Twenty-Fourth Annual
Academic Chairpersons Conference
Academic Leadership: Building Responsive and Responsible Communities

February 7-9, 2007
The Florida Hotel and Conference Center
Orlando, Florida

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

Conference Program

The Conference Program

The department is the heart of most academic communities. While faculty members are often independent in thought and action, successful departments have a common vision that relies on cooperation from its members. The chair is essential to building a healthy and strong academic community. To be successful, the chair assumes numerous roles: morale builder, visionary, evaluator, financial expert, curriculum leader, public relations agent, mentor, mediator, negotiator, faculty recruiter, and many more. To be responsive and responsible to both internal and external communities requires unique talents and skills. The 24th annual Academic Chairpersons Conference will provide insights into the chair's role in Building Responsive and Responsible Communities.

Pre-Conference Workshops

Monday, February 5, 2007
1. Leadership, Teamwork and Conflict Management
   Presented by Walter H. Gmelch
   Legacy South 2
   9 a.m.-4 p.m. with lunch

2. Program Level Assessment: Making it Work
   Presented by Susan Hatfield
   Legacy South 3
   9 a.m.-4 p.m. with lunch

Tuesday, February 6, 2007
3. Department Chair Wellness: Being Pretty Well Even if You're Not Supposed to Be
   Presented by Tim Hatfield
   Legacy South 2
   9 a.m.-4 p.m. with lunch

4. The Chair's Role in Foster Collegiality
   Presented by Robert Cipriano
   Legacy South 3
   9 a.m.-4 p.m. with lunch

Tuesday, February 6, 2007

5-7 p.m.
Pre-Function Area
Conference Check-In

Wednesday, February 7, 2007

7:30-8:30 a.m.
Second Floor Concourse
Check-In/Continental Breakfast

8:45-10:00 a.m.
Salon I & II
General Session

Presiding
Lynda Spire
Kansas State University

The Howard Altman Memorial Keynote
The Dilemma of Strategic Change: Ensuring Excellence in Academe
William G. Tierney
    University Professor and Wilbur-Kieffer Professor of Higher Education
    Director, Center for Higher Education Policy Analysis
    University of Southern California

10:00-10:30 a.m.
Pre-Function Area
Break

10:30 a.m.-12:20 p.m.
Workshops

Legends Ballroom 2 (Lobby Level)
1. *Taking Care of Business and Yourself*
    Tim Hatfield
        Winona State University

As an academic chair, on-the-job stresses are abundant and inevitable. The manner in which chairs respond to these stresses plays a huge role not only in professional success, but also in personal well-being. This workshop will provide an opportunity to share effective ways to deal with these stresses, from everyday challenges to budgeting and accountability issues.

Legends Ballroom 3 (Lobby Level)
2. *Chair Effectiveness: Using Reflection and Feedback to Improve*
    Bill Pallett
    Amy Gross
        The IDEA Center

One of the primary chair responsibilities is faculty evaluation and facilitating improvement efforts. Yet, many times it is difficult to find the time to reflect on personal performance to identify strengths and areas for focused improvement. The session will provide an opportunity to begin that reflective process using the IDEA Feedback for Department Chairs system as a tool to guide reflection and consider how to effectively use faculty feedback to guide professional development.

Legacy South 1 & 2
3. *Real Life Situations in the Academy: What's a chair to do?*
   Karen F. Steckol
   Patti White
   Carmen L. Taylor
   Celia C. Lo
   Judith L. Bonner
   University of Alabama

Every Chairperson has to deal with issues of conflict in their departments at one time or another. These conflicts can often be multifaceted and difficult to adjudicate. Input from vice presidents, deans and associate deans can be helpful as well as that from trusted chair colleagues. However, it is not uncommon for a chair to be in the situation where there is no precedent and/or right or wrong answer. On those occasions, experience may be the deciding factor. The scenarios that will be presented will help the chairperson develop the necessary skills to properly analyze and remediate issues of conflict in their departments.

10:30-11:20 am
Concurrent Paper Presentations

Legacy South 3
4. *Academic Deans: Background and Experiences*
   Kimberly A. McCabe
   Linda L. Andrews
   Lynchburg College

This presentation was designed to provide new and experienced deans information on the background and experience of those individuals also serving as Academic Deans in universities and colleges across the country. Specifically, through the presentation of information obtained from a sample of Academic Deans current Deans will be provided information in terms of the perceptions and the reality of their positions.

