overspending a departmental budget, being pressured to increase section sizes, an instructor's refusal to post a needed grade, a situation of potential sexual harassment, handling an important donor, and protecting a valued non-faculty department colleague.

Salon III

11. **(Workshop)** *Crafting Practical Strategy that Sticks: Aligning with Institutional Mission*
Elizabeth Ritt
Lewis University

It is imperative that the academic chairperson has the ability to strategically align the department with the mission and vision of the institution. In this workshop participants will gain additional knowledge and develop competency in crafting mission, vision, and values statements. Participants will be provided with a set of tools that will assist them in evaluating the internal strengths and weaknesses of the department as well as the external opportunities and threats (SWOT analysis). Upon completion of the workshop

participants will have developed at least three strategic goals within a strategic template draft that can be taken back to their academic setting.

Forum West (One & Two)

12. **(Panel)** *Leadership Strategies for Distance Education*
David Powers
Patricia Anderson
Sandra H. Warren
Sarah Williams
East Carolina University

This panel presentation will offer four perspectives regarding practical strategies for building and sustaining successful distance education programs in a large academic department. Panelists from the Department of Curriculum and Instruction at East Carolina University include a department chair, graduate director, program coordinator, and a faculty member engaged in distance education.

2:00-2:50 pm

Concurrent Paper Presentations

Forum West (Four)

13. *Strategies for Succeeding with Limited Resources*
Mary Lou Higgerson
Teddi Joyce
Baldwin-Wallace College

Tight budgets pose a serious challenge for chairpersons who find themselves accountable for maintaining quality instruction and encouraging instructional innovation which is often more expensive to deliver. This presentation will present specific strategies that enable chairpersons to optimize department performance despite limited resources.

Forum East (Four)

14. *Department Chair Functioning: Recent Findings*
Bill Pallett
The IDEA Center

IDEA: Feedback for Department Chairs has been used by chairs at colleges and universities since the late 1970s. Since its revision in 1998-99, hundreds of chairs from a diverse group of institutions have used the instrument. The data collected from these surveys is contained in one of the largest national databases available concerning department chair functioning and what influences chair success. Recent research findings from this large database will be described.

3:00-3:50 pm

Paper Presentation

Forum West (Four)

15. *Leading Academic Searches: A Guide for Department Chairs*
Lauren A. Vicker
St. John Fisher College

Among the many tasks assigned to the department chair, leading an academic search to fill a faculty vacancy can be one of the most daunting. And yet, a successful search is crucial to the mission of any department wishing to recruit and retain good college faculty. This paper presentation will provide academic chairs with a step-by-step process for leading searches for faculty positions.

Evening Activities

5:00-6:00 pm

**Opening reception
Salon II**

Dinner on Your Own

A list of nearby restaurants is included in your packet.

**Thursday,
February 5, 2004**

7:30-8:30 am

**Pre-Function Area
Check-In/Continental Breakfast**

8:45-10:00 am

**Salon II
General Session**

Presiding

Lynda Spire
Kansas State University

Featured Presentation

Leading a Learning-Centered Department
Barbara Millis
Director of Faculty Development
United States Air Force Academy

10:00-10:30 am

**Pre-Function Area
Break**

10:30 am-12:20 pm

Workshops

Salon I

16. **(Workshop)** *A Model For Surviving Bumps in the Road*
Kina S. Mallard
Michael Mallard
Union University
Donna McNeil Cox
University of Dayton
Robert L. Wyatt
Drury University

Leadership conferences rarely focus on failure, but learning from mistakes is a critical skill for successful academic leaders. This workshop will focus on the big "F" – Failure. Workshop leaders will share experiences of when they blew it, and give advice on how to live through it.

Academic leaders will share their failure stories and lead participants in an interactive session through the four "Rs" that have been identified by the facilitator as critical to overcoming failure: Reflection, Reaction, Redirection, and Regeneration. Participants will work in small groups on case studies applying the 4 R Model. A packet of handouts and relevant articles will be distributed.

Salon III

17. **(Workshop)** *Helping Faculty to Publish: Strategies to Get One's Ideas in Print*
Howard Altman
University of Louisville

This workshop will be in three parts: (a) what research tells us about how successful academic writers write; (b) strategies for enhancing acceptance of one's articles in scholarly journals; and (c) discussion of how chairs can play a role in getting faculty to publish their ideas. Many handouts will be provided.

