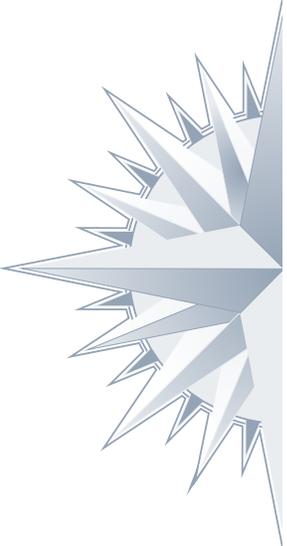


*22nd Annual
Conference*

Twenty-Second Annual



ACADEMIC CHAIRPERSONS CONFERENCE

The Chair's Role in Empowering Change

February 9-11, 2005
The Florida Mall Hotel
Orlando, Florida

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

Conference Program



New in 2005!

An Internet Cafe is available to Academic Chairpersons participants in Boardroom Three. This is open to participants from 9:00 am - 11:00 pm.

The Conference Program

Individuals are more satisfied and productive members of a department if they have opportunities to create and implement ideas that are meaningful to them and the organization they support. Empowerment takes many forms in an organization including: involvement in departmental decision-making, interest in and receptivity to new ideas, advocacy for them, and providing financial and other support.

People feel empowered when department decision-making is a shared process that results in a sense that everyone owns and participates in the department's life. Department heads can demonstrate an openness to change and new ideas in many ways, ranging from the way departmental meetings are chaired to the active solicitation of initiatives from the faculty.

Resistance to change can come from inside or outside the department. The chair's ability and commitment to serve as an advocate is often a primary influence in successfully implementing change. Without financial resources or other support such as release time or summer stipends, positive change is difficult to facilitate. Chairs that encourage change by providing visible means of support earn credibility with their faculty and serve notice that positive change is highly valued.

How Chairs empower change to improve both departmental quality and climate will be the focus of the Twenty-Second Annual Academic Chairpersons Conference.

Pre-conference Workshops

Monday, February 7, 2005

1. *Developing Program Level Assessment Plans*
Presented by Susan Hatfield
Salon I
9:00 am-4:00 pm with lunch
2. *Working Effectively with the Dean*
Presented by Mary Lou Higgerson
Salon III
9:00 am-12:00 pm without lunch

Tuesday, February 8, 2005

3. *No Chair Left Behind*
Presented by Tim Hatfield
Salon I
9:00 am-4:00 pm with lunch
4. *Conflict Management*
Presented by Walter Gmelch
Salon III
9 am-12:00 pm without lunch

Tuesday, February 8, 2005

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

Wednesday, February 9, 2005

7:30-8:30 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

Leadership in Place
John Wergin
Professor of Educational Studies
Antioch University

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

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

Salon I

1. *(Workshop) Using Assessment Data to Improve Teaching and Learning*
Susan Hatfield
Winona State University

Collecting data is not "doing assessment." Doing assessment is when the data is organized, interpreted and used to make improvements. Participants in this workshop will examine assessment data for trends and learn to identify opportunities to positively impact teaching and learning.

Wednesday, February 9, 2005 (continued)

Salon III

2. *(Panel) What I Wish I Had Known as a First-Year Chairperson*
Gary J. Ross
Jay Wahlund
Deanna Klein
Minot State University

In this panel, three new department chairpersons will discuss what they wish they had known prior to assuming their positions. They will present the challenges they faced and the strategies they used to deal with these challenges. They will also invite participants to share their challenges and strategies. Participants will divide into groups and discuss how they would deal with various challenges presented in small case scenarios.

Forum West

3. *(Workshop) Easing Discomfort When Managing the Uncomfortable*
Mary Lou Higgerson
Teddi Joyce
Baldwin-Wallace College

Academic leadership is not conflict free. When chairpersons take the path of least resistance, they often produce increased conflict. This workshop offers a perspective for reducing the discomfort associated with managing conflict situations. Participants will practice strategies for reducing discomfort by doing what may at first seem uncomfortable.

Forum East

4. *(Workshop) Leading Academic Change: Essential Roles for Chairs*
Ann Lucas
Fairleigh Dickenson University

Bringing about change is most successful when led by an effective team which understands the stages that any change process must follow to become permanently embedded in the culture. Applying effective academic change principles demonstrates how to avoid failure and maximize achievement of your own change efforts.

