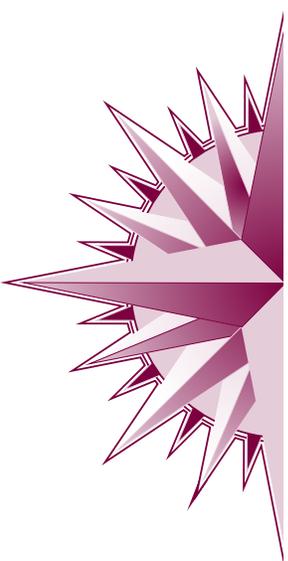


23rd Annual  
Conference



Twenty-Third Annual

# ACADEMIC CHAIRPERSONS CONFERENCE

## Changing Leadership: Expectations for Chairs

February 8-10, 2006  
The Florida Mall Hotel  
Orlando, Florida



## Conference Program

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



## The Conference Program

The old adage that “the only constant in our lives is change” is true for an academic chairperson. At one time, the chair’s job was to teach nearly a full load and attend to administrative details, coordinate evaluation procedures, and convene departmental meetings. Expectations for today’s chairs are quite different.

While every campus is different, it is likely that a chair will experience new expectations wherever they reside. Many will be asked to be more entrepreneurial, to forge new interdisciplinary relationships, to make better use of technology, to better define and assess student learning, to foster alumni fundraising, and to deal with more complex litigious issues. In addition, external funding agencies and state and national governments increasingly seek accountability evidence at the department level. For a chair initially employed as a disciplinary expert, these expectations can be daunting; but they can also be viewed as wonderful opportunities to pursue a departmental vision in creative ways.

How changing leadership expectations impact the professional life of the chair is the focus of the Twenty-Third Annual Academic Chairpersons Conference.

## Tuesday, February 7, 2006

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

## Wednesday, February 8, 2006

**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

*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/Panel

### Salon I

1. *(Workshop) Assessing Assessment Plans*  
Susan Hatfield  
*Winona State University*

This workshop should be of interest to those who already have program level assessment plans and those who know they need to write one. This will be a hands-on session, focused on the criteria for an effective assessment plan (for those participants who need to write one) and critically evaluating the plan’s implementation (for those who already have a plan).

### Salon III

2. *(Workshop) Learning Disabilities in the Workplace: Awareness Workshop for Academic Chairpersons*  
Erma Verhage  
Tara Coleman  
Jean Darbyshire  
Laurel Littrell  
*Kansas State University*

This informational workshop is an awareness tool for chairpersons to understand and recognize characteristics and consequences of learning disabilities in the workplace. Legal rights and responsibilities of employers and individuals with learning disabilities will be discussed. Accommodations for specific learning disabilities will be identified. This presentation is informational only.

### Forum East One and Two

3. *(Panel) Strategies for Recruiting and Retaining Minority Faculty at Majority and Minority Universities*  
Sarah Price  
*Florida A&M University*  
Delano I. Tucker  
*Norfolk State University*

A panel presentation designed to provide practical information regarding how to recruit and retain minority administrators, faculty, and staff at minority and majority universities and colleges. The panel will give specific details regarding: a) how to advertise to attract minorities, b) the importance of the search committee, c) how to respond to applicants before, during, and after an interview, d) critical points during the initial campus visit, e) quality mentoring during early employment, and f) different methods of ensuring equity. The panel will also provide common oversights

## Pre-conference Workshops

### Monday, February 6, 2006

1. *Leadership, Teamwork and Conflict Management*  
Presented by Walter H. Gmelch  
Salon I  
9:00 am-4:00 pm with lunch
2. *Collegiality: A Necessary Component of Departmental Effectiveness*  
Presented by Robert E. Cipriano  
Salon III  
9:00 am-12:00 pm without lunch

3. *Conducting More Inclusive Searches: Strategies for Attracting Diversity Candidates*  
Presented by Lauren A. Vicker  
Salon III  
1:00 pm-4:00 pm without lunch

### Tuesday, February 7, 2006

4. *Evaluating College Teaching*  
Presented by Peter Seldin  
Salon I  
9:00 am-4:00 pm with lunch
5. *The New Chairperson: Meeting the Challenges of the Coming Decades*  
Presented by Deryl Leaming  
Salon III  
9:00 am-4:00 pm with lunch

and/or mistakes that are made during the employment process and strategies to ensure that such errors do not occur. Each panelist will share his/her experience regarding employment selection from the standpoint of both faculty and administrator, and provide perceived strengths and areas of needed improvement.