Forum East (One & Two)

18. **(Workshop)** *Handling 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. How to turn dysfunctional into constructive conflicts is the focus of this workshop.

Forum West (One & Two)

19. *(Workshop) The Role of Department Chairs in Promoting Action Research as a Way of Supporting Faculty Professional Growth and Development*
Arbour H. Cherif
Stefanos Gialams
DeVry University
Bettina Caluori
DeVry University-
Greater Philadelphia Campus
Mary Pat Garr
Columbia College Chicago
Karen Murkar
DeVry College of Technology

This workshop is divided into three areas: In the first part participants will discuss the philosophy behind the use of action research in the classroom; examine the difference between traditional and action research; examine the role of department chairs in promoting faculty development through action research; provide a workable framework of how to design and conduct an action research study to improve teaching and learning, classroom management and related issues, as well as faculty professional growth and development. In part two of the workshop, presenters will share a few examples of action research projects that have been conducted in actual classrooms. In part three, participants will be engaged in hands-on activities to teaching effectiveness, classroom management, and student learning and performance!

10:30-11:20 am

Concurrent Paper Presentations

Forum West (Four)

20. *Conversations with Barbara Millis*

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

Forum East (Four)

21. *Using Advisory Groups to Promote Department Needs and Objectives*
Laura Janski
Marshall University
N. Douglas Lees
Indiana University-Purdue University
Indianapolis

Advisory groups may provide expert information, give unbiased reviews, facilitate change, and be advocates. Determining the appropriate role, composition, and management of an advisory group is essential. Here participants envision advisory groups for their departments' needs, and test scenarios that highlight advantages and pitfalls of this process.

11:30 am-12:20 pm

Concurrent Paper Presentations

Forum West (Four)

22. *Resuscitation of a Department: Which Way To Go*
Linwood A. Hagin
North Greenville College

This paper will present how a department on the verge of extinction was revived and is now a department that other college units look to for guidance, assistance, and direction. The presentation will show how curriculum was revised, updated, and new majors generated; how extra-curricular activities were rejuvenated and students were involved; how personnel was changed and increased; how assessment procedures were generated and implemented; and how college officials were persuaded to financially support the department. The presentation will conclude with specific and practical recommendations for other department chairpersons.

Forum East (Four)

23. *Revitalizing Mid-Career Faculty Through Low Cost Professional Development*
Scott A. Gordon
Charles F. Harrington
Timothy J. Schibik
University of Southern Indiana

Historically, higher education has looked toward new faculty entering academe as a critical lever to infuse and maintain vitality at an institution. Yet, national data indicate that this new pool of intellectual talent is becoming a smaller segment of the full-time instructional workforce (NCES, 2001). If colleges and universities are to maintain institutional energy among the faculty, they must begin to place greater emphasis on the professional development and revitalization needs of the mid-career and senior faculty. However, many university units are faced with mid-career faculties that have become disengaged. As a result, these units struggle with developing low cost ways to aid in revitalization. This presentation will provide concrete examples of one university's low cost mid-career faculty development program that follows AAHE's best practices model.

12:30-2:00 pm

Salon II Luncheon

2:00-3:50 pm

Workshops/Panel

(continued above)

Salon I

24. *(Workshop) Developing the Curriculum: Updating the Department*
Patricia A. Smith
Eastern Nazarene College

This workshop focuses on the impact that educational philosophy has on developing the curriculum. Participants will experience hands-on activities, including exploring their own educational philosophies, and will work in groups to develop a pseudo-curriculum, one that can be a model for their own departmental change of curriculum.

Salon III

25. *(Workshop) Using Appreciative Inquiry (AI) Methods to Lead Department Change*
Gary Shulman
Miami University

AI can transform your approach to academic leadership. At the end of this interactive workshop participants will be able to: 1) identify the conceptual underpinnings of AI; 2) describe how the process works; 3) use AI principles to prompt reflection by department members (individually and collectively); and 4) generate a new commitment within the department and positive energy to change.

Forum East (One & Two)

26. *(Panel) Developing Faculty Expertise in Assessing Student Achievement of Program Outcomes*
Sandra S. Bowles
Jo Blackwood
Joellen Kerr
University of Charleston

Moving to an outcome-based curriculum across a small university, it became necessary for individual programs/majors to develop a clearly stated mission consistent with the university mission and clearly stated outcomes reflecting the University's Liberal Learning Outcomes and assessment measures appropriate to ascertain student achievement of the program outcomes.