10:30-11:20 am Concurrent Paper Presentations

Symposium East

5. Conversations with
Jon Wergin

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

Symposium West

6. *Department Chairperson's Perceptions of Faculty: or "Can't We Just Get Along?"*
Ellen R. Beatty
Robert Cipriano
Southern Connecticut State University

Participants will complete a short survey to rank order factors to be considered in evaluating faculty. The presenters will compare participant responses to national data obtained by their own research. A discussion will follow, addressing how an additional evaluating factor, interpersonal skills/collegiality, came forward as a self-selected category on the national survey. The presenters will then offer practical recommendations for assessing collegiality as a factor in faculty evaluation.

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

Symposium East

7. *Working Together Toward an Effective Vision through Strategic Change*
Hannah Klinger
Penn State Abington

Strategic planning can be fulfilling and even fun! This paper describes what can happen when a unit undertakes the challenge to strengthen and sustain achievement. The presentation offers a set of best practices that can be used by new and seasoned academic directors to build a good plan that will be easy to understand, comprehensive but not ponderous, and will inspire members of the unit to do their best to achieve their goals, strategies, and actions.

Symposium West

8. *Faculty Workload-Are Fairness AND Equity Really Possible?*
Ellen Haneline
Julie A. Coon
Ferris State University

The formidable task of revising disciplinary workload policies in a College of Allied Health Sciences was undertaken in an effort to achieve both fairness and equity across all programs. The process was one of collaboration, compromise and collegiality among all stakeholders, resulting in a unique template for workload determination that served as the basis for all workload policies within the college.

12:30-2:00 pm Salon II Luncheon

2:00-3:50 pm Workshops

Salon I

9. *(Workshop) Shining Brightly without Burning Out: Professional and Personal Self-Care for Department Chairs*
Tim Hatfield
Winona State University

Given the opportunity, all of us are able to recall the high energy, commitment and creativity present for us when we began our professional careers. The inevitable stresses, changes and challenges of our ongoing work, however, may have dimmed those bright memories, eroding our satisfaction at work and in our personal lives. This workshop provides an opportunity to explore the things that matter most to us at work and away from work, as well as offers practical suggestions and strategies to promote personal and professional well-being.

Salon III

10. *(Workshop) Staffing Academic Departments*
N. Douglas Lees
Indiana University-Purdue University Indianapolis
Betsy E. Brown
University of North Carolina

The ratio of tenure track to non-tenure track hires at U.S. colleges and universities has changed significantly in recent years. These trends and the driving forces behind them will be reviewed. Revised forms of faculty hires will also be presented. Participants will assess the value of various types of faculty appointments and develop a five-year staffing for their department using the models presented.

Forum West

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

Case studies in departmental 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.

Forum East

12. *(Workshop) Helping Faculty to Publish: Strategies to Get One's Own 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.

2:00-2:50 pm Concurrent Paper Presentations

Symposium East

13. *The Top Ten Things a Dean Wishes Chairs Would Remember*
William Richardson
Andrews University

Effective higher education should be holistic, which requires a cooperative spirit between a variety of disciplines. For best results this team spirit should extend beyond the department level and pervade the relationship between chairs and administration. Since the Dean is normally the representative to chairs of top administration, it follows that a good relationship with the Dean will enhance the "team" effort. With that in mind, this paper is comprised of one Dean's recommendations that will improve the Chair-Dean relationship and thus empower the Chair for greater effectiveness, not only with administration, but also with peers in other disciplines.

Wednesday, February 9, 2005 (continued)

Symposium West

14. *Facilitating the Transition of Transfer Students in an Outcomes-Based Curriculum*
Sandra S. Bowles
University of Charleston

The University of Charleston has an outcome-based curriculum that requires students to demonstrate course competency to earn credit. When students transfer in with large numbers of credits that can't be applied to the majors offered, portfolios enable many of these students to receive credit for beginning level general education courses.

3:00-3:50 pm Concurrent Paper Presentations

Symposium East

15. *Strengthening the Selection Process-Assisting Search Committees*
Linda J. Tibbetts
Antioch University- McGregor

This workshop will discuss guidelines for asking appropriate questions, enable participants to think about the optimal makeup of the search committee, and provide ideas to aid a Chair in training those who participate on search committees. The desired outcome is to strengthen the selection process for faculty and reduce organizational exposure to litigation.

