



CONFERENCE

EVALUATING AND MANAGING FACULTY PERFORMANCE

September 25 - 27, 2017

New Orleans, LA





.....
Better prepare yourself as an academic leader to manage and support faculty.
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OVERVIEW

Learn how you can support and manage faculty who exhibit performance issues. This practically-focused training will help you determine the challenges your faculty face, implement interventions to mitigate potential issues, and avoid management pitfalls. Specifically, you will learn how to:

- Develop performance metrics for faculty evaluation
- Set clear performance expectations for your faculty
- Differentiate among various performance problems and their causes
- Determine strategies for mitigating performance issues

This event is facilitated by three leaders who represent both academic and legal backgrounds. **100% of attendees have told us that they will personally use the information from this conference in their future work.**

PRE-CONFERENCE WORKSHOP: EVALUATING FACULTY PERFORMANCE AS A DEPARTMENT CHAIR

This workshop will help department chairs sharpen their faculty evaluation skills. You will leave this workshop with an understanding of useful processes that can be applied to your own campus context.

BRING YOUR TEAM AND GET A DISCOUNT

Deans, department chairs, faculty developers, and faculty who serve on evaluation committees or in other leadership roles in campus-shared governance should attend. Whether your institution is public, private, union or non-union, or tenure or non-tenure, this conference will help you tend to your unique issues.

When you register two people from your institution a third can attend for 50% off!

[VISIT EVENT PAGE](#)

www.academicimpressions.com/conference/evaluating-and-managing-faculty-performance



LEARNING OUTCOME

After participating in this conference, you will be better prepared to assess and manage faculty performance challenges.

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

MONDAY, SEPTEMBER 25, 2017

Pre-conference Workshop: Evaluating Faculty Performance as a Department Chair

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: Evaluating Faculty Performance as a Department Chair

Department chairs rarely receive the training they need to effectively evaluate faculty performance. This workshop will help department chairs sharpen their faculty evaluation skills. You will leave this workshop with useful processes that can be successfully applied to your own campus context. This workshop will draw on:

- Criteria for good policy and practice in faculty evaluation
- An evaluation process that clarifies functions and meets stakeholder needs
- Basic rules for gathering, analyzing, and using evaluation data
- Guidelines for effectively blending evaluation with professional development

12:00 - 1:00 p.m.

Lunch for Pre-conference Workshop Attendees (included in workshop registration fee)

1:00 - 1:30 p.m.

Opening Remarks and Introductions

Part One: Evaluating Faculty Performance Within Your Institutional Context

1:30 - 2:45 p.m.

Performance Metrics for Faculty Evaluation

Faculty contribution is important to the achievement of every institution's mission of teaching, research, and service. Performance evaluation and development processes are intended to assist faculty and supervisors in setting goals, engaging in professional development activities, and measuring and rewarding success. In this opening session, we will address how to develop and use performance metrics for your faculty evaluation needs. We'll discuss the following:

- Quick summative evaluation
- The sharing of performance issues across your institutions
- The definition of performance expectations
- Accountability measures imposed by external entities—state and national contexts
- Appropriate measures of faculty performance
- How performance measures interface with “accountability measures” being handed down by presidents, board of trustees, and legislatures

2:45 - 3:00 p.m.

Afternoon Break



AGENDA

MONDAY, SEPTEMBER 25, 2017 (CONTINUED)

3:00 - 4:15 p.m.

Differentiating Among Various Performance Issues

One kind of performance issue is not the same as another, and there are serious risks of misdiagnosis. This session will use a case-based approach to drive home this idea. We will address and identify serious behavioral or character issues that are performance independent. We will look closely at the following:

- Identifying disruptive behaviors and tactics for stopping them
- Identifying performance issue(s)
- Documenting performance problems

4:15 - 5:00 p.m.

Working Activity: Applying Problematic Cases to an Institutional Setting

You will use this time to look at your own institutional context and discuss the root causes of performance problems. We will provide diagnostics and evidence of a problem, as well as “red flags” to watch out for, including:

- Emerging disabilities
- Disciplinary issues
- Lack of “collegiality”
- Age and other non-problems

5:00 - 6:00 p.m.

Networking Reception (included in registration fee)

TUESDAY, SEPTEMBER 26, 2017

Part Two: Diagnosing Performance Issues

8:30 - 9:00 a.m.

Continental Breakfast (included in registration fee)

9:00 - 10:15 a.m.

Failure to Perform: Setting Performance Expectations

This discussion will draw on the potential performance problems in the previous session and introduce new ones. We will provide you with a formula to use in setting performance expectations. This formula will assist you in identifying exactly where the performance issue lies. Problems may include:

- Failure to articulate clear performance standards/expectations
- Lack of consistency when articulating performance standards
- Failure to enforce the standards
- Inability to meet the standards without intervention and support
- Lack of motivation to meet standards and no consequences for failing to meet standards

10:15 - 10:30 a.m.

Morning Break



AGENDA

TUESDAY, SEPTEMBER 26, 2017 (CONTINUED)

Part Three: Identifying and Implementing Appropriate Interventions

10:30 - 11:45 a.m.

What Kind of Support and Intervention Is Appropriate?

Providing support and intervention is crucial to resolving faculty performance issues. Whether or not you provide support or intervention depends on several factors, including:

- Whether law or policy compels you
- The resources available to you
- The nature and severity of the problem
- Likely efficacy of the intervention

We'll use this time to investigate the factors above and come up with a working plan for your institutional needs.