## Forum West One and Two

4. **(Workshop)** *Initiating Change at the Departmental Level: Applying Adaptive Leadership*  
Lori Coakley  
Bryant University  
Linda Randall  
University of Baltimore

In response to today's changing academic environment, department chairs need to apply adaptive leadership. Adaptive leadership is a process, eliciting solutions and knowledge from department members, while promoting flexibility for faculty. It provides a framework for attaining employee commitment. Participants will be given a series of case scenarios to resolve, using adaptive leadership.

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

## Symposium East

5. *Challenges, Choices, Changes and the Chair*  
Merribeth Bruning  
Eastern Illinois University  
Brenda Gullede  
University of Tennessee at Martin

Challenges are a daily constant in the life of the chair. Personality traits affect choices and impact the ability of the chair to deal with changes and maintain vision to move a department forward. The session provides reflections and resources from two department chairs from differing institutions that seek to be effective chairs who meet challenges, make choices, and cope with changes.

## Symposium West

6. *Blinded by the White: Attracting and Retaining a Diverse Faculty*  
Mikki Meadows  
Eastern Illinois University

Twenty-eight states in the nation have a minority population of 20% or less. Many academic programs across the US have the need to attract and retain diverse faculty in an environment that is homogeneous. This paper presentation will share strategies that will help academic professionals maintain diversity within their faculty.

## Forum West Three

7. *Conversations with*  
Claire Ellen Weinstein

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

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

## Symposium East

8. *Transition from Faculty Member to Chair: A Grounded Theory*  
Brenda M. Coppard  
Creighton University

The outcomes of a grounded theory study conducted on four faculty members' transition to chairperson in occupational therapy departments in the US are presented. The paper will identify core areas that affect a person's transition to the role of department chair and will articulate strategies to facilitate this transition. Practical recommendations will include a "toolbox" of resources for new chairs, those aspiring to this position, or for administrators who must hire or appoint a chairperson.

## Symposium West

9. *Case Studies of Student Cheating in Engineering*  
Brian Towler  
University of Wyoming

Examples of cheating in the Engineering College at the University of Wyoming will be presented. Engineering chairs have to deal with a lot more than plagiarism. The forms of cheating seen at our institution include:

- Copying exam and homework problems from solution manuals which are now receiving a wider distribution;
- Passing information via cell phones;
- Downloading computer programs from the Internet;
- Copying lab reports from previous years' students;
- Other rather ingenious or opportunistic methods.

The due process for students starts with a report to the Dean's office where punishment is decided. The student may appeal the action to the University Appeals Committee.

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

## 2:00-3:50 pm Workshops

## Salon I

10. **(Workshop)** *Using Student Ratings to Support Program Assessment and Accreditation*  
Bill Pallett  
Amy Gross  
The IDEA Center

IDEA Student Ratings of Instruction is a national system used by nearly 200 institutions. As a learning-centered instrument, IDEA can be used to address program input, process, and outcome questions. Normative, longitudinal, and benchmarking information increases its utility. Examples of how group summary reports, electronic data files, and forthcoming peer reports allow institutions to combine data for use in program review and accreditation will be discussed. This session is relevant to those interested in program assessment/accreditation.

## Salon III

11. **(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.

## Forum East One and Two

12. **(Workshop)** *RACI Charting to Clarify the Ambiguities of Shared Leadership*  
Shirley Williams  
Gonzaga University

This presentation engages participants in the process of RACI charting, a technique used to help departments deal with issues of change. RACI charting helps clarify functional areas, key activities, and decision points where ambiguities may exist. Participants will engage in the activities of the RACI process designed ultimately to enhance team planning, effective communication, and departmental operations.