Symposium West

16. *Portfolio Evaluation for Program Outcome Measurement*
Mavra E. Kear
Mary Bear
Florida Southern College

Portfolio Evaluation is an effective strategy to document accomplishment of program objectives and student learning. A standardized tool was developed to objectively analyze portfolio content through the use of students' self-evaluation and descriptive examples of their learning experiences. One school's results will be used to discuss the strengths and weaknesses of this evaluation approach.

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 10, 2005

7:30-8:30 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

Empowering Faculty to Create Strategic Learners
Claire Ellen Weinstein
Chair, Doctoral Concentration in Learning, Cognition, and Instruction
Professor, Department of Educational Psychology
University of Texas, Austin

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

10:30 am-12:20 pm Workshops

Salon I

17. *(Workshop) Performance Counseling with Tenured Faculty*
Mary Lou Higginson
Baldwin-Wallace College
Barry McCauliff
Clarion University

Conducting performance counseling with tenured faculty can be difficult and stressful for academic chairpersons. Yet, increased pressure for departmental accountability makes performance counseling essential. In this workshop, participants will learn and practice specific communication strategies for conducting performance counseling with tenured faculty.

Salon III

18. *(Workshop) Servant Leadership in a Time of Hard Choices*
Daniel 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.

Thursday, February 10, 2005

Forum East

19. *(Workshop) Empowering Change Through Dialogue*
Debbie M. Pastors
Charles Pastors
Education Development Growth Enterprises, Inc.

A committed, empowered department doesn't just happen. To share ownership of the decision-making process, faculty must effectively "talk and think" together, rather than "tell and defend." To create and implement new ideas, members must become skilled in dialogue. Workshop participants will practice dialogue skills and identify ways to help their departments really think, talk and act together.

10:30-11:20 am Concurrent Paper Presentations

Forum West

20. *One Department's Weathering of the Perfect Storm*
George Kennedy
Washington State University

At the beginning of fall, 2003, the institutional and academic integrity barometer of the English Department at Washington State University was thrown out of whack. Registering heavy pressures from college and central administrations to cut its budget by 7%, correct a completely failing Five Year Plan, and justify the continued teaching of English 101, the department was adrift. Winds of change threatened too from the field: realize a paradigm shift or go down. These conditions for the perfect storm forced a total renovation of the department's thinking, done entirely through unwonted, intense collaboration, resulting in a re-ballasting of the ship with new ideas, visions, and sources of support from both within and outside of the department. The storm was weathered; testing of the new chart lies ahead.

Symposium East

21. *Conversations with*
Claire Ellen Weinstein

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

Symposium West

22. *Discover Your School's True Personality*
Bonnie Drowniany
University of South Carolina

This paper describes a creative exercise to uncover hidden feelings that faculty, staff, students, and alumni have towards their school. It draws from projective techniques used by the advertising industry to uncover consumer attitudes. Results of the exercise, which was conducted at a faculty/staff retreat at the University of South Carolina's School of Journalism, will be shared.

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

Forum West

23. *Leading Change: Supporting A New Model of Teaching and Learning*

Karen Murkar
Lin Stefurak
Abour Cherif
DeVry University

This session will focus on our experience developing DeVry University's Optimize Integrated Learning System (ILS) including the key roles played by Chairpersons and other academic leaders in implementing a new methodology of teaching and learning across the graduate and undergraduate programs. The system of in-class plus guided online teaching and learning was developed based upon action research within DeVry University and a review of related literature. The process included re-designing 300+ courses, training faculty, Chairs, Deans and other academic leaders in addition to preparing our students for the transition to a hybrid of in-class and online teaching and learning. In June 2004 DeVry University's Optimize system received the AAUA 2004 'Exemplary Model of Administrative Leadership' award which recognizes outstanding examples of college or university leadership that demonstrated creative solutions to common issues in higher education.

Symposium East

24. *A Strategy For Managing Outcomes and Assessment Using Bloom's Taxonomy*

Sam Teel
Maine Maritime Academy

The hierarchy of the way people learn as described by Bloom's Taxonomy of learning in the cognitive domain has proven itself a useful core to developing a set of program outcomes and assessments. This paper explores this concept and demonstrates a method to track and manage outcomes and assessment in a clear and concise manner.

