

# LEADING AND INFLUENCING AS A DEPARTMENT CHAIR

February 18 - 20, 2019 | Denver, CO



## *Join a cohort of fellow chairs to participate in this practical leadership training.*

### OVERVIEW

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Gain the skills you need to lead the strategic vision of your academic department as well as lead and inspire 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:

- Handling the most difficult complaints that you face
- Developing a vision and setting goals within your academic department
- Motivating and mentoring your faculty
- Setting performance expectations for faculty
- Dealing with difficult faculty colleagues
- Managing crises that occur on your watch

### LEARN FROM EXPERTS WITH OVER FIFTY YEARS OF EXPERIENCE

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This interactive conference walks through a number of scenarios drawn from actual events that our facilitators have faced. By the end of this event you will have the skills and knowledge you need to confidently navigate challenges that you are likely to encounter.

*"Lots of good, solid, and accurate information presented by facilitators who are experts in their fields and seemed genuinely interested in guiding and empowering the attendees."*

**- Rosita Sands, Chair, Columbia College Chicago**

### PRE-CONFERENCE WORKSHOP: UNDERSTANDING THE DEPARTMENT CHAIR'S MANY BALANCING ACTS

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Every department chair has many roles and responsibilities. To be effective, you must tailor your approach to the many problems, tasks, and issues that you face. This workshop, facilitated by Jeanne Hey, will help you identify your most comfortable leadership tendencies and grow to embrace multiple leadership modes and skills.

## POST-CONFERENCE WORKSHOP: CONFLICT RESOLUTION: TOOLS AND BEST PRACTICES FOR ACADEMIC LEADERS

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Effective leaders are expected address, manage, and resolve conflict in the areas they oversee. Join us for an interactive session, facilitated by Kathleen Rinehart, and learn the models and tools available to you to manage conflict both in its earliest stages and those that have simmered over time. This workshop will give you the opportunity to apply these practical and accessible tools in realistic scenarios.

## BRING A TEAM OF DEPARTMENT CHAIRS

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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.

## AGENDA

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### *Day 1: Monday, February 18, 2019*

#### ***Pre-Conference Workshop: Understanding the Department Chair's Many Balancing Acts***

Your registration for the pre-conference workshop includes the session below and materials, and breakfast on Monday.

#### **Registration and Continental Breakfast for Pre-Conference Workshop Attendees (included in workshop registration fee)**

*8:30 - 9:00 a.m.*

#### **Pre-Conference Workshop: Understanding the Department Chair's Many Balancing Acts**

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

Embrace your role as a leader! This workshop delves into what it means to be a leader and aims to explore a series of questions that a department chair must answer for themselves, including:

- Am I a boss or a colleague?
- Am I faculty or administration?
- Do I focus on the day-to-day or the long-term?
- which decisions are mine and which should go to a department vote?
- Should I have an "open door" or "by appointment" policy?
- Where does work end and my life begin?
- How do I balance the daily tasks with strategic and visionary planning?
- Where do I focus my attention: the "squeaky wheels" or the "silent types"?

The reality is that a successful chair must tailor his or her approach to the many problems, tasks, and issues at hand. The workshop helps you to identify your most comfortable leadership tendencies and then to grow that comfort zone to embrace multiple leadership modes and skills.

#### **Lunch for Pre-Conference Workshop Attendees (included in workshop registration fee)**

*12:00 - 1:00 p.m.*

# AGENDA

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## *Day 1 (CONTINUED)*

### **Main Conference**

#### **Main Conference Registration**

*12:30 - 1:00 p.m.*

#### **Welcome and Introductions**

*1:00 - 1:30 p.m.*

#### **Vision and Goal-Setting in the Academic Department**

*1:30 - 2:45 p.m.*

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 focus their efforts 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.

#### **Afternoon Break**

*2:45 - 3:00 p.m.*

#### **Vision and Goal-Setting in the Academic Department (continued)**

*3:00 - 4:00 p.m.*

#### **Networking Reception (included in conference registration fee)**

*4:00 - 5:00 p.m.*

# AGENDA

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## **Day 2: Tuesday, February 19, 2019**

### **Leading the Academic Department**

*8:00 a.m. to 4:00 p.m.*

### **Continental Breakfast (included in conference registration fee)**

*8:00 - 8:30 a.m.*

### **Setting the Stage for Effective Leadership**

*8:30 - 10:00 a.m.*

How can you as department chair begin to address disputes between departmental colleagues, student complaints, budget cuts, potential program closures, angry parents, and rank and tenure challenges? 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:

- Effectively identifying issues
- Productive framing of communications with stakeholders
- Managing unanticipated and longstanding conflicts
- Leveraging your leadership qualities to manage productively

### **Morning Break**

*10:00 - 10:15 a.m.*

### **Dealing with Difficult Colleagues**

*10:15 a.m. - 12:00 p.m.*

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.

