



CONFERENCE

LEADING AND INFLUENCING AS A DEPARTMENT CHAIR

June 12 - 14, 2017

San Diego, CA



 **ACADEMIC**
IMPRESSIONS



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Take the time to develop yourself as a successful department chair and leader.
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OVERVIEW

Gain the skills you need to lead the strategic vision of your academic department as well as your faculty colleagues. During this practically-focused training, you will learn tools and tactics to help you be successful in both duties as a department chair, including:

- Handle with the most difficult complaints that you face
- Develop a vision and set goals within your academic department
- Motivate and mentor your faculty
- Set performance expectations for faculty
- Deal with difficult faculty colleagues
- Manage crises that occur on your watch

PROGRAM FORMAT

Facilitated by experts with over fifty years of combined experience in higher education administration, this interactive conference focuses on helping you lead in a way that will help your department move past challenges. All sessions are case-based, with scenarios drawn from actual events that you are likely to encounter.

PRE-CONFERENCE WORKSHOP: FACULTY CIVILITY AND ACADEMIC FREEDOM

Addressing issues of civility among faculty can be a thorny issue. This workshop will provide an in-depth examination of this increasingly important issue, including concrete steps academic leaders can take to improve civility on campus and address issues as they arise.

[VISIT EVENT PAGE](#)

www.academicimpressions.com/conference/leading-and-influencing-department-chair-june-2017



BRING YOUR TEAM

This leadership institute is designed strictly for department chairs, with a particular emphasis on experienced chairs looking to develop the expertise to become an exceptional department leader. The depth and breadth of training in this workshop is also suitable for those who are contemplating making a move from department chair to a higher administrative position.

LEARNING OUTCOME

After participating in this conference, you will be able to enhance your leadership skills to become a more effective department chair.

CONTACT US FOR MORE INFORMATION

Contact Tunde Brimah, Director of Program Development at Tunde@academicimpressions.com or 720-988-1220 if you'd like additional information about the program.



AGENDA

DAY 1 - MONDAY, JUNE 12, 2017

Pre-conference Workshop: Faculty Civility and Academic Freedom: Protecting the Workplace while Preserving Academic Culture

8:30 - 9:00 a.m.

Registration and continental breakfast for pre-conference workshop attendees (included in workshop registration fee)

9:00 a.m. - 12:00 p.m.

Pre-conference Workshop: Faculty Civility and Academic Freedom: Protecting the Workplace while Preserving Academic Culture

Addressing issues of civility among faculty can be a thorny issue. This workshop will provide an in-depth examination of this increasingly important issue, including concrete steps academic leaders can take to improve civility on campus and address issues as they arise. Session topics will include:

- How free speech affects an institution's ability to address incivility
- Considering collegiality during performance reviews, tenure, reappointment, and promotion
- The impact of "controversial" social media use
- Recommended strategies for responding to an uncivil faculty member
- Building a culture of civility in your department, college, or institution

This workshop will examine scenarios and concrete examples of managing incivility that will inform your own institutional policies and practices.

12:00 - 1:00 p.m.

Lunch for pre-conference workshop attendees (included in workshop registration fee)

12:30 - 1:00 p.m.

Main Conference registration

1:00 - 1:30 p.m.

Welcome and introductions

1:30 - 5:00 p.m. (Includes Break)

Setting the Stage for Effective Leadership

Disputes between departmental colleagues, student complaints, budget cuts, potential program closures, angry parents, rank and tenure challenges. How can you, as department chair, begin to address and effectively manage these types of issues? Do you have the necessary skills to lead your department, manage the issues that arise each day, and communicate your individual and departmental needs to senior leadership?

Day one of this workshop will focus on the internal and external challenges to the work you do. It will also provide a series of practical and accessible tools regarding:

- Effective identification of issues
- Productive framing of communications with stakeholders
- The management of unanticipated and longstanding conflicts
- Leveraging your leadership qualities to manage productively

5:00 - 6:00 p.m.

Networking reception (included in conference registration fee)



AGENDA

DAY 2 - TUESDAY, JUNE 13, 2017

Leading the Academic Department

8:30 - 9:00 a.m.