**Forum West One and Two**

- 13. *(Workshop) How Effective Induction Programs Support New Faculty*  
David F. Darnell  
Catherine Gillespie  
*Drake University School of Education*

This session will be particularly useful for chairs who are working with new faculty members, whether or not these professors are experienced in higher education. Informal and informative in design, the presentation will provide participants with an array of ideas for implementing or improving induction programs in their own settings.

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

**Symposium East**

- 14. *Maintaining Disciplinary Currency Through the Scholarship of Engagement*  
Charles F. Harrington  
*University of North Carolina at Pembroke*  
David Schultz  
*University of Southern Indiana*

Recent progress in broadening the definition of faculty scholarship has focused on the work of Boyer in recognizing the scholarly contributions of faculty engagement with civic stakeholders. The authors focus on the added benefit of developing and maintaining curricular currency through scholarship of engagement projects and provide helpful guidelines for individual faculty and departments who are considering engagement activities.

**Symposium West**

- 15. *Leading Organizational Change: Techniques for Positive Impact*  
Joseph Linskey  
*Centenary College*

As higher education continues to search for improved ways to deal with the changing global environment and accompanying diverse student needs, our institutions must deal with continual changes in operations and methods of providing services. Department chairs must demonstrate true leadership so as to move their followers forward in a positive direction for the benefit of each individual employee, the department, and the institution.

**3:00-3:50 pm  
Concurrent Paper Presentations**

**Symposium East**

- 16. *Assessing the Level of Professional Satisfaction of Department Chairpersons*  
Catherine Rice  
*Western CT State University*

Performance and retention rates can be directly influenced by the level of job satisfaction employees have from their overall work environment. In order to improve the wellbeing and motivation of employees, the factors that influence satisfaction must be understood before changes could be effected to improve or enhance satisfaction. This study investigated the satisfaction of chairpersons in a state university system utilizing two instruments to assess and rate satisfaction. The instruments were the Job Descriptive Index and the Job in General scales. The results potentially provide administrators with information which, for example, can be utilized to plan interventions in areas where satisfaction is low with the intent to improve performance and retention.

**Symposium West**

- 17. *Search and Employ: 10 Steps to Successful Academic Hires*  
Lauren A. Vicker  
*St. John Fisher College*

Of all the duties that befall academic chairs and deans, leading a search for a faculty or administrative hire can be among the most daunting. The key to successful searches is the use of a systematic process, which the chair and the members of the search committee agree upon at the outset and use throughout the search.

**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 9, 2006**

**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**

*The Learning Dialogues*  
Mark D. Milliron  
Vice President, Education Practice  
*SAS Institute, Inc.*

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

**10:30 am-12:20 pm  
Workshops**

**Salon I**

- 18. *(Workshop) The Power of Perspective: An Underutilized Stress Skill for Department Chairs*  
Tim Hatfield  
*Winona State University*

It is a truism that academic department chairs are often among the most likely candidates for stress in their departments because they are perpetually in the middle. Many demands are directed at them both from their department colleagues and from higher administration, regardless of whether sufficient time or resources exist to meet the demands. This hands-on workshop will help participants explore ways to utilize their own ability to conceptualize/label/perceive their situation in ways that will help them to cope more effectively with the inevitable heavy demands of their role as department chair.

**Salon III**

19. *(Workshop) Promoting Interdisciplinary Team-Teaching Across the Curriculum: A Working Model*  
 Kathleen O'Dowd  
 Madonna University

Promoting cross-disciplinary collaboration among faculty through designing/teaching theme-based courses promotes collegiality, professional growth, and scholarship. It may also be a remedy for burnout resulting from years of repetitive teaching. This workshop will provide a model for creating team-taught interdisciplinary courses and integrating them into the curriculum.

**Forum East One and Two**

20. *(Workshop) Just in Time: Effective Use of Departmental Meetings*  
 Bob Bialozor  
 Gonzaga University  
 Bill Bialozor  
 Slippery Rock University

This workshop examines the central role of effective meetings in increasing professional productivity and enhancing individual and group satisfaction. Practical recommendations for optimal use of meeting time and overcoming common barriers are presented and processed. Participants will focus on specific strategies including decision processes, working governance rules and involvement tactics.

