

Presenter Information	Issues / Topics	Proposed Resolution / Solution	Result / Consequence
<p>Mark Urtel, Department of Kinesiology at IUPUI; Chair since 2015; Teaching Load: 4 courses AY Support: currently .5 FTE admin. asst.* Department: 3 majors, ~ 620 students & 21 full-time faculty. University: 18 schools, ~30,000 students; situated in the heart of Indianapolis.</p>	<p>[A] <u>Impacting</u> curriculum, navigating program review/accreditations, shape the faculty;</p>	<p>[A] Working groups, Writing teams, & delegate! Incentivize (creatively) where you can.</p>	<p>[A] New minors/certificates approved, GenEd inclusion, successful assessments of programs, let faculty shine;</p>
	<p>[B] <u>Leading from the middle</u>: Steering the ship (mission) versus dotting the i's and crossing the t's (scheduling);</p>	<p>[B] Prioritize & manage time; Be transparent on 'why'; Communicate clearly & consistently; Re-cast expectations; Negotiate as needed.</p>	<p>[B] Mission / vision loses out to daily tasks and impromptu 'emergencies'; 100% accountability & little authority;</p>
	<p>[C] <u>Cannot do this job right</u>: student appeals, merit pay, etc.</p>	<p>[C] Re-cast expectations & reveal the "grey area" of decision making to colleagues / others; Be persistent;</p>	<p>[C] Skin thickens; Become adept at managing "failures" – daily;</p>
<p>Sandra Jowers-Barber, Humanities Division at the University of the District of Columbia Community College; Chair since 2015; Teaching Load: Varies from 1 Course AY or no courses. Support: No FTE; Division: 1 major; 1 program; 8 disciplines; 600+ students; 8 full-time faculty; and 40 adjunct faculty. College: Located in Washington, DC a mile from the Capitol</p>	<p>[A] <u>Taking the Chair after a Vacancy</u>: How to gain faculty trust; Motivating faculty who feel unappreciated</p>	<p>[A] Time needed to implement Division vision suffers; Time is devoted to crafting and implementing a strategy to foster faculty unity; Trying to identify issues of concern</p>	<p>[A] Have face to face meetings with faculty; LISTEN; Identify and go after some "fruit lowest on the tree" goals; Acknowledged and use faculty experience / expertise;</p>
	<p>[B] <u>Enacting a new Curriculum Co-Requisite</u>; Directing major Division changes; Implementing controversial curriculum change</p>	<p>[B] Faculty must be assured that "this time" there will be change; -Time spent in meetings to gain faculty buy-in; Reviewing data colleges with successfully models</p>	<p>[B] Identify and work with the faculty willing to move forward; Provide opportunities to include all faculty; Establish weekly update meetings with Dean</p>
	<p>[C] <u>Listening</u> to Student Concerns; Acknowledge non-academic needs; Sharing the good/bad/ugly</p>	<p>[C] Work with administration to Lobby City Council and Board of Trustees; Empower Students to ask for themselves</p>	<p>[C] Make concerns known and Identify strategies for priorities; Reach for fruit lowest on tree</p>
<p>Stacey L. Smith, Department of Applied Business Studies, College of Business & Entrepreneurship; Interim Chair for 2015-16; Chair 2016-17; Teaching Load: 2 courses; Department: 3 programs, 350+ students; 10 full-time faculty; and 10 adjunct. University: Located in Hays, KS; western Kansas; halfway between Denver and Kansas City</p>	<p>[A] <u>Culture</u>: Leadership changes; New department; Striving to generate positive energy / hope amid skepticism & "we've always done it this way";</p>	<p>Conversations; Team building; Micro/Bridge/Macro culture building; Openly sharing information (budgets); Engaging critics in non-threatening ways; Express my own fears/hopes</p>	<p>Strategy suffers; Accreditation/direction struggles; Collegiality breakdown; Loss of hope; Fatalism; Unseen dynamics and relationships</p>
	<p>[B] <u>How to Make Character Helpful</u>: Qualities; Ethics; Behaviors</p>	<p>Start with "Know thyself"/make self-awareness a priority/do not lead with your ego; Open Communication; Think emotional Intelligence (Calm, avoid drama, non-impulsive, empathetic, adaptable); Be confident, respectful; Be kind and polite</p>	<p>Less trust/integrity; Less credibility; Less respect; Less opportunity to turn dilemmas into decisions</p>
	<p>[C] <u>How to Use Process Productively</u> Meetings; Scheduling; Staff development; Accreditation</p>	<p>Develop strategic plan; Develop communication strategy; Use scheduling to reward when budgets are limited</p>	<p>Poor communication; Ineffective implementation; Faculty tenure track struggles; No consensus/fractured environment/competing interests</p>