2:00-2:50 pm

Concurrent Paper Presentations

Forum West (One & Two)

27. *It's About Time: Managing Yourself for More Effective Results*
George Crandell
Auburn University

Much can be gleaned from the literature on time management that can help chairpersons who struggle with information overload or too much to do. This paper focuses on three

strategies: 1) organizing an effective workspace; 2) planning to achieve goals; and 3) learning to avoid or minimize time-wasters. These strategies benefit chairpersons by reducing stress, achieving balance, and becoming more productive.

Forum West (Four)

- 28. *Improving Faculty Salaries: A Success Story*
Robert E. Kennedy
Creighton University

Perceptions among faculty regarding their salary vis-à-vis their peers can be one of the biggest influences on morale. In order to effect real change in improving faculty salaries, it is essential to prove that salary shortfalls are a reality and not simply a perception. This paper presentation will discuss how the Council of Chairs at Creighton University prepared a report using comparative analysis of salaries from peer institutions to document the problem existed. In addition, this paper will discuss the study leading to the report, including the criteria for selection of peer institutions, the sources of salary data both internally and for peer institutions, and why both faculty and administrators accepted it.

Forum East (Four)

- 29. *Mentoring Programs: Paving the Way to Success for New Faculty*
Deborah B. Gentry
Connor M. Walters
Illinois State University

The focus of this paper session will be faculty mentoring programs and processes, specifically, their prevalence, types, potential benefits, common factors associated with successful and problematic mentoring programs, and suggestions and cautions when designing and implementing mentoring programs.

3:00-3:50 pm

Concurrent Paper Presentations

Forum West (One & Two)

- 30. *Creating External Partnerships to Enhance Department Relevance, Image, and Fiscal Stability*
N. Douglas Lees
David J. Malik
Indiana University-Purdue University Indianapolis

Higher education institutions are facing severe financial pressures coupled with criticisms regarding the relevance of the education they provide and the quality of their graduates. Partnering with key external constituents to develop new programs to improve economic development and educational achievement can

generate both resources and political value by converting critics to supporters.

Forum West (Four)

- 31. *Be Heard! Establish a Chairpersons Council*
Richard Detmer
M. Jill Austin
William J. Connelly
Middle Tennessee State University

In 1996 a group of chairpersons at Middle Tennessee State University formed a chairpersons organization in response to their concern about the low level of involvement of chairpersons in university decision-making and the potential value of routine chairpersons council meetings to share ideas. This presentation discusses the organization and benefits of MTSU's Council of Chairs.

Forum East (Four)

- 32. *Exploring a Department's Distinctiveness Through Strategic Planning*
Mohammed F. Khayum
Timothy J. Schibik
University of Southern Indiana

Since the late 1970's, higher education institutions have increasingly utilized strategic planning. Studies of strategic planning experiences in higher education institutions suggest that communication and broad participation are essential ingredients for a successful strategic planning process. This presentation examines the role of communication and participation in developing a department's distinctiveness as part of its strategic planning process.

EVENING ACTIVITY

**Downtown Disney Excursion
(See ticket for instructions)**

**Friday,
February 6, 2004**

7:30-8:30 am

**Pre-Function Area
Check-In/Continental Breakfast**

(continued above)

8:30-10:20 am

Workshops/Panel

Salon I

- 33. *(Workshop) Navigating the Ice Floes of Higher Education: Challenges and Opportunities*
Barbara Korner
University of Florida
Mark Heckler
University of Colorado at Denver

Department chairs that understand the context affecting their institutions may more successfully lead their programs during tumultuous change. This presentation will consider how four major trends—the economy, access and affordability, technology, and market forces—create changes we must cope with for the immediate future in higher education. In small groups, participants will discuss ways of copings with trends and changes.

Salon III

- 34. *(Panel) Empowering the Middle: The Chair's Role in the Institution*
Jaleh Rezaie
Carole Garrison
Eastern Kentucky University
Diana C. Reep
University of Akron
Fariba Bigdeli-Jahed
Kentucky State University
Andrew Harver
University of North Carolina at Charlotte

Department Chairs are vital links between the faculty and administration. When they are recognized as an essential part of the institution and organized, they are empowered to influence institutional policies. This panel will discuss ways of giving the chairs a strong voice for bringing about positive changes within an institution.