Legacy North 1
5. *10 Things Every Department Chair Should Know About Immigration Law*
   Robert Corum
   Kansas State University
   Kimberly Corum
   Corum Law Office

This session is intended to give an overview of vital immigration facts and general guidelines to departmental chairpersons charged with recruiting, selecting, and supervising a wide range of students and faculty. Despite the stricter immigration regulations in force since 9/11, the influx of foreign-born students and faculty has transformed the typical American college. Accordingly, the present-day college administrator must be well informed about the daunting maze of laws and rules governing visas and

citizenship issues for staff and students. What is the department chair to do when faced with the challenge of recruiting the best possible faculty member when that person happens to be a non-US citizen?

Our session aims principally to provide practical, hands-on advice, especially to department chairs who lack the benefit of in-house immigration counsel. We also hope to help other department heads hone their senses in order to spot the red flags and call counsel as appropriate. It would be dangerous and ill advised to provide legal advice in this context. Instead, we aim to sensitize department chairs to the vast web of immigration issues and the steps that can be taken to minimize risk.

Salon Three
6. *Creating and Retaining a Diverse Faculty*
    Marsha Wiggins
        University of Colorado at Denver and Health Sciences Center

This presentation will help participants discover how one Department Chair and search committee designed a strategy for recruiting diverse faculty. Specific steps will be described so that others may replicate the approach. The presenter will discuss ways of building a hospitable climate that fosters support and collegiality so diverse faculty will stay at the institution.

Legacy North 2
7. Conversations with William G. Tierney
An opportunity to continue discussion with today's featured presenter.

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

Legacy South 3
8. *Empathic Understanding: The Foundation to Effective Communication for the Academic Chair*
    Dona Kennealley
        University of South Dakota

The presentation will provide an overview of empathic understanding and explore areas of empathic listening, values and attitudes, and problem solving skills so that the chair can establish and maintain more effective relationships with those they lead.

Legacy North 1
9. *Interacting with the Dean*
    David J. Malik
    N. Douglas Lees
        Indiana University—Purdue University Indianapolis

The Dean is a significant influence on the success and failure of departmental activities and faculty careers. As a result of this important role, communication becomes critical to ensure that information flow is both accurate and consequential. This obligates chairs to optimize effective communication and identify strategies for improving this important dimension. Several strategies and approaches will be presented with illustrative examples.

Salon Three

10. *Transitioning From a teaching/Service to a Teaching/Research Department*
    Brad Strand
        North Dakota State University

In the past six years the Department of Health, Nutrition and Exercise Sciences at North Dakota State University has moved from a department with an emphasis on teaching and service with a bit of research to one with a much greater emphasis on research and scholarly productivity. We have personalized a college research plan and addressed a number of department issues. The basic objective of this presentation is to share with others the processes we have used to move from a teaching and service department to a teaching and research department.

12:30-2:00 pm
Legends Ballroom 1 (Lobby Level)
Luncheon

2:00-3:50 pm
Workshops

Legends Ballroom 2 (Lobby Level)
11. *Managing Especially difficult People 101*
    Mary Lou Higgerson
        Baldwin-Wallace College

This workshop will explore leadership communication strategies for managing especially difficult people. Special attention will be given regarding strategies for effectively managing the confrontation junkie. Participants will practice leadership communication skills essential to managing difficult people.

Legends Ballroom 3 (Lobby Level)
12. *Effective time Management for Academic Leaders*
    Christian K. Hansen
        Eastern Washington University

Every leader knows that time is a limited resource that must be managed wisely in order to perform the critical functions that rest upon the leader. However, when overwhelmed by deadlines, phones ringing off the hook, paperwork needing completion and e-mails streaming in, leaders often find themselves too busy to invest time into setting priorities of tasks to be completed and end up spending time ineffectively. The workshop will present strategies; through active involvement of the participants, methods and suggested practices for managing tasks and setting priorities to ensure that time is devoted proportionally to the tasks that are most critical for the success of the leader's unit. Additional focus of the workshop will be on preparing a "time budget" similar to a financial budget and on collecting data that compare actual time consumed to time budgeted.