Continental breakfast (included in conference registration fee)

9:00 - 10:30 a.m.

Vision and Goal-Setting in the Academic Department

One of the skills essential to departmental leadership is the ability to work with others—both inside and outside of the department—to create a vision for the future and to energize others to work to make that vision a reality. The key to success will be your ability to simultaneously manage up and manage down, ensuring that the department's vision aligns with the dean's vision for the college and with the overall strategic direction of the university. In this session, we will discuss creating a shared vision for the future, goal-setting at the department level, and aligning the department's vision with other institutional priorities. We will review different types of department meetings and how to ensure that you are maximizing the potential of your face-to-face interactions with your faculty.

10:30 - 10:45 a.m.

Break

10:45 a.m. - 12:15 p.m.

Setting Performance Expectations

What kind of behavior do we expect from our faculty colleagues? Is there consensus in the department about how a professional conducts himself or herself? This portion of the conference will demonstrate how to shape the discussion about performance standards, how to develop expectations for appropriate faculty and staff behavior, and what the chair can do to reinforce appropriate performance and respond to inappropriate performance. We will see why performance expectations should include norms of civility as well as threshold standards for re-appointment, retention, tenure, and promotion.

12:15 - 1:30 p.m.

Lunch (included in conference registration fee)

1:30 - 3:00 p.m.

Mentoring and Motivating Others

"Chairing the academic department is like herding cats!" We've all heard remarks like this; the challenge of getting buy-in for departmental initiatives can be daunting. In this session, we discuss how to motivate others to work towards departmental goals (even when those goals may be in tension with individual professional goals), how to ensure voluntary compliance with external mandates, and how to inspire your colleagues to reach their own potentials. We will look at what research says about motivation, and how to harness these results to motivate your own faculty and staff. Finally, we will distinguish mentoring from sponsorship and discuss best practices for supporting your colleagues as a mentor or sponsor.

3:00 - 3:15 p.m.

Break

3:15 - 5:00 p.m.

Dealing with Difficult Colleagues

Although most faculty are conscientious, supportive, and hardworking, occasionally the chair must deal with a colleague whose behavior or substandard performance, whether in the classroom, in governance or service capacities, or in scholarship, presents problems for the department. This portion of the conference will provide tools for the department chair to identify the nature of the performance problem, and to determine whether the faculty member can change the problematic behavior. We will also discuss strategies to follow if the faculty member resists attempts to improve his or her performance.



AGENDA

DAY 3 - WEDNESDAY, JUNE 14, 2017

Tying It All Together

8:30 - 9:00 a.m.

Continental breakfast (included in conference registration fee)

9:00 - 11:30 a.m. (Includes break)

Tying It All Together

In this session, each participant will apply the previous sessions' takeaways by creating a plan for action to address a significant challenge in his/her department. Participants will receive feedback from their peers and from the conference presenters.

Finally, participants will be encouraged to consider ways in which they can develop a personal leadership plan to guide them moving forward, as well as to continue their own professional development on their home campus.

11:30 a.m. - 12:00 p.m.

Wrap up, Takeaways, and Q&A



INSTRUCTORS

Jeffrey L. Buller, Dean, Honors College, Florida Atlantic University

Jeffrey L. Buller is widely recognized as one of the most effective promoters of academic leadership development in higher education today. He previously served for more than thirty years in administrative positions at Loras College, Georgia Southern University, and Mary Baldwin College. On July 1, 2016, he transitioned, after ten successful years as a dean at Florida Atlantic University, to becoming FAU's first executive director of a newly created Center for Leadership and Professional Development.

