



CONFERENCE

ESSENTIAL MANAGEMENT SKILLS FOR DEPARTMENT CHAIRS

October 26 - 28, 2017

San Antonio, TX





Practical advice and skills that every department chair needs.

OVERVIEW

Join us for our 4th annual management skills for department chairs training. During this pre-conference workshop and two-day conference you will sharpen the skills you need to both manage and lead your academic department. Current and former department chairs, Jeffrey L Buller, Jennifer Faust, and Domenick Pinto, will share their personal experience and lessons learned so that you can confidently navigate the department chair role. Throughout the event we will focus on three critical aspects of management, including:

- Effective communication skills
- Personnel management
- Budgeting and resource allocation

To ensure a productive and collaborative learning environment, **this program is limited to the first 50 registrants**. You will leave with knowledge that you can only gain from our experts' personal experience.

A UNIQUE LEARNING EXPERIENCE

We have intentionally designed this event to balance information-sharing with learning activities. To give you a practical understanding of the skills needed, you will be asked to problem-solve case scenarios that department chairs commonly face during their tenure.

FULL-DAY PRE-CONFERENCE WORKSHOP: POSITIVE ACADEMIC LEADERSHIP

Facilitated by Jeffrey Buller, author of *Positive Academic Leadership: How to Stop Putting Out Fires and Start Making a Difference*, this workshop will focus on teaching you to lead more effectively no matter the challenges you face. We will begin by looking at how you can gain a fresh perspective and update the language you use. We will round out the day by looking at leading within the academic system and explore the role of negativity within leadership. You will leave better prepared to make a real difference in the long term rather than spending your time putting out one fire after another.

[VISIT EVENT PAGE](#)

www.academicimpressions.com/conference/essential-management-skills-department-chairs-october-2017



WHO SHOULD ATTEND

This leadership institute is designed specifically for department chairs, with a particular emphasis on chairs who are looking to develop the expertise to become an exceptional manager within their department. 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 develop the skills necessary to advance your management and leadership role as a 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

THURSDAY, OCTOBER 26, 2017

Pre-Conference Workshop: Positive Academic Leadership: How to Stop Putting Out Fires and Start Making a Difference

8:30 - 9:00 a.m.

Registration and Continental Breakfast for Workshop Attendees (included in workshop registration fee)

9:00 - 10:30 a.m.

Changing Your Perspective

The expression positive academic leadership leaves many people with a misconception that this means thinking positively and having a good attitude. In this session, we will discuss what positive academic leadership really is and how you can learn to change your perspective in order to achieve more productive results. You will learn:

- What positive academic leadership really means
- How your results can be positive even when you don't feel positive yourself
- What the Erich Brenn Syndrome is and how you can avoid it
- How the organizational culture of higher education calls for a unique leadership style
- How learned optimism can help you see hidden possibilities
- What the Bridge of Spies Philosophy is and how it relates to positive academic leadership
- Why Pink Bat Thinking can help to change your perspective

10:30 - 10:45 a.m.

Break

10:45 a.m. - 12:00 p.m.

Changing Your Language

After looking at how changing your perspective can help you see more positive possibilities we will focus on how changing your language can help you communicate those possibilities to your colleagues. A surprising number of leadership problems arise because academic leaders ineffectively communicate their decisions to colleagues. During this session, you will learn:

- What mood contagion is and how it spreads through a unit
- Why changing your language can change your world
- How to fill the emotional tanks of others with the right words
- How you can tailor your language to your audience
- Why language is more than just the words you use
- How electronic communications can hurt the clarity of language
- How to talk about what you want rather than what you want to avoid

12:00 - 1:00 p.m.

Lunch (included in workshop registration fee)



AGENDA

THURSDAY, OCTOBER 26, 2017 (CONTINUED)

1:00 - 2:45 p.m.

Changing Your Style

Departments, colleges, and universities are all systems and adopting a systems approach can help to advance our positive academic leadership. In this session, you will explore how being aware of the nature of the system in which you work can help you change your style for improved results. You will learn:

- What a system is and why systems theory can be useful to you
- Strategies for implementing respect, rewards, and recognition
- How four important concepts (Mihaly Csikszentmihaly's Flow, Lev Vygotsky's Zone of Proximal Development, Kevin Carroll's Red Rubber Ball, and Jim Collins' The Hedgehog Concept) work together to create a more positive academic system
- Why understanding the ratios of progress to setbacks, catalysts to inhibitors, and nourishers to toxins can help you promote positive, lasting change

2:45 - 3:00 p.m.

Break

3:00 - 4:30 p.m.

Negative Academic Leadership

In our final workshop session, we will review how and when negativity and pessimism are destructive and when they can be desirable. We will also draw together key points from throughout the workshop so that you can leave with an action plan for adapting positive academic leadership to your institution. You will learn:

- The difference between negative negativity and positive negativity
- How the concept of learned pessimism can be as useful as learned optimism
- Why the George Costanza Style of Leadership is self-destructive
- How positive academic leadership can transform a department in a short period of time
- How you can serve as a coach, counselor, and conductor through positive academic leadership



AGENDA

FRIDAY, OCTOBER 27, 2017

8:00 - 8:30 a.m.

Registration and Continental Breakfast (included in registration fee)

8:30 - 8:45 a.m.

Welcome and Introductions

8:45 - 10:15 a.m.