Legacy South 1 & 2
13. *Creating a Responsive Community to lead the Millennial Department*
    Ann Singleton
        Union University
    Kina Mallard
        Gordon College

Department chairs in the 21st century find themselves with different roles and responsibilities than their predecessors.   Understanding the generation of students born between 1982 and 2002 is key to maintaining a healthy department community of faculty and students. Presenters in this session will model a workshop that department chairs can replicate for their departments to enhance faculty understanding of the millennial student and encourage faculty to adapt their teaching and advising strategies for the needs of the millennials. Specifically, the workshop focuses on three goals: (a) understanding the millennial student and helicopter parents; (b) developing strategies for communicating with the millennial student in class; and (c) determining limits for communicating with the complaints of students (and their parents).

2:00-2:50 pm
Concurrent Paper Presentations

Legacy South 3
14. *How To Turn Things Around in One Semester*
     Birgit Wassmuth
          Kennesaw State University

This presentation will offer a set of communication strategies to help turn around a department by building community between and among faculty and students. Attendees will be introduced to several communication strategies and learn how to combine them to effectively yield desired results.

Legacy North 1
15. *Engaging Faculty: Departmental shared Governance that Works*
     Mary L. Fisher
          Indiana University/Purdue University Indianapolis

Faculty members have increased expectations for consultation in unit decision-making and it is vital that chairs assist in forming unit shared governance models that work. This presentation describes a model of shared governance that empowers faculty into a more cohesive, functioning unit. The evolution of this model is evaluated.

Salon Three
16. *Introducing Technology Effectively using a combined Bottom-Up and Top-Down Community-Building Approach*
     David R. Thompson
          Loras College

This presentation will focus on ways to manage a faculty-driven grassroots effort – with administrative support – for technology and its application in teaching and learning. By applying the nine-state model that will be presented, chairperson may lead faculty to adopt technology for the improvement of teaching and learning, prevent or reduce some resistance among some faculty, and participate in the dynamic, productive process of community building.

3:00-3:50 pm
Concurrent Paper Presentations

Legacy South 3
17. *Developing Focused Business Administration Programs in Small Private Colleges*
     Eric Kolhede

Saint Mary's College of California

Resource constraints often prevent small private colleges from offering focused programs that allow students to pursue the depth study of a particular functional area of business. Under these circumstances, small institutions often offer only general business administration program that cuts across the functional areas of an organization. This paper provides recommendations for creating focused business programs from the small private institution's existing resources. These recommendations are based on the author's experience in developing a marketing concentration at Saint Mary's college of California. The curriculum for the marketing concentration involved consolidating existing courses from within and outside the Department of Business Administration and resulted in a program that adequately prepares future marketing practitioners while meeting the liberal arts objectives of the College.

Legacy North 1
18. *Improving Faculty Effort in a tenure-less Environment*
    Walter Hartwig
        Touro University—California College of Osteopathic Medicine

Motivating faculty who lack long-term security requires extra attention to less tangible incentives. Chairs must foster internal drives in the absence of external achievement markers (tenure). But internal drives vary, so chairs must redefine professor models and align individual self-fulfillment with the campus mission to achieve a responsive faculty.

Salon Three
19. *Curriculum Revision Techniques Incorporating Active learning in Content Rich Courses*
    Barbara Stoos
    Maria Nowicki
        Mercy College of NW Ohio

As part of curriculum development, chairs need to ensure that active learning is occurring within their departmental courses. Activities using higher-order thinking skills require more time than traditional lecture. We will present creative ways to gain time for active learning and explore ideas for creating active learning opportunities in classroom setting that can be shared with your faculty.

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 8, 2007

7:30-8:30 am
Second Floor Concourse
Check-In/Continental Breakfast

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

Presiding
Lynda Spire
Kansas State University

Featured Presentation
Post-Tenure Review: What Do the Early Results Mean?
Christine M. Licata
Associate Vice President, Academic Affairs
Rochester Institute of Technology/National Technical Institute for the Deaf

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

10:30 am-12:20 pm
Workshops

Legends Ballroom 2 (Lobby Level)
20. *Managing Especially Difficult People 201*
      Mary Lou Higgerson
          Baldwin-Wallace College

This workshop will explore leadership communication strategies for managing especially difficult people. Special attention will be given to strategies for effectively managing the passive and indifferent soul. Participants will practice leadership communication skills essential to managing difficult people.