11:45 a.m. - 12:15 p.m.

Working Activity

12:15 - 1:30 p.m.

Lunch (included in registration fee)

1:30 - 2:15 p.m.

Strategies for Supporting Faculty with Performance Issues

Faculty support structures can vary dramatically based upon on your institutional type, and whether you are supporting tenured, non-tenured, junior, or faculty under contract. During this session you will learn how you can determine which support structure is best suited for unique faculty and institutional needs. Following this session you will break into groups to discuss case faculty support scenarios.

2:15 - 3:15 p.m.

Breakout Sessions

Breakout Session One – Supporting Non-Tenured/Junior/Contractual Faculty

Breakout Session Two – Supporting Post-Tenure—Mid-Career and Late-Career Faculty

3:15 - 3:30 p.m.

Afternoon Break



AGENDA

TUESDAY, SEPTEMBER 26, 2017 (CONTINUED)

Part Four: If Support Fails or Is Unwarranted, What Now?

3:30 - 4:45 p.m.

Consequences for Not Performing: Discipline As a Threat!

What if intervention and support do not work? What are the necessary steps you could take? We have identified five courses of action:

- Developmental plans
- Reprimand and discipline 101
- Faculty rights and responsibilities
- When and how to discipline
- Just say “no!”—putting a stop to destructive behaviors

We will work through the first three steps during this session. The final two steps will be covered on Wednesday.

WEDNESDAY, SEPTEMBER 27, 2017

8:30 - 9:00 a.m.

Continental Breakfast (included in registration fee)

9:00 - 10:00 a.m.

Consequences for Not Performing: Discipline as a Threat! (Continued)

A continuation from day two, in this session we will outline the final courses of action to take if intervention and support do not work; these two steps are:

- When and how to discipline.
- Just say “no!”—putting a stop to destructive behaviors

10:00 - 10:15 a.m.

Morning Break

10:15 - 11:45 a.m.

Obstacles and Challenges to Improvement

The obstacles and challenges for faculty development are formidable. Faculty time constraints and competing time demands of learning about and implementing good teaching practices and producing research are difficult to resolve. We will discuss these key issues and provide steps to remedy them. You will also have the chance to test out some of these ideas:

- Weak or inconsistent evaluation practices
- Metrics, performance standards
- Changing culture
- Combating a culture of mediocrity
- Faculty workload issues
- Combating divisiveness and competitiveness and fostering collegiality
- Effective remediation

11:45 a.m. - 12:00 p.m.

Program Takeaways & Wrap-up



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 currently serves as dean of the Harriet L. Wilkes Honors College of Florida Atlantic University, having 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 will transition, after ten successful years as a dean at Florida Atlantic University, to becoming that institution'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.

Jeanne A.K. Hey, Ph.D., Dean, College of Arts and Sciences, University of New England

Previously, Jeanne served as the Director of International Studies and Professor of Political Science at Miami University, in Oxford, Ohio. A Phi Beta Kappa graduate of Bucknell University, she earned a PhD in political science from The Ohio State University. Her research and teaching expertise are in the areas of comparative foreign policy, small states, Latin American politics, European foreign policy and pedagogy in international studies. She has extensive international experience, having conducted research and taught university courses in Latin America, the Caribbean, Asia and Europe. She has published four books and numerous articles on foreign policy, developing regions, and international studies pedagogy.

Dr. Hey is an alumna of the HERS Leadership Institute for women in academia, held at Wellesley College. She is also a past fellow in the Pew Faculty Fellowship in International Affairs at Harvard's Kennedy School of Government, where she was trained in applying the case method of college teaching in global affairs. She has developed and facilitated workshops and presentations on a variety of issues in management and leadership, including for the Council on Colleges of Arts and Sciences. She serves on the Board of Trustees at Thornton Academy, in Saco, ME.



INSTRUCTORS

Kathleen A. 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 university 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, P.C. 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). Prior to her legal career, Ms. Rinehart was an educator and Master Teacher at New Trier High School in Winnetka, IL., and served as the law clerk to Wisconsin Supreme Court Justice (Ret.), Janine P. Geske.



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

September 25 - 27, 2017 :: New Orleans, LA

HOTEL:

Renaissance Pere Marquette
817 Common Street
New Orleans, LA 70112

To reserve your room, please call 504-525-1111. Please indicate that you are with the Academic Impressions group to receive the group rate.

ROOM RATE:

The rate is \$129 for single or double occupancy, plus applicable tax.

ROOM BLOCK DATES:

A room block has been reserved for the nights of September 24, 25 and 26, 2017.

RATE AVAILABLE UNTIL:

Make your reservations prior to September 1, 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:

The Renaissance New Orleans Pere Marquette French Quarter Area Hotel is located near many distinct attractions that have made New Orleans so iconic.

TRANSPORTATION:

The hotel is approximately 12.8 miles from Louis Armstrong International Airport (MSY). Transportation options from the airport include:

- Airport Shuttle: \$24.00 one way
- Estimated Taxi Fare: \$33.00 one way



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
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EARLY BIRD PRICING

Postmarked on or before September 8, 2017. For registrations postmarked after September 8, 2017, an additional \$100 fee per registrant applies.

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



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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.

Empty space for dietary or accessibility 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



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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

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RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

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