### **Lunch (included in conference registration fee)**

*12:00 - 1:00 p.m.*

### **Setting Performance Expectations**

*1:00 - 2:15 p.m.*

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 on 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.

# AGENDA

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## **Day 2 (CONTINUED)**

### **Afternoon Break**

2:15 - 2:30 p.m.

### **Mentoring and Motivating Others**

2:30 - 4:00 p.m.

"Chairing the academic department is like herding cats!" We've all heard remarks such as this; the challenge of getting buy-in for departmental initiatives can be daunting. Our experts will 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 about 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.

## **Day 3: Wednesday, February 20, 2019**

### **Tying It All Together**

8:30 a.m. to 12:00 p.m.

### **Continental Breakfast (included in conference registration fee)**

8:30 - 9:00 a.m.

### **Tying It All Together**

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

Each participant will apply the previous sessions' tools and techniques you've learned over the previous sessions. This session includes consulting times with speakers and 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 and to continue their own professional development on their home campus.

### **Wrap-Up, Takeaways, and Q&A**

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

## AGENDA

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### *Day 3 (CONTINUED)*

#### ***Post-Conference Workshop: Conflict Resolution: Tools and Best Practices for Academic Leaders***

##### **Lunch for Post-Conference Workshop Attendees**

12:00 - 1:00 p.m.

##### **Post-Conference Workshop: Conflict Resolution: Tools and Best Practices for Academic Leaders**

1:00 p.m. - 4:00 p.m.

Your registration for the post-conference workshop includes the session below and materials, and lunch on Wednesday.

All who occupy leadership positions will be expected address, manage, and resolve conflict in the areas they manage and supervise. Join us for an interactive session which will explore the following questions:

- Are we prepared to address conflict?
- Are we conflict avoidant?
- How do we manage conflict with colleagues? Supervisors? External constituents?

During this workshop, lead by Kathleen Rinehart, we will focus on the models and tools available to you to manage conflict at its earliest stages and to address conflicts that have simmered over time. In addition, you will have the opportunity to apply practical and accessible tools in realistic scenarios.



## INSTRUCTORS

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### **Jeffrey L. Buller**

**Former Dean of the 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, his titles include: *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 to 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.

### **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.

### **Kathleen A. Rinehart**

**President, Cardinal Stritch University**

Kathleen A. Rinehart serves as the 9th President of Cardinal Stritch University. Prior to her appointment, she served as the General Counsel and Secretary of the Corporation for Saint Xavier University and in an Of Counsel role at Franczek Radelet. Kathleen also 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.

Kathleen is a featured speaker on higher education and dispute resolution issues at numerous local, regional and national conferences. She served on the board of directors for the National Association of Colleges and Universities (NACUA). Prior to her legal career, Kathleen 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. Kathleen received her bachelor's degree, Juris Doctor and Master in Dispute Resolution from Marquette University, and a Master of Arts in Teaching (History) from The University of Chicago.

## LOCATION

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**February 18 - 20, 2019 | Denver, CO**

**Hotel:**

The Curtis Hotel  
1405 Curtis Street  
Denver, CO 80202  
303.571.0300

**Room rate:**

\$149 + tax

**Room block dates:**

The nights of February 17, 18, & 19, 2019.

**Room block cutoff date:**

January 25, 2019.

Reserve Your Room: Please call 303.571.0300 and indicate that you are with the Academic Impressions group to receive the group rate. Please book early - rooms are limited and subject to availability.

# The Academic Impressions Experience



Intimate, workshop-style trainings with personalized attention



Trainings are practical and action oriented so you can hit the ground running



Carefully-vetted expert instructors who are also practitioners in the field



Learner-centric and designed for interaction and collaboration



Highly recommended:  
9 out of 10 participants recommend our trainings to colleagues