Legends Ballroom 3 (Lobby Level)
21. *Enhancing Chairpersons Leadership Skills for Departmental Success*
      Debra Busacco
          College Misericordia

This workshop will assist chairpersons in identifying the managerial and leadership skills necessary to be successful in today's competitive academic environment. Participants will assess their competency and skill level in areas deemed to be critical for effective leadership of an academic department. The leadership tool "For Your Improvement (FYI): A Development and Coaching Guide" will be used to assist chairpersons in self-assessment of leadership skills. Participants will develop an action plan to address weak leadership skills. The short-term action plan can be implemented upon the participants return to campus.

Legacy South 1 & 2

22. *Changing the Culture of Expectations: Building a Culture of Evidence*
    Elizabeth C. Crockford
    Janice Ewing
        Colby-Sawyer College

The purpose of this workshop is to provide conference participants with a system that has been effective in utilizing portfolio assessment and evaluation in evaluating faculty as a teaching institution. Self-assessment portfolios are used as faculty complete yearly evaluations, apply for promotion and/or tenure and post-tenure reviews.

Legacy North 2
23. *Leadership for Diversity: The Chairperson's Role*
    Myra Gordon
        Kansas State University

This workshop addresses six critical aspects of the chairperson's role in advancing diversity at the departmental level. Topics addressed include: (1) planning and accountability for diversity; (2) best practices for diversifying the faculty; (3) how to diversify the curriculum; (4) departmental roles in multicultural student recruitment and retention; (5) understanding and enhancing the climate for diversity; and (6) fundraising for diversity. Participants will engage in exercises and receive handouts and guidelines. Participants will leave the workshop with a greater understanding of how to exercise leadership for diversity and what an outstanding department in this regard looks like.

10:30-11:20 am
Concurrent Paper Presentations

Legacy South 3
24. Conversations with Christine M. Licata
An opportunity to continue discussion with today's featured presenter.

Legacy North 1
25. *Merging departments- lessons in practical leadership*
    Terry M. Clark
        University of Central Oklahoma

 This presentation concentrates on providing chairs with practical, and sometimes provocative, advice on the challenges and pitfalls of being a change-agent in a growing academic department, culminating in merging two departments. It is based on a personal perspective of practical lessons building change during 16 years as chair of the Journalism and now Mass Communication department at the University of Central Oklahoma, The presentation will be organized by offering advice and observations on dealing with chairs' multiple constituencies, including students, staff, faculty, fellow chairs, deans, administrators, and discipline-specific professionals and funding sources. These are practical points learned in the turf trenches, devoid of educationalese, and rarely found in academic books on departmental chairs and leadership, including the continuing role of the chair as a teacher, and the passion and energy of the chair.

Salon Three
26. *Assessing Student Learning Outcomes in the Major*
    Gary M. Shulman
    Ronald C. Fetzer
        Miami University

This paper shows how chairpersons can take action to enhance the teaching and learning culture in their departments by using Faculty Learning Communities (FLC) and student e-portfolios. The operating premise is that continuous improvement in teaching and learning occurs when both faculty and students are cooperatively engaged and actively involved in educational and assessment processes.

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

Legacy South 3
27. *Academic Advising: Choosing a Model that Works For Your Department*
    N. Douglas Lees
        Indiana University-Purdue University Indianapolis

Academic advising is viewed as a function critical to student satisfaction and success. The ways in which this service is being delivered are changing at our colleges and universities. Student expectations for advising and advisor preparation and evaluation will be discussed. Several models for academic advising will be discussed and matched to institutional types.

Legacy North 1
28. *Motivating Faculty to Engage in Service-Learning Curricular Activities*
    Debra Dobray Burke
        Department of Marketing/Business Administration and Law, Western Carolina University

Service learning is a credit-bearing educational activity in which students participate in an organized service project that meets identified community needs, and then reflect on that activity in a meaningful manner in an effort to understand course content, appreciate the discipline, and enhance their sense of civic responsibility. This presentation is designed to examine opportunities that exist within various disciplines for this synergistic educational experience among students, faculty, university administrators, and the local community. It will examine ways in which department chairs can inspire faculty to become *engaged*

Salon Three
29. *Assisting New Department Heads Transition into the Leadership Role*
    Andrew Stremmel
    Kathleen Donovan
    Mary Arnold
        South Dakota State University

This workshop is designed to promote leadership skills and qualities in department heads who are new to the role and discuss potential pitfalls. In particular, we will share strategies used in the Academic Leadership Program, developed by the presenters, for new department leaders at South Dakota State University. This program was designed to examine and discuss the roles of department head as delineated by Gmelch and Miskin (2004), and establish a supportive learning community for addressing problems and issues related to the department leader role.