Forum East (One & Two)

- 35. *(Workshop) Faculty Appraisal for Merit Pay-No Pain, No Gain*
Sandra S. Bowles
Anna Parkman
University of Charleston

Have you ever thought about instituting merit pay for faculty? The University of Charleston is an outcomes-based institution that uses an annual performance appraisal system to determine faculty pay raises. Presenters will share the development, challenges, and process of this approach to faculty evaluation.

8:30-9:20 am

Concurrent Paper Presentations

Forum West (One & Two)

36. *Giving Each It's Due: Allocating Faculty Resources to Departments Equitably*
Michael B. Reiner
Santa Fe Community College

A relatively simple quantitative model is used to determine ways to allocate faculty resources. Factors such as class size, faculty loading, and full-time/part-time ratio are considered; a spreadsheet allows an examination of "what if?" scenarios. With faculty turnover predicted to result from the wave of retirements, a planning model could facilitate decision-making.

Forum East (Four)

37. *Identifying and Servicing New Markets for Department Programs*
Dennis Brennan
University of the Pacific

Ideas, successful techniques, and motivation for the entrepreneurial department chair in identifying and servicing new markets will be presented. Focus will be on practical strategies for identifying new markets through a systematic plan of market analysis and the planning and implementation of new educational programs to meet the needs of the newly defined markets. Examples and suggestions will be provided on how to conduct a department level market needs assessment. The examples and suggestions will be taken from the successful experiences of an educational administration department at a medium sized independent university.

Forum East (Three)

38. *The Departmental Immersion Semester Experience*
Nancy B. Carlson
Ball State University

Whether a department is Architecture or Zoology, offering an immersion semester for students can enhance both teaching and learning. The presenter has experience in three immersion semesters, one as faculty and two as chair. Get first-hand tips for managing a seminar worth 12-15 credit hours, all carved from the current curriculum. The experience can change the lives of everyone involved.

9:30-10:20 am

Concurrent Paper Presentations

(continued above)

Forum West (One & Two)

39. *Mission, Change, and Chairs: Oh My!*
Merribeth D. Bruning
Eastern Illinois University

This paper presentation offers practical steps for initiating and implementing positive change with the leadership of the department chair. A sample survey tool and an annotated bibliography will be included with this presentation.

Forum East (Four)

40. *Developing a Department Quality Assurance Program*
Glenn Nelson
University of Pittsburgh

Quality assurance is a major challenge departments must face. This session will briefly review some of the external pressures demanding quality assurance and how colleges and universities have responded, followed by an overview of one school's attempt to create a benchmarking program. Participants will review the steps one department took in response to this challenge by creating a quality assurance program. The role of the chair, benefits derived, difficulties encountered, and examples of change will be discussed.

Forum East (Three)

41. *Leading Academic Department Change With Strategic Action and Program Vision*
Kathryn L. Hope
Susan Sims-Giddens
Southwest Missouri State University

The purpose of this presentation is to describe a process of change used by a Department of Nursing to create a niche. The discussion will include the stimulus for change, the process used, the strategies for implementation, outcomes and challenges of the change, and a vision for the future.

10:30-11:20 am

Concurrent Paper Presentations

Salon I

42. *Teacher as Servant Leader: A Faculty Model that Empowers Students*
Sharon Drury
Indiana Wesleyan University

Changes in higher education are highlighting the need to consider a new faculty model. Servant leadership could distinguish a college for its focus on teaching as though students matter most and could transform higher education. Servant leadership redirects ego and image to enable collaborative inquiry. Student scores of their most effective professors and practical recommendations will be presented.

Salon III

43. *An Investigation of Needs Satisfaction Among University Department Chairpersons*
Catherine Rice
Western Connecticut State University
Timothy T. Elkins
*Stern School of Business,
New York University*

Department chairperson's performance can be influenced by the satisfaction they experience from their work environment. This study investigated the satisfaction of chairpersons in a state university system utilizing a need satisfaction questionnaire. The results provide administrators with information that can be utilized to plan interventions in areas where satisfaction is low.