Symposium West

25. *Dealing with the "Toxic" Dean*

Paul Campbell
Shawn D. Pearcy
Wayne State College

Reorganization can create a new academic structure that also creates problems for the departments, faculty and staff. An ineffective Dean worsens the problems. However, the Chair can be a significant force for change. Our case study shows how an organization can be saved by its own processes, by investigation of the role of the Chairs and Faculty Senate, faculty rights, and duty of the Provost.

**12:30-2:00 pm
Salon II
Luncheon**

**2:00-3:50 pm
Workshops/Panel**

Salon I

26. *(Workshop) Aligning Chairperson and Faculty Member Goals*

Gary M. Shulman
Miami University

This interactive workshop presents an approach to align Chair goals with the individual goals of faculty members. The desired outcome is for individuals to have a strategy for achieving personal and professional success. The four key components of enduring success that will be described and applied are happiness, achievement, significance and legacy.

Salon III

27. *(Workshop) Appraising Teaching Effectiveness: Beyond Student Ratings*

Bill Pallett
Amy Gross
The IDEA Center

This workshop reviews various models developed to define effective teaching and the sources of evidence beyond student ratings that may be useful in their evaluation. Additional considerations important to an effective evaluation process will also be discussed, including the purpose of the evaluation, evaluation schedules, the amount of evidence to use, processes for making judgments, time spent on evaluation and clarifying responsibilities for preliminary and final judgments.

Forum East

28. *(Panel) Creating an Interdisciplinary Community of Inquiry on Campus*

Sara L. Sanders
Joan Piroch
Charmaine Tomczyk
Coastal Carolina University

Faculty, staff, and students at Coastal Carolina University collaborate to host an annual, campus-wide conference celebrating inquiry that has changed campus culture. During the conference all classes are redirected to conference sessions. Student participation is woven into the curriculum.

**2:00-2:50 pm
Concurrent Paper Sessions**

Forum West

29. *Inter-Institutional Academic Alliances-When, Why, Who, and How*

Virginia Moxley
Kansas State University

Universities are collaborating to deliver online academic programs that capitalize on their technological and human capacities. Inter-institutional programs have the advantage of shared costs, increased reach, greater depth and scope. This presentation focuses on the attributes of administrators who successfully lead such alliances and the strategies they employ to create sustainable programs.

Symposium East

30. *Departmental Use of Course Management Systems: A National Study of Department Chairpersons*

Charles Harrington
Scott Gordon
Timothy Schibik
University of Southern Indiana

The increasing utilization of course management systems (CMS) to deliver courses via distance education, as well as to supplement the delivery of academic content for face-to-face instruction, poses significant issues for academic departments. Department chairpersons are faced with a number of important decisions and issues relative to course management system utilization; these include course design and development; testing and evaluation; student learning outcomes assessment; faculty development; faculty evaluation; and how to oversee the utilization of limited faculty time. This paper discusses the findings of a 2004 national study of academic department chairpersons examining their views on the above issues, as well as course site creation and utilization patterns, perception of student learning, teaching quality and effectiveness, and perceived faculty enthusiasm for CMS utilization.

Symposium West

31. *Departmental Reform and Interconnected Quantitative Learning at Farmingdale State*

John Winn
Farmingdale State University
of New York

Over the past decade the Mathematics Department at Farmingdale State underwent fundamental changes including the revamping of all its course offerings and creating a new baccalaureate degree in Applied Mathematics. We will explain how this was achieved and the lessons we learned along the way.

3:00-3:50 pm
Concurrent Paper Presentations

Forum West

32. *Using Public Information Forums to Generate Support for New Initiatives*
Laura Janski
Marshall University
N. Douglas Lees
Indiana University-Purdue University
Indianapolis

Public Information Forums (PIFs) are mechanisms to inform or engage faculty and others in department and institutional initiatives. Here we discuss how PIFs can energize advocates and lessen detractors. We present a range of PIFs addressing small-scale projects through complex political efforts.

Symposium East

33. *Conducting Classroom Observations Without Burning Bridges: Recommendations for Chairs*
Matthew R. Buckley
Delta State University

This paper focuses on academic chairs conducting faculty evaluation and the roll of classroom observations and post-observation feedback sessions in comprehensive teaching assessment. Participants will be challenged to consider interpersonal aspects helpful and harmful in conducting faculty evaluation.