12:30-2:00 pm
Legends Ballroom 1 (Lobby Level)
Luncheon

2:00-3:50 pm

Workshops

Legends Ballroom 2 (Lobby Level)
30. *Interpreting Assessment Data*
    Susan Hatfield
       Winona State University

Using Assessment Data to Improve Teaching and Learning. 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.

Legends Ballroom 3 (Lobby Level)
31. *Your Job – Your EQ – Your Health*
    Karen M. Greenockle
       University of Tennessee at Martin

The Academic Department Chairperson position comes with a myriad of conflicting demands leading to high levels of stress and eventual health problems. Understanding the stress response and management techniques gives professionals a way to gain control of their emotions and become more productive leaders. This presentation will review these topics in relation to the emotional intelligence (EQ) paradigm. Identifying individual EQ profiles, specific stressors, and practical applications will be presented.

Legacy South 1 & 2
32. *Surviving to Thriving: Management Strategies for New and Used Chairs*
    Sue E. Ouellette
       Northern Illinois University
    Kevin Heinz
       Texas A&M University
    Judy O. Berry
       University of Tulsa
    Loretta Heuer
       University of North Dakota

In this forum, new and "used" chairs can explore ways to manage their departments with energy and enthusiasm. Four common topic areas will be discussed: managing yourself, managing others, managing resources, and managing time. Participants will describe management situations they have experienced in a forum where these issues can be explored and practical strategies can be identified by panel members and other participants. Attendees will take home an array of potential solutions to common management problems.

Legacy North 2
33. *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.

2:00-2:50 pm

Concurrent Paper Sessions

Legacy South 3
34. *Implementing a Student Evaluation System: Issues to Address, Pitfalls to Avoid, and Some Lessons Learned*
    Thomas Wangler
        Benedictine University

This presentation will discuss the nuts and bolts of implementing the IDEA student evaluation system at a small private university. The roles and responsibilities of the deans, department chairs, program directors, and support staff will be discussed. Some of the issues that invariably come up when trying to do this kind of thing will be addressed and how such a system can be used for improving teaching, making personnel decisions, and making programmatic changes will also be discussed.

Legacy North 1
35. *Using New Faculty Orientation Programming to Communicate Faculty Performance Expectations*
    Timothy Schibik
    Scott Gordon
        University of Southern Indiana
    Charles Harrington
        University of North Carolina at Pembroke

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). Additionally, increases in the diversity of new college faculty, both in terms of academic specialty and individual culture as well as changes to the definition of an academic career, make the formation an intellectual community difficult. If colleges and universities are to maintain institutional energy and build a community of scholars among the faculty, they must begin to place greater emphasis on the professional development and socialization needs of new faculty. This presentation will provide concrete examples of a new faculty development/orientation program that recognizes the changing academic career in the 21st Century and follows the AAHE's best practices model.

Salon Three
36. *Temporary Faculty and the Academic Department*
    John Murray
        Georgia Southern University

The focus of this presentation is on how chairpersons may think about and make decisions pertaining to temporary, full-time faculty. While temporary faculty appointments are often a necessity, they provide a challenge for chairpersons because of the potential ambiguity in their department functions. These issues will be discussed along with principles that chairpersons may use when making decisions about temporary faculty.

3:00-3:50 pm
Concurrent Paper Presentations

Legacy South 3
37. *Decentralizing the Advising System: A Split-Model for Improving Student Retention*
    M. Lynn Alkire

John Sutton
Central Missouri State University

A campus-wide initiative has led to a decentralized advising system using a split-model concept. The Noel-Levitz Academic Advising Model was adopted as a guide to develop a student-centered, intrusive approach, strategic plan. By decentralizing the advising system, students receive maximum benefits for career planning from both a professional advisor and a faculty advisor.

