

LEADING AND INFLUENCING AS A DEPARTMENT CHAIR

February 10 – 12, 2020 | Boston, MA



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

OVERVIEW

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 practical 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 COMBINED EXPERIENCE

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.

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

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: 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.

BRING A TEAM OF DEPARTMENT CHAIRS

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

Day 1

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

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

Main Conference

Main Conference Registration

12:30 - 1:00 p.m.

Welcome and Introductions

1:00 - 1:30 p.m.

Who Do I Lead and How Do I Lead Them? Setting the Stage for Effective Leadership

1:30 - 2:45 p.m.

The initial session of this workshop will provide a series of practical and accessible tools regarding questions you may be asking, such as:

- Why serve as an academic leader?
- How do I develop as a leader?
- What is academic leadership?
- How long is long enough?
- How do I manage my relationships and my productivity (my management molecule)?
- What legacy do I wish to leave?

Afternoon Break

2:45 - 3:00 p.m.

The Emotionally Intelligent Department Chair

3:00 - 4:15 p.m.

Success as a department chair requires not just knowledge and skills but the emotional intelligence to interact with others effectively. We will take a snapshot of your current level of emotional intelligence and also explore some strategies for how you can improve your management of emotions in order to lead and influence change effectively.

Day 1 Wrap Up

4:15 - 4:30 p.m.

Networking Reception (included in conference registration fee)

4:30 - 5:30 p.m.

This informal reception is your chance to decompress, have some refreshments on us, and expand your network of connections. Our programs are intentionally designed for smaller groups, so this is a great time to catch-up with attendees and speakers whom you may not have connected with yet.

AGENDA

Day 2 | Leading the Academic Department

Continental Breakfast (included in conference registration fee)

8:30 – 9:00 a.m.

Vision and Goal-Setting in the Academic Department

9:00 - 10:15 a.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.

Morning Break

10:15 – 10:30 a.m.

Department Leadership in Action: Building Your Academic Team

10:30 – 12:00 p.m.

In this interactive session, we will dive deeper into “The Call” to academic leadership, while exploring the skills of effective departmental teamwork. Through simulation and discussion, you will develop strategies for shared leadership, consensual decision-making, constructive conflict, and collegiality and civility.

Lunch (included in conference registration fee)

12:00 - 1:00 p.m.

Part 1: Setting Performance Expectations and Dealing with Difficult Colleagues

1:00 – 2:30 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.

AGENDA

Day 2 (CONTINUED)

Afternoon Break

2:30 – 2:45 p.m.

Part 2: Setting Performance Expectations and Dealing with Difficult Colleagues

2:45 – 4:00 p.m.

Day 3 | Tying It All Together

Continental Breakfast (included in conference registration fee)

8:30 - 9:00 a.m.

Mentoring and Motivating Others

9:00 – 10:15 a.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.

Morning Break

10:15 – 10:30 a.m.

Tying It All Together

10:30 - 11:45 a.m.

In this closing session, each participant will apply the previous sessions’ tools and techniques and develop a plan to guide them forward and continue their own professional development on your campus.

Wrap-Up and Q&A

11:45 – 12:00 p.m.

Lunch for Post-Conference Workshop Attendees

12:00 - 1:00 p.m.

AGENDA

Day 3 (CONTINUED)

Post-Conference Workshop: Faculty Civility and Academic Freedom: Protecting the Workplace While Preserving Academic Culture

1:00 – 4:00 pm

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INSTRUCTORS

Walt Gmelch

Professor of Leadership Studies and Former Dean of the School of Education, University of San Francisco

Tidbit: As an 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 two hundred articles, twenty-four books and monographs, and numerous scholarly papers in national and international journals.

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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. . In 2016 a new study was launched of 900 department chairs across institutional type and disciplines within the United States.

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.

INSTRUCTORS

Jeanne A.K. Hey, Ph.D.

Professor of Political Science and Global Studies, Former Dean, College of Arts and Sciences - University of New England

Tidbit: Jeanne Hey is an experienced provider of professional development programs, specializing in leadership training for department chairs, deans, and women in higher ed. She served as dean of the University of New England's College of Arts and Sciences for eight years, overseeing 15 academic departments and 35 major programs at a time of upheaval and risk in higher ed.

Full: Jeanne Hey is an experienced provider of professional development programs, specializing in leadership training for department chairs, deans, and women in higher ed. She served as dean of the University of New England's College of Arts and Sciences for eight years, overseeing 15 academic departments and 35 major programs at a time of upheaval and risk in higher ed. Hey served for 19 years in a joint appointment in Political Science and International Studies at Miami University in Oxford, OH. She spent her last nine years at Miami as Director of International Studies and one year as Interim Dean and Executive Director of Miami's campus in Middletown. 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

President, Cardinal Stritch University

Tidbit: Kathleen A. Rinehart serves as the 9th President of Cardinal Stritch University. 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.

Full: 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.

ACADEMIC IMPRESSIONS STAFF

Whitney Egstad

Program Manager, Academic Impressions, whitney@academicimpressions.com

Whitney Egstad believes the key to optimizing organizations is to cultivate and empower lifelong learners. Her mission is to do just that. For twelve years, she has designed learning experiences for diverse groups of professionals and students. As program manager, she performs market research and collaborates with subject matter experts to develop impactful professional learning programs for leaders in higher ed. In addition to directing program operations, she serves as an instructional design consultant for AI's online courses and tool kits. A pedagogue at heart, Whitney absorbs emergent research in neuroeducation, universal design, DEI, eLearning, and memory. She applies this research, as well as program data and feedback, in the development and revision of her programs.

LOCATION

February 10 – 12, 2020 | Boston, MA

Hotel:

Hyatt Regency Boston Harbor

101 Harborside Drive,

Boston, MA 02128

617.568.1234

Room rate:

\$119 + tax

Room block dates:

The nights of February 9, 10 and 11, 2020.

Room block cutoff date:

January 17, 2020.

Reserve Your Room: Please call 617.568.1234 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