**Forum West One and Two**

21. *(Workshop) Student Retention – Analyze, Classify, and Evaluate Your Institutional Practices*  
 Linzi Kemp  
 Empire State College, SUNY

This workshop encourages participants to analyze their institutional practices that contribute to and negate student retention. A fresh look is taken at student retention by using an adapted marketing process (BCG) to classify processes:

- STARS - Practices that need investment (time/money) to retain students.
  - QUESTION MARKS - Practices with uncertain contribution to student retention.
  - CASH COWs - Established and successful practices that retain students.
  - DOGS - Practices that do not retain students.
- Discussion leads to recommendations for the future to convert all institutional practices to positive supporters of student retention.

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

**Symposium East**

22. *Hard Knocks: What You Don't Know Can Hurt*  
 Don Von Bergen  
 Marlon Johnston  
 Kansas State University at Salina

Two slightly seasoned department heads in the first term of their appointments share accidents, incidents, and insights that can improve departmental leadership success without unnecessary lessons in the school of hard knocks. Based on their personal experience, they will share practical suggestions in the areas of "Resolving Conflict," "Effective Communication," "Building Trust," and "Effective Department Meetings."

**Symposium West**

23. *Empowering Faculty, Establishing Teamwork, and Offering Recognition are Ingredients in Building a Successful Department*  
 Mohammad Hosni  
 Kansas State University

A department head is entrusted with the enormous responsibility of counseling and guiding faculty, staff, and students, dealing with curriculum matters, handling budget issues, and creating a cohesive learning environment. As a leader, a chairperson must create a learning environment filled with trust, fairness, collegiality, accountability and respect for all. As a manager, a chair is required to have a vision, identify priorities, set goals, take the lead, communicate expectations, and care for the most valuable asset of the organization: the people. And in today's fast changing world of global economy, internet communication, new technology, and demand for new skills, a chairperson must be proactive, flexible, open-minded and possess the ability to see the "big picture." This paper describes how empowering faculty, establishing teamwork, and offering recognition have resulted in the complete revitalization of a department.

**Forum East Four**

24. *Conversations with*  
 Mark Milliron

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

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

**Symposium East**

25. *Engaging Departments in Assessment of Student Learning: Creating an Assessment Culture*  
 Cia Verschelden  
 Kansas State University  
 Amy Gross  
 The IDEA Center

The assessment of student learning outcomes requires chair leadership and contributions from faculty and students. Resistance results from fear of more work, limited resources, and no meaningful gain. When assessment efforts are shown to be clear, elegant, and capable of producing results that make us look good, engagement is more likely. This session will present strategies to create and support an assessment culture.

**Symposium West**

26. *Academic Advisement – From Needs Assessment to Professional Development*  
 Merlin Ager  
 Cedarville University

A study of advisement designed to meet the criteria of an assessment model: Needs Assessment, Outcomes Profile (group and individual) and Professional Development Plan.

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

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

**Salon I**

27. *(Workshop) Creating a Culturally Competent Faculty: Connection, Commitment & Change*  
Marsha Wiggins Frame  
University of Colorado at Denver and Health Sciences Center

Discover how one department faculty began addressing multiculturalism and diversity issues. Learn the challenges and rewards of becoming more culturally competent. Gain support for your leadership toward increasing multicultural competency and curricular infusion of diversity. Learn how one faculty's attitudes and perceptions changed over a three-year period. Expect to experience self-discovery and new resources for increasing multicultural awareness and competency among the department faculty.

**Salon III**

28. *(Workshop) Finding Comfort in Leading Change*  
Mary Lou Higginson  
Teddi Joyce  
Baldwin-Wallace College

Leading change is an essential responsibility for academic chairpersons. This workshop will offer a perspective for how to reduce the discomfort and conflict often associated with leading change. Participants will practice communication strategies for finding comfort when leading change by doing what at first may seem uncomfortable.

**Forum East One and Two**

29. *(Panel) Communicating with Your Colleagues: One Size Does Not Fit All*  
Michael Gilbert  
Karen Adams  
Sarah Marshall  
Central Michigan University  
Larry McNeal  
University of Memphis

Communication is the heart of problem-solving and conflict resolution. Many see an egalitarian approach to be the most effective – that is, everyone is treated equally and in the same way. In fact, this approach may be inherently unequal, because different types of people need different things. Deans must recognize how tricky the terrain is at times and adapt accordingly. Department chairpersons are typically those who field complaints from stakeholders initially and decide who owns the problem. Faculty members have valid expectations for communication from

various organizational levels that enable them to be effective. This session will address communication issues from all three perspectives and suggest some techniques to avoid miscommunication.