Forum East (One & Two)

44. *Standing Out From the Crowd: Enrollment Growth Through Improved Strategic Alignment*
Mark Fincher
Letourneau University

Many institutions struggle to remain competitive in an increasingly crowded market for higher education. Where, in the past, students competed to get into universities, universities now compete to attract students. Prospective students often find it difficult to discriminate between universities that appear to be offering the same educational experience that is designed for the same group of students. Universities can overcome this problem through superior strategic positioning. Each university has a unique set of resources that can be used to create an educational experience. It is the purpose of this paper presentation to describe how universities can craft an educational experience that is uniquely valuable to certain groups of perspective students.

Forum West (One & Two)

45. *How Laptop Computers are Forcing Changes in Core Education*
Timothy R. Cooley
Patricia Egleston
James S. Rolf
United States Air Force Academy

The Department of Mathematical Sciences at the United States Air Force Academy has just completed the first year of intensive integration of laptop computers in most of the core curriculum. Blending substantial use of technology into these courses has a major influence on objectives, classroom pedagogy, and the use of assessment instruments. Presenters will discuss the departmental and institutional impact of these changes, while providing department leadership specific recommendations for successfully integrating today's technology to better serve both students and client departments.

Forum East (Four)

46. *New Chair/Old Department:
The Good, Bad, and Ugly*
Carol Scates
Southeast Missouri State University

A new chairperson should have goals for redefining the department, but with an entrenched senior faculty, implementing desired change can be difficult. This paper presentation will suggest strategies to: 1) overcome faculty resistance to institutional directives such as distance-learning; 2) resolve student/faculty complaints; 3) balance faculty down-sizing with increased enrollments; and 4) maintain morale.

Forum East (Three)

47. *Creating a Meaningful Niche for
Departments Through Training
and Development*
Chris Kapp
University of Stellenbosch

Chairing an academic department is not easy. Training for this leadership role is imperative. The paper presentation describes the expected outcomes, content, and evaluation of a three-day training program for departmental chairs. A follow-up survey is reported on and an instrument is offered to assess departmental growth and development.

**11:20 am
Adjournment**

**Conference Evaluation-
ONLINE**

Your feedback is very important to us as we plan future programs. A conference survey will be available on the conference web site www.dce.ksu.edu/academicchairpersons for you to complete when you return home. Please follow these simple directions:

1. Click on Current Conference
2. Click on Conference Content
3. Enter *florida* as your user name and *orlando* as your password
4. Click on conference survey and follow the prompts

The survey will be available through March 5, 2004.

If you prefer to complete a paper survey, they are available at the registration desk.

Presenter Index

Session	Name	Page	Session	Name	Page
17	Altman, Howard	4	16	Mallard, Kina S.	4
12	Anderson, Patricia	4	16	McNeil Cox, Donna	4
10	Auburn, Mark	3	GS, 20	Millis, Barbara	5
31	Austin, M. Jill	6	19	Murkar, Karen	5
34	Bigdeli-Jahed, Fariba	6	40	Nelson, Glenn	7
26	Blackwood, Jo	5	14	Pallett, Bill	4
26, 35	Bowles, Sandra S.	5, 6	35	Parkman, Anna	6
37	Brennan, Dennis	7	12	Powers, David	4
39	Bruning, Merribeth D.	7	34	Reep, Diana C.	6
19	Caluori, Bettina	5	36	Reiner, Michael B.	7
38	Carlson, Nancy B.	7	34	Rezaie, Jaleh	6
19	Cherif, Arbour H.	5	43	Rice, Catherine	7
31	Connelly, William J.	6	11	Ritt, Elizabeth	3
45	Cooley, Timothy R.	7	45	Rolf, James S.	7
27	Crandell, George	5	7	Rowan, Janice	3
31	Detmer, Richard	6	2	Rudnicki, William	2
42	Drury, Sharon	7	46	Scates, Carol	8
45	Egleston, Patricia	7	23, 32	Schibik, Timothy J.	5, 6
43	Elkins, Timothy T.	7	6	Sherwood, Peter M.A.	3
44	Fincher, Mark	7	25	Shulman, Gary	5
19	Garr, Mary Pat	5	41	Sims-Giddens, Susan	7
34	Garrison, Carole	6	1	Singleton, Ann	2
29	Gentry, Deborah B.	6	24	Smith, Patricia A.	5
19	Gialams, Stefanos	5	15	Vicker, Lauren A.	4
GS, 5	Gmelch, Walter	3	29	Walters, Connor M.	6
23	Gordon, Scott A.	5	12	Warren, Sandra H.	4
2	Gross, Amy	2	4	Wheeler, Daniel W.	3
22	Hagin, Linwood A.	5	12	Williams, Sarah	4
23	Harrington, Charles F.	5	3	Wilson, Le Von	2
34	Harver, Andrew	6	16	Wyatt, Robert L.	4
9	Hatfield, Tim	3			
33	Heckler, Mark	6			
13	Higgerson, Mary Lou	4			
41	Hope, Kathryn L.	7			
21	Jenski, Laura J.	5			
8	Jones, James S.	3			
13	Joyce, Teddi	4			
47	Kapp, Chris	8			
28	Kennedy, Robert E.	6			
26	Kerr, Joellen	5			
32	Khayum, Mohammed F.	6			
33	Korner, Barbara	6			
21, 30	Lees, N. Douglas	5, 6			
2	Licata, Christine	2			
2	Logan, Sarah	2			
18	Lucas, Ann F.	4			
30	Malik, David J.	6			
16	Mallard, Michael	4			