Symposium West

34. *Social Change Leadership Theory: The Chair's Role in Empowering Change*
Willis M. Watt
Methodist College

Contemporary leadership demands leader-follower working together in the process called leadership. The writer's purpose is to describe the Social Change Leadership Theory process and offer it as an approach chairpersons may use to bring about change within their own departments. The three "Cs" of SCLT and the "who, what, and why" of academic leadership are discussed.

EVENING ACTIVITY

Downtown Disney Excursion
(See ticket for instructions)

Friday,
February 11, 2005

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

8:30-10:20 am
Workshops/Panel

Salon I

35. *(Workshop) Empowering Chairpersons' Roundtables: Personnel Hassles, Dilemmas, and Outright Catastrophes*
Elaine K. Thompson
Mary C. Chinery
Linda M. Kardos
Claribel Young
Georgian Court University

This workshop will provide departmental chairpersons with techniques to improve creative, collaborative problem solving of personnel issues, from minor hassles to outright catastrophes. It will create a climate of positive change through the empowerment of groups of chairpersons working together to arrive at effective strategies and solutions to personnel problems.

Salon III

36. *(Workshop) The Faculty Course Assessment Report*
John K. Estell
Ohio Northern University

The Faculty Course Assessment Report presents a methodology that allows course assessment reports to be written in a format conducive to program outcomes assessment, thereby reducing the overall assessment workload. Also included are elements, such as instructor reflection, for promoting the continuous quality improvement process at the course level.

Forum West

37. *(Panel) Strategic Planning as a guide for Decision Making and Faculty Evaluation*
Barry S. Eckert
Camille Stern
James A. Streater
Barbara Tanenbaum
Armstrong Atlantic State University

Strategic planning is an essential component of the successful operation of academic departments in higher education settings. This panel explores the development of a strategic plan that will assist the chair in prioritizing operational management of the academic unit and fiscal resources. This schema will provide a means for both management of individual faculty planning of personal goals and objectives, and a mechanism and structure for faculty evaluation within the context of the university mission.

Friday, February 11, 2005

8:30-9:20 am
Concurrent Paper Presentations

Forum East

38. *Dealing with Plagiarism in the Internet Age*
Barbara J. Hunt
Columbus State University

Students are engaging in academic dishonesty as never before. This presentation will show how www.turnitin.com can be used, not just to catch cases of plagiarism, but as a teaching tool to inform students about plagiarism and ways to avoid it. The presentation also shows an approach to teaching about plagiarism that students can relate to using music and movies.

Symposium East

39. *Implementing a Triad Leadership Model*
Mary M. Walczak
St. Olaf College

Four years ago the Chemistry Department adopted a three-person leadership model to replace the traditional one-person Chair model. The triad leadership team shares responsibility for tasks that previously were solely the responsibility of the Chair. Although this change was initially proposed as a means to share the workload of the Chair, the new model was also designed to improve communication and build community within the department.

Symposium West

40. *Practical Concepts, Examples and Behaviors for Leading Successful Departmental Change*
Michael Johnson
University of Alaska Anchorage

This paper identifies current literature, research, and theory regarding change in academe, provides specific examples of effective unit level change from across the nation, and suggests specific leadership perspectives and behaviors for leading successful unit level change. Specific, observable behaviors for leading successful change will be provided and discussed by participants.

**9:30-10:20 am
Concurrent Paper Presentations**

Forum East

41. *Administering an Off-Campus Interdisciplinary Graduate Program*
Larry L. Smiley
Central Michigan University

Central Michigan University offers a Master of Science in Administration degree enrolling 6000 students. The program staff includes a director, associate director, coordinator, secretary, and about 800 temporary instructors. This session will describe the program, the activities of the staff, and the guiding principles used to successfully graduate about 2000 students each year.

Symposium East

42. *From Entitlement to Merit: Fiscal Management in a Time of Change*
Jacques Giard
Arizona State University

With the budgetary constrictions of the last few years has come inevitable pressure for Chairs to deal creatively with unit fiscal management. A recent experience in the School of Design is a telling case study of the unit's two-year transition from an academic culture based on entitlement to one based on merit; the transition was logical but went against deeply imbedded faculty values.