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

**Forum West One and Two**

30. *Bringing About Change in Academia through Long-Term Strategic Incrementalism*  
Lynn Henrichsen  
Brigham Young University  
Norman Evans  
Brigham Young University-Hawaii

Universities are highly resistant to change, but academic chairpersons sometimes need to create change. This presentation will cover the problems associated with top-down initiatives that attempt to create rapid, fundamental change. Then it will propose an alternative approach – long-term, strategic incrementalism, which will be illustrated through several case studies.

**Symposium East**

31. *Campus Synergy: Advancing Your Department's Value to the University*  
Ralph Linstra  
Liberty University

21st century higher education costs will continue to escalate. University administrators will become more obsessed with cost containment while on a never-ending journey to identify new revenue streams. And departmental chairpersons will be under increasing pressure to justify their leadership ability to financially manage their department effectively. This future is now! Although fearful for some of us, for others it is an opportunity to promote a spirit of Campus Synergy and our Department's Value to the university community. This presentation will explain the concept, provide first-hand examples and suggest the necessary steps to complete the Campus Synergy concept successfully.

**Symposium West**

32. *Potential Roles for Undergraduate College Chairs: A Case Study*  
Charles Christianson  
Luther College

Besides leading curricular reviews, managing budgets, and developing faculty, undergraduate college chairs can lead in developing study abroad opportunities, implementing diversity projects, supporting students' entrepreneurial

pursuits, and cultivating external sponsorship of projects. These roles' impact and lessons learned were derived from a six-year experience.

**3:00-3:50 pm**  
**Concurrent Paper Presentations**

**Forum West One and Two**

33. *Chair Leadership in Campus and Department Initiatives in Student Retention*  
N. Douglas Lees  
Indiana University-Purdue University Indianapolis

Student retention and graduation rates have been receiving increased attention. Political and fiscal pressures have resulted in the need for successful interventions to improve student success. The chair plays roles in motivating faculty participation, in identifying campus initiatives to which the department can contribute, and in developing department-based improvement strategies.

**Symposium East**

34. *Leading an Inclusive Academic Department*  
Gary Shulman  
Miami University

This interactive paper session will present an approach to creating and sustaining a culture of inclusiveness in the department. A strategy for helping faculty make their classrooms more inclusive and sensitive to the issues of diversity will be presented.

**Symposium West**

35. *Conducting a Proper Faculty Search: A Need for Accuracy*  
Sharon Lamson  
John Zelazek  
Central Missouri State University

A department always seeks to hire the best candidate for a faculty position. The faculty search process is one that takes time, energy and detailed work by members of a committee dedicated to the future goals of the department. The search committee is charged with the extensive review of candidate data files that must be proven accurate in order to ensure a proper search.

**EVENING ACTIVITY**  
**Downtown Disney Excursion**  
**(See ticket for instructions.)**

## Friday, February 10, 2006

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

**8:30-10:20 am**  
Workshops/Panel

### Salon I

36. **(Workshop)** *Students with Psychological Problems: A Guide for Chairs*  
Elizabeth Kincade  
Indiana University of Pennsylvania

Students enter colleges and universities with a variety of psychological and social problems and concerns. In addition, The Americans with Disabilities Act protects the rights of students with psychological disabilities to attend college. The problem for chairs is two-fold: to ensure that the faculty effectively deal with disruptive and problematic students, as well as to ensure that students are not harmful to themselves or others.

### Salon III

37. **(Workshop)** *Faculty Evaluation: Continuing Challenges for Chairs*  
N. Douglas Lees  
Indiana University – Purdue University  
Indianapolis  
Christine M. Licata  
Rochester Institute of Technology/National  
Institute for the Dean

With the increased emphasis on accountability, faculty evaluation continues to be one of the greatest challenges for department chairs. This session will identify the tough issues and provide a structure for reviewing faculty performance. Special emphasis will be placed on maintaining vitality and fostering career transitions of senior faculty.