Dr. Buller is a prolific author, best known for *The Essential Department Chair: A Comprehensive Desk Reference*, *Academic Leadership Day by Day: Small Steps That Lead to Great Success*, *The Essential College Professor: A Practical Guide to an Academic Career*, *The Essential Academic Dean or Provost: A Comprehensive Desk Reference*, *Best Practices in Faculty Evaluation: A Practical Guide for Academic Leaders*, *Positive Academic Leadership: How to Stop Putting Out Fires and Start Making a Difference*, *Building Academic Leadership Capacity: A Guide to Best Practices*, *A Toolkit for Department Chairs*, and *A Toolkit for College Professors*. From 2003-2005, he served as the principal English-language lecturer at the International Wagner Festival in Bayreuth, Germany. More recently, he has been active as a consultant to the Ministry of Education in Saudi Arabia, where he is assisting with the creation of a kingdom-wide Academic Leadership Center. Along with Robert E. Cipriano, Dr. Buller is a senior partner in ATLAS: Academic Training, Leadership, & Assessment Services, through which he has presented numerous training workshops on change leadership in higher education all over the world.

Jennifer Faust, Internal Consultant, Office of Quality Improvement, University of Wisconsin-Madison

In her current position, Dr. Faust serves as a consultant to offices and programs across the University of Wisconsin, assisting with a variety of projects ranging from improving department culture and climate to strategic planning. She has extensive experience in faculty affairs administration including labor relations and grievance handling, faculty policy, faculty and department chair training and development, and faculty personnel management. As a long-time faculty member and a department chair prior to becoming an academic administrator, Dr. Faust understands the unique context that academic departments present as well as the value of tenure and the longevity and stability of the academic "workforce."

She has presented workshops and seminars to faculty members, department chairs, and academic administrators from institutions across the U.S., on topics from "Handling Complaints 101: What Every Department Chair Needs to Know to Survive" to "Dealing with Difficult Colleagues." At a former institution, she founded the Academic Leadership Institute, which provided new and aspiring faculty, staff, and administrators with the tools needed to both manage and lead others.



INSTRUCTORS

Walter H. Gmelch, Professor of Leadership Studies, and Former Dean of the School of Education, University of San Francisco

As educator, management consultant, university administrator, and former business executive, Walt has conducted research and written extensively on the topics of leadership, team development, conflict, and stress and time management. He has published over 200 articles, 24 books and monographs, and numerous scholarly papers in national and international journals. Gmelch is author of three books on leadership with Val Miskin (*Chairing an Academic Department*, *Leadership Skills for Department Chairs*, and *Productivity Teams: Beyond Quality Circles*) and two on management and stress (*Coping with Faculty Stress* and *Beyond Stress to Effective Management*). With Irene W.D. Hecht and Mary Lou Higgerson, he co-authored *The Department Chair as Academic Leader*.

Today, Walt is one of the leading researchers in the study of academic leaders in higher education, serving on the editorial board of several journals including *The Department Chair*, *International Journal of Leadership and Change*, *Academic Leadership*, and the *Center for Academic Leadership Newsletter*. He has directed two national studies of 1,600 university department chairs in the United States, one study of 1,580 Australian department heads, another investigation of 1,000 community college chairs, and an international study of 2,000 academic deans in Australia and America.

Gmelch has received numerous honors including a Kellogg National Fellowship, The University Council for Educational Administration Distinguished Professor Award, The Faculty Excellence Award for Research, and the Education Press Award of America. In addition, he served in the Danforth Leadership program, has been an advisor and faculty to the Salzburg Seminars on Higher Education and Global Citizenship, and has been an Australian Research Fellow.

Kathleen Rinehart, General Counsel, Saint Xavier University

Kathleen serves as general counsel and secretary of the corporation for Saint Xavier University. In addition to her work at the university, Kathleen serves as a consultant, facilitator, and conflict coach for colleges and universities across the country, assisting them with the implementation of supervisory best practices and communication tools to effectively manage departmental and other campus conflict. She serves as Of Counsel at Franczek Radelet, PC in Chicago, and as a principal in Conflict Consultants Network, LLC, with a focus on the design of dispute resolution systems for use in higher education.

Kathleen is a featured speaker on higher education and dispute resolution issues at numerous local, regional, and national seminars. She served on NACUA's board of directors (2005-2008).