Legacy North 1
38. *Positive Outcome to Academic Re-organization*
Margaret Crouse
Pat Colgate
Laura Gaudet
Chadron State College

Institutions in times of uncertain resources and increased demand for resource outlay re-organize academic structures by combining academic units and disciplines. Without careful thought and faculty involvement, this combination of units into one larger academic structure causes discipline identity loss, curriculum diffusion, and a sense by the faculty of a loss of curricular and academic control. This presentation will discuss and illustrate a process for making better decisions relative to combining units. A carefully though-out and designed combination of units can lead to not only efficiency but to effective student learning.

Salon Three
39. *Chairs Assembly – Why You Need One*
Barbara Hunt
Alice Pate
Terry Irvin
Columbus State University

The Chairs Assembly at Columbus State University was resurrected last year after a hiatus of several years. In the past, it served primarily as a social network, with an occasional issue being considered. In its new form, it has strengthened communications among chairs, highlighted problems common to chairs, and provided an official channel by which chairs can voice their concerns to administration and legislators. If your campus does not have a chairs assembly, it probably needs one.

EVENING ACTIVITY
Downtown Disney Excursion
(See flyer and ticket for instructions)

Friday, February 9, 2007

7:30-8:30 am
Second Floor Concourse
Check-In/Continental Breakfast

8:30-10:20 am
Workshops

Legends Ballroom 2 (Lobby Level)
40. *Deciding Who is in Charge*
    Victoria Christie
        Rocky Mountain College

One of the thorniest problems that chairs face is deciding who is responsible for what decisions. Are decisions shared, will the chair work for consensus, and how will chairs make the decisions when consensus is not possible? The purpose of this workshop is to examine faculty and administrative roles in decision-making. Using cases based upon actual problems faced by chairs, participants will examine how we decide who gets to decide.

Legends Ballroom 3 (Lobby Level)
41. *Teamwork Makes the Dream Work*
    Kenneth Anderson
        Calhoun Community College

The success of any organization is found in its ability to work together as a team. This dynamic workshop is designed to motivate and rally participants to embrace practical principles of team building through interactive and engaging exercises.

Legacy South 1 & 2
42. *Meeting Challenges, Mediating Conflict and Making changes Via Competent Communication*
    Lucretia C. Scoufos
        Southeastern Oklahoma State University

This paper explains useful communication strategies for academic chairs to use in order to influence beliefs and behavior, and successfully meet challenges, mediate conflict and make changes in an effective manner. Based on case studies and personal observations, examples are described for achieving competent communication styles and applicable leadership skills for academic chairs.

8:30-9:20 am
Concurrent Paper Presentations

Legacy South 3
43. *Division Chairs & Academic Prioritization: A Systematic Model for Success*
    Kelly M. Kilcrease
        Franklin Pierce College

The prioritization of academic programs and majors is an essential tool for division chairs when determining budget allocations. Introduced from an experiential perspective is a four-step model that has been proven successful for division chairs. Most vital to this model is an evaluation matrix chart that assists the division chair in ranking and classifying programs.

Legacy North 2
44. *A Positive Approach to Transition: Building Ethos and Community within the Academic Department*
    Jeanne M. Herman
        Gustavus Adolphus College

Can transitions be opportunities for positive growth and change? How can we effectively integrate new colleagues within the department to create a sense of community? Together we will explore techniques to accomplish these goals.

Salon Three
45. *Life as Untenured Chair: Surviving and Thriving Despite the Odds*
    Kevin Valadares
        University of Southern Indiana

This presentation will summarize a two-year experience of life as an untenured (assistant professor) department chair and director of an undergraduate and graduate health professions program at a 10,000 student comprehensive University. Coupled with objective data on untenured chair characteristics will be subjective (and yet highly practical and relevant) recommendations for surviving and thriving in this unique position.

9:30-10:20 am
Concurrent Paper Presentations

Legacy South 3
46. *Building Responsive and Responsible Communities Using 360-degree Evaluations*
    Mary Ellen Batiuk
    Kathryn R. M. Springsteen
        Wilmington College

Are 360-degee evaluations useful and practical in academic settings? This paper will present some of the literature and much of our experience in using 360-degree evaluations in our administrative positions. We will look at the challenges, the rewards and the pitfalls in garnering feedback from below. We want to encourage our colleagues to step out into this brave new world.