### Forum East One and Two

38. **(Panel)** *Reupholstering the Chairs at CCSU: One Faculty's Experience*  
Gilbert Gigliotti  
Cassandra Broadus-Garcia  
Stephen Cox  
Daniel D'Addio  
Central Connecticut State University

This panel will discuss the strategies, hurdles, and successes of the 2004-2005 Chairs' Leadership Forum at Central Connecticut State University in New Britain, CT (a.k.a. "Reupholstering the Chairs at CCSU"), which a group of current departmental leaders

formed in order to help the campus community recognize that chairing a department is not an administrative burden to be avoided but an opportunity for true academic leadership. The format will be panel discussion with plenty of opportunity for questions and audience input. Small group exercises are planned to encourage conference participant interaction.

**8:30-9:20 am**  
Concurrent Paper Presentations

### Forum West One and Two

39. *Assessment of On-Line Programs – A Programmatic Approach*  
Steve Canipe  
Walden University

This presentation illustrates a practical application of a program outcomes assessment process in online environments with results being used to guide programmatic changes. Various NCATE member organizations' standards were used in developing Walden University's five part performance objectives in the master's degree programs. These objectives were linked to program outcomes and ultimately to a program portfolio. The entire process was designed to maximize student attainment of skills being described in the various standards' documents. Triangulation of various data points helping ensure accuracy in assessment will be described. The procedures and processes that are the topic of this presentation would be beneficial to any chairperson charged with determining program effectiveness.

### Symposium East

40. *Leading for Change: An Eastern Perspective*  
Susan Carson  
Grand Valley State University

This paper will examine leaders and leadership implementing the foundations of wisdom, ethical conduct, and mental development. Objectives to explore include how to implement past learning, theory, and experience with the chair leadership role and how to lead for change involving faculty in decision-making and governance with clear, deliberative communication.

### Symposium West

41. *Motivating and Recognizing Teaching Faculty*  
Barbara A. Stoos  
Regan Lutz  
Maria Nowicki  
Mercy College of Northwest Ohio

How can department chairs help teaching faculty remain motivated in working with students term after term? We will present ideas that we have put into practice and help our faculty renew enthusiasm for teaching. A multi-factorial plan, with practical recommendations, will be presented by chairs from three different disciplines, demonstrating the effectiveness of these ideas across the curriculum.

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

### Forum West One and Two

42. *The Role of the Department Chairperson in a Transitioning Institution*  
Joan C. Ficke  
Montclair State University

The role of a department chairperson in an institution in growth and transition presents challenges that must be met if the transition is to go smoothly. This workshop will propose ways and means of coping with change, and will promote dialog among the participants to enable them to refine, expand, and question the proposals. In the course of the dialog, emphasis will be placed on the necessity of candid assessment of problems, developing trust between chairpersons and representatives of the Provost's office, and the special circumstances resulting from participation by Union officers and Faculty Senators in decision-making. Participants will be asked to briefly describe their institutions in order to facilitate a pointed dialog on how chairpersons can best manage change.

### Symposium East

43. *Building and Sustaining Community Partnerships*  
Alan Kirk  
Kennesaw State University  
Liddell L. Madden  
Salisbury University

This paper will present an overview of a comprehensive, Center-based initiative to develop and sustain community partnerships for service. The KSU CCP was founded in 2003 with the purpose of providing service to area human service organizations. The Center for Nonprofit and Public Leadership's main strength is its ability to actively reflect Kennesaw State University's values of public service and applied research. The Center offers assistance to public and nonprofit human service agencies in the areas of training, program development, and research to substantively address specific areas of concern throughout Georgia and the nation. The Center actively seeks out partnerships, grants, and activities to highlight the Kennesaw State University value of community service and engagement. This workshop will first present an overview of the Center's conceptualization and implementation, and will use this foundation to facilitate a discussion among participants related to developing partnerships for service, research, consultation, and training.

### Symposium West

44. *Conducting Class Observations for Performance Appraisal: A Practical Guide*  
C. Vincent Pane  
Molloy College

This presentation will focus on providing very practical recommendations and techniques for making meaningful class observations used for performance appraisals and the improvement of teaching. The participants will learn how to conduct the observation using Clinical Supervision and Peer Coaching models. Observation and criteria guides, sample observation forms, and additional handouts will enable the participants to immediately put into practice their learned knowledge and skills.