Conference Materials-ONLINE

We offer a variety of presentations at this conference and know you probably weren't able to attend every session of interest to you. Presenters had the option of submitting their presentations and/or handouts to be posted to the conference web site www.dce.ksu.edu/academicchairpersons. To access submitted materials on the web follow these simple directions:

1. Click on Current Conference
2. Click on Conference Content
3. Enter *florida* as your user name and *orlando* as your password
4. Click on conference presentations

Advisory Board Members

Howard Altman

Professor, Linguistics Program
University of Louisville

James Anker

President, Anker Publishing Co., Inc.
Bolton, Massachusetts

John August

Professor, College of Veterinary Medicine
Texas A & M University

Susan Hatfield

Assesment Coordinator
Winona State University

Mary Lou Higgerson

Vice President of Academic Affairs and
Dean of the College
Baldwin-Wallace College

N. Douglas Lees

Chair, Department of Biology
Indiana University-Purdue University
Indianapolis

Ann Lucas

Professor of Management
Fairleigh Dickinson University

William Pallett

Director, The IDEA Center
Manhattan, KS

Lynda Spire

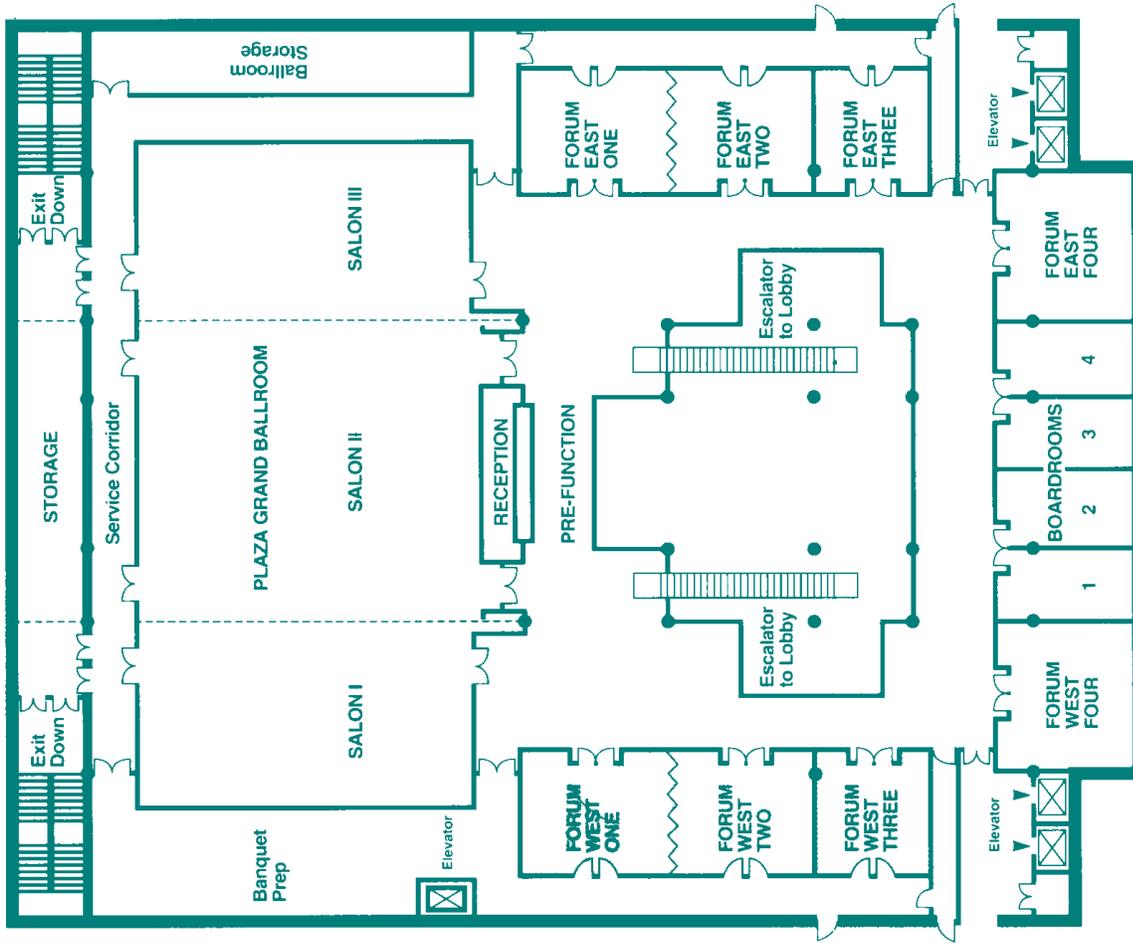
Assistant Dean,
Division of Continuing Education
Kansas State University