Symposium West

43. *Shaping Consensus from Difference: Administering Writing Programs*
Richard C. Raymond
Mississippi State University

The paper will discuss how to overcome paralyzing departmental dissonance by following four collaborative principles: Sharing Teaching across the Department's Programs, Sharing Governance, Sharing Responsibility for Assessment and Curricular Revision, and Embracing the Tough Questions. I will illustrate these principles by drawing on experience as Chair of a department of rhetoric and writing and as head of departments of English. I will also provide support for these collaborative principles by citing recent theory on writing program administration.

**10:30-11:20 am
Concurrent Paper Presentations**

Salon I

44. *Online Education Policies and Practices: Guidelines For Department Chairs and Faculty*
Sharon S. Kleinman
Quinnipiac University

More faculty members are developing online courses and adding online components to face-to-face courses on an ever-broadening array of topics each semester. This paper presents field-tested strategies for designing and maintaining online learning environments for college students that encourage interaction, active learning, and compliance with course requirements and academic honesty policies. These strategy recommendations will be valuable to department Chairs as a blueprint for best practices in online education that can be shared with faculty members to stimulate discussions about pedagogy, instructional design, and educational technology.

Salon III

45. *Developing a Training Program for New Department Chairs*
Richard Miller
Jeanne Butler
University of Nebraska at Kearney

This paper discusses a process to create a training program for new Chairs. The program assists Chairs in (1) understanding job responsibilities, (2) creating positive relationships with key personnel, (3) building job skills, and (4) evaluating job performance. Interactive activities allow participants to identify key steps in creating the training program on their campus.

Forum West

46. *Leadership in Chaotic Times: Lessons from Science*
Deborah Garrison
Midwestern State University

Leadership during times of chaos presents particular challenges to the academic chairperson. The headlines of academic journals have been full of discouraging news about budget woes, ethical crises, and challenges associated with creating learning environments for Generation X students. The good news is that science offers new insights through chaos theory and quantum physics that help refocus our response to today's academic environment.

Forum East

47. *The Use of Senior Exit Interviews in Program Assessment*
Lori J. Anderson
Tarleton State University

The author instituted exit interviewing all graduating seniors for program assessment. This paper 1) documents the actual usage, including an analysis format; 2) documents departmental issues, including faculty resistance; 3) documents how department heads can maximize this assessment means and bring faculty on-board; and 4) documents problems and areas for improvement.

Symposium East

48. *Engaging Part-time Faculty: Recommendations for Inclusion and Accountability*
Gina L. Sheeks
Columbus State University

This presentation will focus on institutional and departmental policies and practices supporting the engagement of part-time faculty members within the organizational culture. Support services, inclusion in departmental activities and planning, and institutional responsibilities with respect to part-time faculty population will be explored. Recommendations for effective practices that support and successfully engage part-time faculty members will be presented. Furthermore, tools for effective and equitable evaluation and assessment practices will be offered.

**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 website 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 4, 2005.