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

#### Forum East One and Two

45. *How Power and Influence Can Translate into Empowerment and Compliance*  
Lucretia C. Scoufos  
Southeastern Oklahoma State University

Grounded in communication theory, the premise of this ethnographic study is that communication competence determines leadership competence, hence creating a win-win situation. Based upon the analysis of various management styles and types of social power, the results show success gained from translating assigned power into cooperative empowerment for academic chairpersons and faculty.

#### Forum West One and Two

46. *A Path to Civic Engagement through Applied Social Science Research*  
Michelle Majewski  
Marian College of Fond du Lac

This paper suggests a model for civic engagement utilizing the expanding role of chairpersons through the development of vision, leadership, innovation, and problem-solving. The creation of collaborative relationships is directed toward agency-based research. Objectives, practical recommendations, and strategies are offered for the development of a social science research institute.

### Symposium East

47. *Chairs in Transition: Mentoring Women Faculty in the Changing Academy*  
Terri Hasseler  
Bryant University

Mentoring new faculty by guiding them through tenure is perhaps the most important responsibility of the chair. We address the impact of both ancient academic traditions and emerging capitalistic and corporate trends on the chair's ability to mentor women faculty in the paradoxically entrenched and ever-changing academic environment. We provide an overview of the critical research, as well as suggest specific actions that chairs can take to equip new faculty for the academy.

### Symposium West

48. *Convergent Change: A New Process for Academic Leadership*  
M. Dayne Aldridge  
Mercer University

A process for leading people to work together through convergent change is presented. Department chairs face an increasing number of forces to combine and reorganize intellectual and physical resources. A practical process is described that guides faculty members to discover new patterns of thought and action without destroying their academic identities.

### 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](http://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 3, 2006.