Daniel W. Wheeler

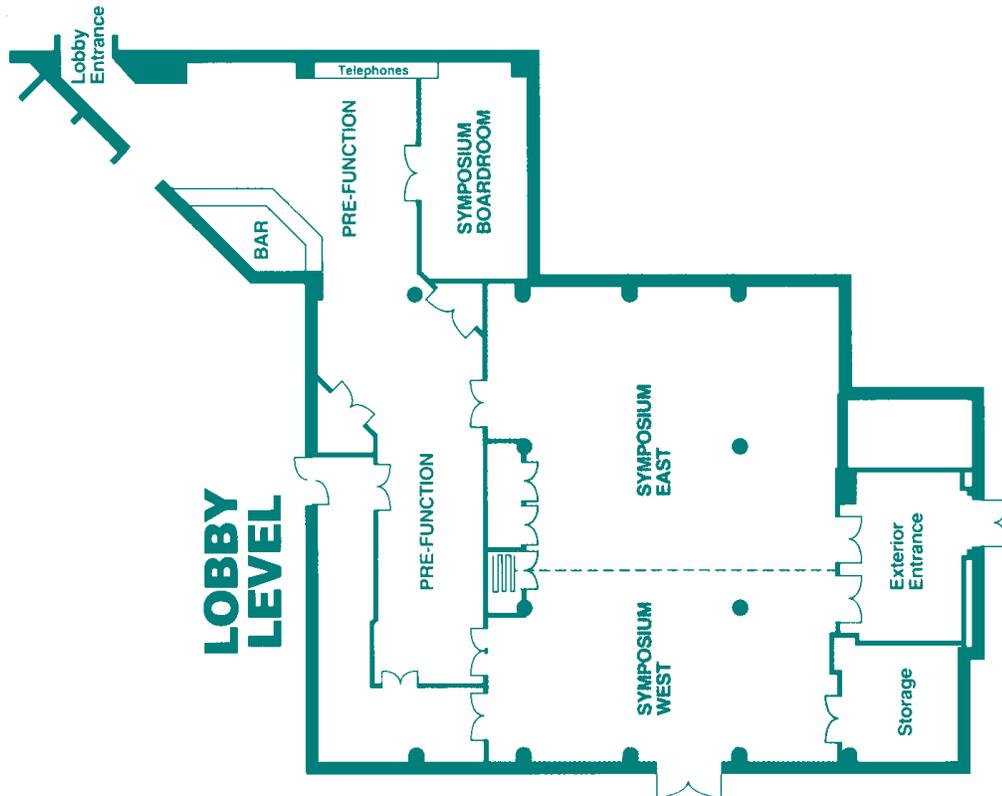
Professor, Agricultural Leadership,
Education and Communication
University of Nebraska-Lincoln

Meeting Space

MEZZANINE LEVEL



MEZZANINE LEVEL



LOBBY LEVEL

Plan Now to Attend

Twenty-Second Annual
**Academic Chairpersons
Conference**

**The Chairs Role in
Empowering Change**

February 9-11, 2005

Adam's Mark Hotel

Orlando, FL