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

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Conference Materials-ONLINE

Available after February 18, 2005

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 website 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
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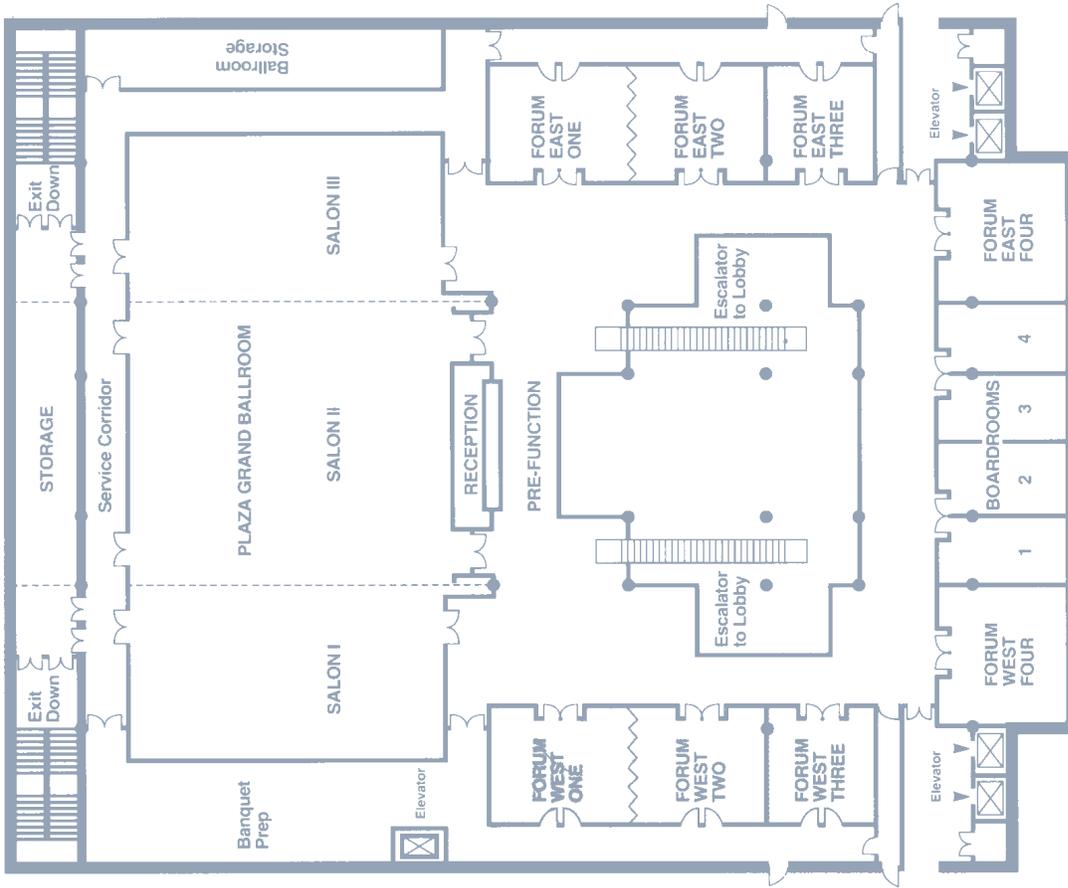
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Lynda Spire
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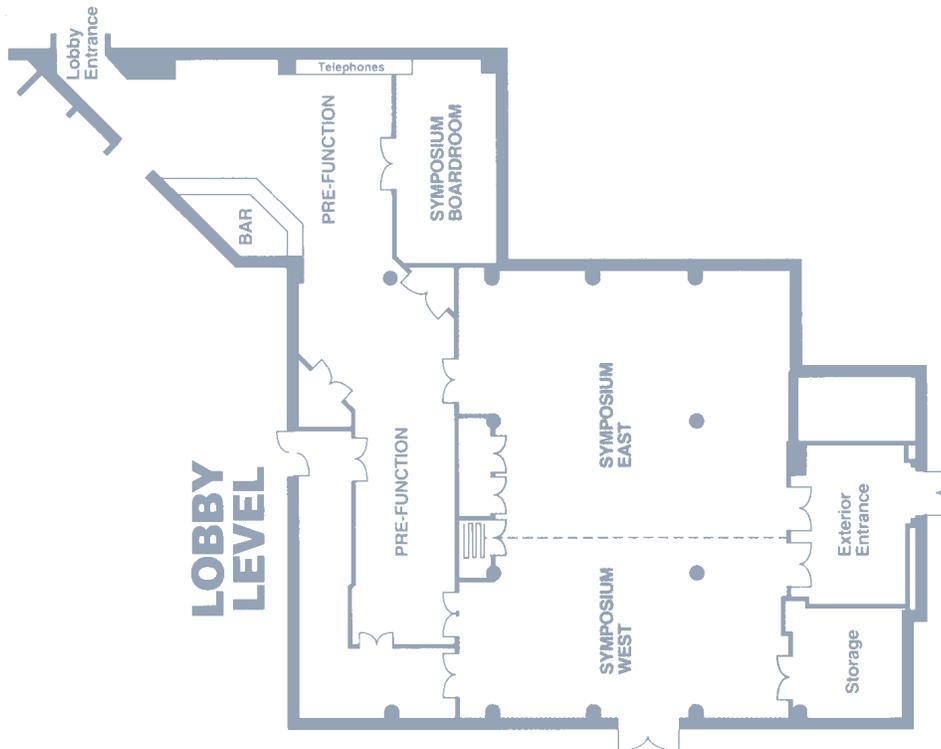
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