OTHERS	VS	ACADEMIC IMPRESSIONS
Typically large annual event		Intimate, workshop-style event with personalized attention
Many concurrent sessions; forcing choice		One focused learning track
Uneven sessions and less outcome-focused, driven by an open call for proposals		Needs-driven and meticulously planned with practical outcomes <ul style="list-style-type: none"> Action plans and next steps to use upon returning to campus Carefully-vetted expert instructors that are also practitioners in the field
Lecture-based		Learner-centric and designed for interaction and collaboration
Large networking events with vendors		Small-scale opportunity to truly connect with colleagues in the same position at other institutions
Some slide presentations posted online after the event		200+ page workbooks with references, worksheets, articles, templates, exercises, and planning documents

96%
of past attendees would recommend an AI conference to a colleague

250+
and growing of AI member institutions (AI Pro)

15,000+
higher ed professionals served

AI Conference Experiences

Academic Impressions provides valuable exploration of timely and pragmatic challenges to higher education institutions. The combination of impassioned subject matter experts as presenters and means of engaging conference attendees was potent.

- C. Tennent, Associate VP of Facilities Management, University of Saskatchewan

This conference was the complete package: relevant topics, philosophical and practical applications, fantastic speakers, fantastic location. One of the BEST conferences I've ever attended. It is what a conference should be! Full of collaboration, networking and solutions.

- M. Lowe, Associate Professor and General Reference Librarian University of Louisiana at Monroe



LOCATION

June 12 - 14, 2017 :: San Diego, CA

HOTEL:

Hyatt Regency Mission Bay Spa and Marina
1441 Quivira Rd
San Diego, CA 92109

To reserve your room, please call 619-224-1234. Please indicate that you are with the Academic Impressions group to receive the group rate.

ROOM RATE:

The rate is \$189 for single or double occupancy, plus a resort fee.

ROOM BLOCK DATES:

A room block has been reserved for the nights of June 11, 12, and 13, 2017.

RATE AVAILABLE UNTIL:

Make your reservations prior to May 19, 2017. There are a limited number of rooms available at the conference rate. Please make your reservations early. Rooms are subject to hotel availability.

ADDITIONAL INFORMATION:

Hyatt Regency Mission Bay Spa & Marina promises incredible amenities, easy access to San Diego attractions, and impeccable service from a welcoming staff. Luxuriate in the eco-friendly, full-service spa, take a water taxi to SeaWorld San Diego, plan a day of sportfishing, stroll on the beach, or relax in a deck chair at the award-winning hotel pool and watch the boats in the marina. You'll find the best of California coastal chic at this luxury hotel in San Diego.

TRANSPORTATION:

San Diego International Airport (SAN) is located approximately five miles, or 15 minutes, from Hyatt Regency Mission Bay Spa & Marina hotel.

San Diego Airport Shuttle: The Cloud 9 Shuttle runs 24 hours daily with service to San Diego International Airport. Fare is approximately \$13.00 USD per person/one way. Call 800-974-8885 for reservations.

San Diego Taxi Services: Fare is approximately \$23.00 USD from the hotel to San Diego International Airport via Yellow Cab.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PRICING (CIRCLE ONE)

Your registration fee includes: Full access to all conference sessions and materials, access to the networking reception on Monday, breakfast and lunch on Tuesday, and breakfast on Wednesday, as well as refreshments and snacks throughout the conference.

Bring your team!

For every two people you register from your institution, receive a third registration at 50% off of the registration price.

BEST VALUE	CONFERENCE	WORKSHOP	WITH AI PRO MEMBERSHIP
Conference + Pre-Conference Workshop	Conference only	Pre-Conference Workshop only	Get \$100 OFF With Qualifying AI Pro Memberships
\$1,595	\$1,295	\$395	Learn More
			\$100 OFF

EARLY BIRD PRICING

Postmarked on or before May 26, 2017. For registrations postmarked after May 26, 2017, an additional \$100 fee per registrant applies.