Legacy North 2
47. *The Faculty Handbook: A Guideline or a Labyrinth?*
    Jon Dalager
        Georgetown College

The faculty handbook is the "constitution" of most colleges and universities and is the source of most rules that affect how the faculty and chairs carry out their business. Unfortunately, most handbooks are a compilation of many years' worth of faculty decisions, and are not always clear and consistent. This paper will provide an overview of the legal significance of the faculty handbook and its practical implications in many situations. Chairs will be advised to know what's in their own institution's handbook and to do what is necessary to correct any deficiencies they find.

Salon Three
48. *"Dear Chair of English, My Students Can't Write"*
    Karen Stauffacher

Carol Westcamp
University of Arkansas, Ft. Smith

What happens when a department chair is held solely responsible for a student competency? This session will focus on what a chair can do when such a problem arises. Presenters will share an example and the action steps chairs can take—within any discipline—to solve such a problem.

10:30-11:20 am
Concurrent Paper Presentations

Legends Ballroom 2 (Lobby Level)
49. *An Innovative Approach to Continuous Curricular Improvement in Professional Degree Programs*
Winnie Dunn
University of Kansas Medical Center, School of Allied Health

Chairs provide leadership for designing innovative curricular improvement processes. We will discuss an innovative method of obtaining curricular information while assessing student knowledge. Faculty and students meet to discuss KEY QUESTIONS that reflect critical areas of knowledge, resulting in student assessment data, feedback for the curriculum, and accountability for the program.

Legends Ballroom 3 (Lobby Level)
50. *Turning the Titanic: Invigorating the academic department*
Mark Borzi
Eastern Illinois University

This presentation utilizes the case study method to explore the important role the department chair plays in changing a department's culture and it perception in the academic community. The presentation will focus on the change process and leadership style of the chair and provide examples of relevant practices, internal and external documents/reports, and measures utilized in the change process. Recognizing that each academic department has its own culture and unique issues to be addressed, the presentation will emphasize the processes and practices that can be generalized from the experience that might translate into other environments.

Legacy South 1 & 2
51. *Maximizing the Value of Student Course Evaluations*
Gayle Doherty
Penny England
Oxford College of Emory University

Each semester the members of our division hold a discussion session focused on our course evaluations. We write responses to the comments of our students and discuss perspectives. We "see" ourselves and our teaching is enriched. Through these written responses, when our course evaluations go to our dean, our voice goes with them. Our deans are enthusiastic about this practice. This presentation shares our process.

Legacy South 3
52. *Who, Me? Evaluation and Development of Academic Department Chairpersons*
Chandra J. Foote
Niagara University
Barbara Iannarelli
Niagara University

Chairpersons hold a great deal of responsibility within the higher education academic community. In order for them to be responsive and responsible to faculty, administration, staff, students, and external bodies, it is important for the department chair to receive regular and relevant feedback. Unfortunately, few institutions have a formal evaluation process for department chairs. This paper session will focus on the purposes of chair evaluation, the status of department chair evaluation in the United States, and the experiences of a College of Education in its attempt to develop a chair evaluation process.

Legacy North 2
53. *Leadership processes and tools for strategic planning in academic departments*
    Lynn Henrichsen
        Brigham Young University

A strategically oriented academic chair leads by engaging faculty in the processes of deciding the department's purpose and direction and then determining the means for achieving them. In this presentation, participants will learn about various procedures and tools that chairs can use to create mission statements, vision statements, and strategic objectives for their departments.

Salon Three
54. *Applying a Quality, Potential and Cost (QPC) Model to Program Assessment*
    Kathy Booker
    Cheryl Hilgenberg
        Millikin University

Within academic divisions, it is often the chairperson's responsibility to focus on assessment activities to provide guidance for program improvement and long-range decision-making. Although designed to ensure that programs are systematically assessed, the analysis of programs is often dissimilar across academic programs. At a small Midwestern University, a model for comprehensive program assessment, the Vice President for Academic Affairs and the Dean's council developed the Quality, Program and Cost (QPC) model. The QPC Model equips chairpersons, directors, and deans to assess programs effectively and to ensure that all academic leaders are speaking the same language.

11:20 am
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