Understanding the Dean's Expectations and Leadership Style, and Making the Connection With the Chair's Responsibilities

Department Chairs are intermediaries between their departments and college leadership. The call to do more with shrinking resources requires the chair to champion the vision and values of the department while simultaneously advancing the dean's goals and plans for the college. This session focuses on three key aspects of the chair's balancing act:

- The intersection of departmental and college vision and values
- Prioritizing your work time and delegating effectively
- Managing your time and stress to be more successful

10:15 - 10:30 a.m.

Break

10:30 a.m. - 12:00 p.m.

Skill #1 - Effective Communication Skills

Effective communication can help you manage your department better by dealing with difficult situations, creating a positive work environment, and building stakeholder buy-in. This session will help you learn:

- Your communication strengths and weaknesses
- Active listening and supportive communication
- Receiving, evaluating, and acting on complaints

12:00 - 1:00 p.m.

Lunch (included in registration fee)

1:00 - 2:30 p.m.

Skill #1 Continued - Effective Communication Skills

Building on our morning discussion of effective communication skills, we will discuss how you can improve departmental morale and facilitate positive change through:

- Building rapport/fairness
- Problem solving
- Effective meetings
- Building buy-in

2:30 - 2:45 p.m.

Break



AGENDA

FRIDAY, OCTOBER 27, 2017 (CONTINUED)

2:45 - 5:00 p.m.

Skill #2 - Leading People and Change: Personnel Management

After discussing communication we will turn our focus to managing faculty. In this session you will learn how you can inspire your colleagues, anticipate personnel challenges, and solve personnel problems in an effective and legal manner. Topics discussed include:

- Motivating faculty to work as a cohesive unit
- Supporting faculty to comply with mandates from college and campus leadership
- Recruiting quality faculty who are a good fit for the department
- Mentoring faculty through retention, tenure, and promotion

5:00 - 6:00 p.m.

Networking Reception (included in registration)

SATURDAY, OCTOBER 28, 2017

8:00 - 8:30 a.m.

Continental Breakfast (included in registration fee)

8:30 - 9:15 a.m.

Skill #2 Continued - Leading People and Change: Personnel Management

Building on our final session from day one, we open day two with a focus on common challenges that department chairs face in the area of personnel management. You will learn strategies for managing, mitigating, and preventing various personnel problems. The discussion will focus on cases drawn from actual, recent experiences of department chairs from across disciplines.

9:15 - 11:00 a.m.

Skill #3 - Budgeting and Resource Allocation

Planning the departmental budget is one of your most important responsibilities as a chair. During this session, we will discuss the complex relationship between strategic planning, resource allocation, and departmental mission and goals. Topics include:

- Foundations of college and university budgets
- Departmental budgeting and management
- Enrollment management and scheduling
- How to allocate funds effectively



AGENDA

SATURDAY, OCTOBER 28, 2017 (CONTINUED)

11:00 - 11:30 a.m.

Tying All Three Skills Together

This session will be your chance to pull together the common threads of the previous sessions and discuss how to take the lessons you learned here back to your department for immediate application. We will focus particular attention on the importance of:

- Effective communication
- Problem solving
- Flexibility and resiliency
- Understanding personal and legal boundaries

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

Program Takeaway and Wrap-Up

What have you learned that you can immediately apply to your situation, and what questions do you still have? In this panel format, your instructors will tackle your remaining questions.



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.

Domenick Pinto, Associate Professor and Department Chair, Sacred Heart University

Domenick Pinto is an Associate Professor of Computer Science, as well as the department chair and director of both the Master's in Computer Science and the Master's in Cyber Security at Sacred Heart University in Fairfield, CT. He has been with Sacred Heart for 40 years and has been chairperson for 29 of those years.

Domenick has presented at numerous conferences in his career including the Academic Chairperson's conference, the CIC Chair's workshop, the International Conference on Teaching and Learning at which he received 2 excellence in teaching awards and has been an invited workshop presenter. He has published numerous times in the Department Chair publication and has been honored several times at Sacred Heart for his outstanding leadership and service and teaching. In addition, Domenick has served as University Academic Assembly president twice.



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

October 26 - 28, 2017 :: San Antonio, TX

HOTEL:

Sheraton Gunter Hotel
205 E Houston Ave
San Antonio, TX 78205

To reserve your room, please call 210-227-3241. Please indicate that you are with the Academic Impressions group to receive the group rate.

ROOM RATE:

The rate is \$149 for single or double occupancy, plus applicable tax.

ROOM BLOCK DATES:

A room block has been reserved for the nights of October 25, 26, and 27, 2017.

RATE AVAILABLE UNTIL:

Make your reservations prior to October 5, 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:

History meets luxury at this downtown San Antonio hotel. When you stay at Sheraton Gunter Hotel, you'll be able to experience the signature Sheraton amenities, onsite dining including Market on Houston and Bar 414, and be steps away from world-class attractions. The River Walk, the Alamo, the Majestic Theatre, Tobin Center for the Performing Arts, and Convention Center are just blocks away.

TRANSPORTATION:

- Uber: Approximately \$5-\$7
- Lyft: Approximately \$15-\$22



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PRICING (CIRCLE ONE)

Your registration fee includes: Full access to all conference sessions and materials, breakfast, lunch, and access to the networking reception on Friday, breakfast on Saturday, 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 + Full Day Pre-Conference Workshop	Conference only	Full Day Pre-Conference Workshop	Get \$100 OFF With Qualifying AI Pro Memberships
\$1,895	\$1,195	\$895	Learn More
			\$100 OFF

EARLY BIRD PRICING

Postmarked on or before October 6, 2017. For registrations postmarked after October 6, 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.

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



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.