[REGISTER ONLINE](#) or on the next page.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

CONFERENCE REGISTRATION INFORMATION

Print Name | Job Title

Institution/Organization

What name do you prefer on your name badge? | Address

City | State/Province | Zip/Postal Code | Country

Telephone | Email

IF THIS CONFERENCE PARTICIPANT HAS ANY DIETARY OR ACCESSIBILITY NEEDS, PLEASE LIST THEM IN THE SPACE BELOW. WE WILL DO OUR BEST TO ACCOMMODATE THESE NEEDS.

How did you hear about this event? (email from AI, ACPA, colleague forwarded email, *The Chronicle*, etc.) _____

ADDITIONAL CONTACT INFORMATION

If you would like us to send a copy of your registration confirmation or receipt to someone else, please complete this section

Additional Contact Name | Contact Phone

Additional Contact Email | Additional Contact Title

EMERGENCY CONTACT INFORMATION

Emergency Contact Name | Emergency Contact Phone



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PAYMENT METHOD

We accept Visa, MasterCard, and American Express credit cards. To pay by check, include the check with this form or select the "invoice me" option. Fax form to 303.221.2259 or mail form along with payment to: Academic Impressions, 4601 DTC Blvd., Ste. 800, Denver, CO 80237

CREDIT CARD



Name on Card		Account Number	
Billing Address		Billing City	Billing State
Billing Zip Code/Postal Code	Exp. Date	Security Code (last 3 digits on the back of Visa and MC or 4 digits on front of AmEx)	

AMOUNT TO CHARGE: _____

CHECK/INVOICE

- My check is included and covers _____ registration(s) Check # _____
- Please invoice me, Purchase Order # _____ (PO # not required to receive invoice)

HIGHER ED IMPACT

Delivered free to your inbox, Higher Ed Impact provides you with a full tool kit to help you monitor and assess the trends and strategic challenges likely to have an impact on your institution's health and competitiveness. (Check the boxes for the editions you would like to sign up for)

- DAILY PULSE** - Scan current events, timely research, and notable practices at other institutions.
- WEEKLY SCAN** - Review the week's most significant events and the most timely research in higher education, with key takeaways suggested by higher education's leading experts.
- DIAGNOSTIC** - Get an enterprise-wide and in-depth look at a current, strategic challenge; identify steps to take and critical questions to address.

List the names of the registrants you'd like to sign up: _____

Learn more or sign up to receive Higher Ed Impact at: www.academicimpressions.com/news-sign-up

**Note if you do not provide any names in the above space, all attendees will be signed up for the options selected.*



CANCELLATION AND REFUND POLICIES



SATISFACTION PROMISE

We want you to be satisfied with your Academic Impressions learning experience. If the program you purchased fails to meet your expectations, please contact us within 30 days and let us know. We'll credit the full amount you paid toward another AI program that may better fit your needs.

CONFERENCES

For in-person conferences, substitute registrants are welcome and may be named free of charge at any time. If you cancel 8 weeks or more prior to the first date of the conference, you will receive a full refund, less a \$100.00 service charge per attendee.

If you cancel within 8 weeks of the first date of the conference, you are not entitled to a refund. However, as a courtesy, we will allow you to apply your payment, less the service charge, toward a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish.

Please note that if you do not attend and you do not contact us in advance to cancel as described above, you are responsible for the entire payment. In case this event is cancelled, Academic Impressions' liability is limited to a refund of the registration fee only.

ONLINE TRAININGS CONSISTING OF AT LEAST ONE LIVE TRAINING DATE

You will receive a full refund (less a \$75 service charge) if you cancel 8 weeks or more prior to the first live training date. If you cancel within 8 weeks of the first live training date, you are not entitled to a refund. But as a courtesy, we will apply your payment (less a \$75 service charge) towards a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish. You may name a substitute primary participant free of charge at any time prior to the first live training date. If available, you may switch the live training format to a self-paced format (such as a CD-ROM Recording or On-Demand Download) free of charge. (Shipping charges will apply to CD-ROM Recording orders outside the U.S. or Canada.)

ONLINE TRAININGS WHICH ARE PURELY SELF-PACED

All sales are final. No cancellations or refunds are provided.

RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

All sales are final. No cancellations or refunds provided.