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

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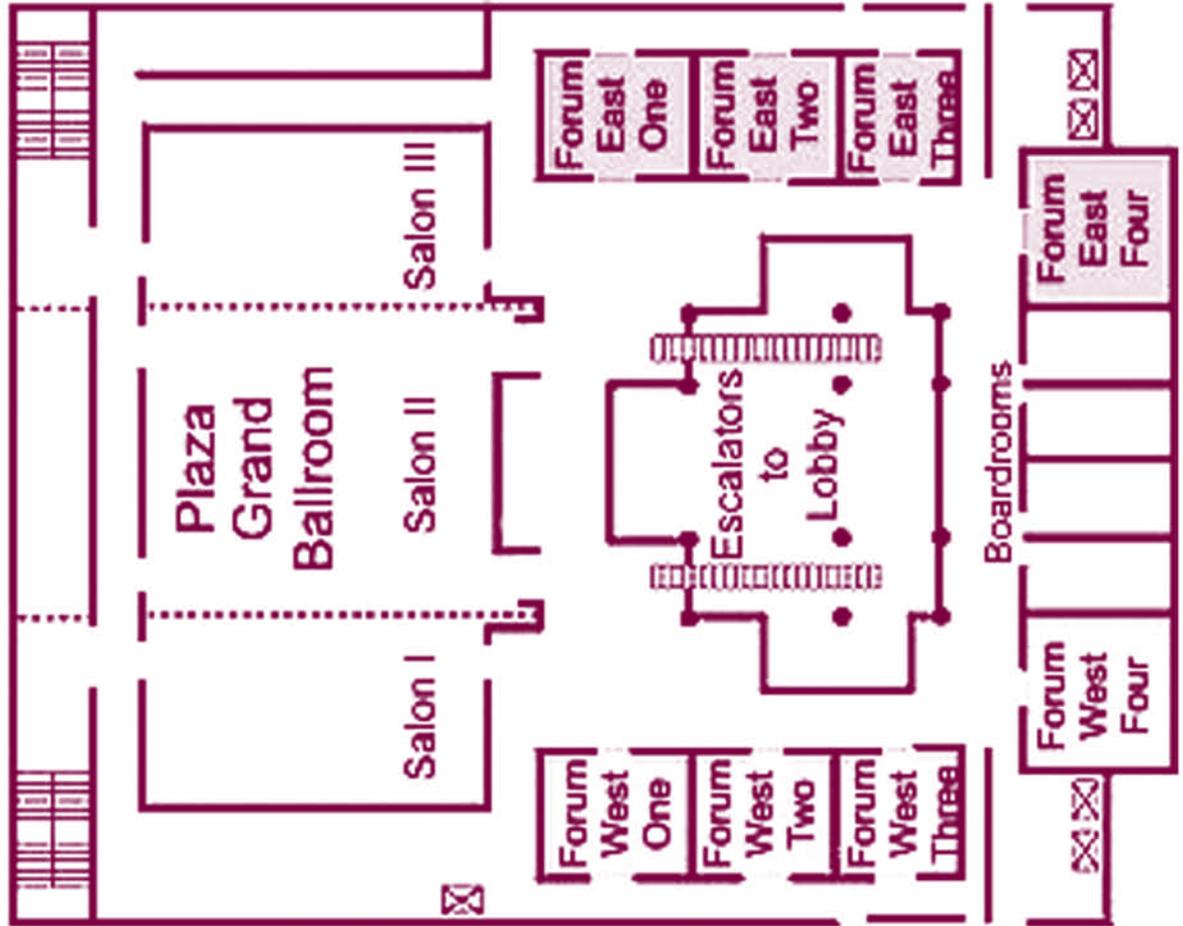
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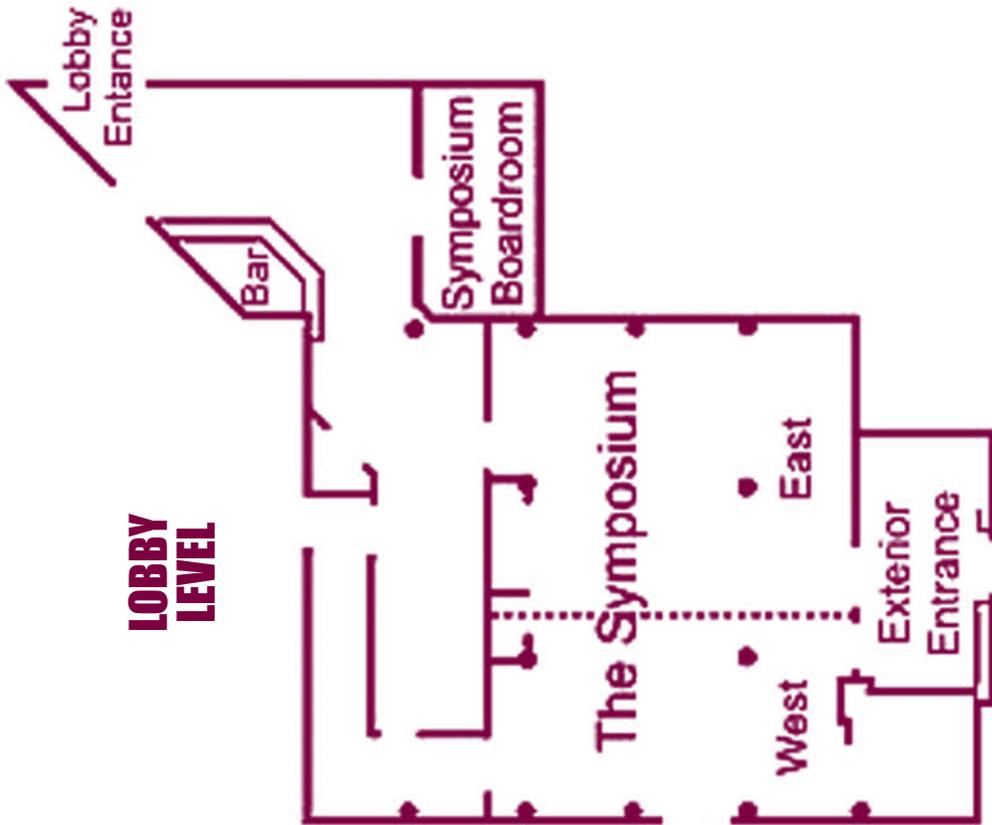
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