

**NATIONAL CONFERENCE
OF ACADEMIC DEANS**



73rd Annual National Conference of Academic Deans

Collaborative Leadership: Working Together on Common Goals

July 17-19, 2019

University of Central Arkansas | Brewer-Hegeman Conference Center

Wednesday, July 17

2:30 - 3:00 pm **REGISTRATION** | UCA Downtown

3:00 - 6:00 pm **PRE-CONFERENCE WORKSHOP** | UCA Downtown



Cipriano

Managing Conflict: Practical Strategies for Dealing with a Challenging Colleague

Robert E. Cipriano, *Retired Department Chair and Senior Partner of ATLAS – Academic Training, Leadership & Assessment Services*

Conflict is inevitable — it is the natural outcome of human interaction. However, it is important to note that anger, disrespect, bullying, grudges, hurt, and blame are not. Being disrespectful, nasty and uncivil is a conscious choice. Although conflict is to be expected, how we choose to respond is a choice. The academy has a long-standing and enviable position that welcomes differences of opinion. What we all aspire to is to have respected discussions whereby people feel confident that their viewpoints count and that they will not be scorned for expressing their opinion, no matter how “illogical” it may appear to their colleagues. There are proven strategies that will facilitate turning a conflict into a problem to be solved.

This highly interactive workshop will consist of the following major themes:

- Workplace incivility in the academy
- Concepts of conflict
- “Fair Fighting” for Resolving Conflicts
- Myths & realities of anger
- When & how to manage conflict
- 8 steps to turn a conflict into a problem to be solve

Case Studies and Role Playing will be used throughout the workshop.

6:00 - 7:00 pm **WELCOME RECEPTION** | UCA Downtown

Thursday, July 18

8:30 am **REGISTRATION** | Brewer-Hegeman Conference Center (BHCC), University of Central Arkansas

9:00-9:30 am **WELCOME** | BHCC 111/113

Houston Davis, *President of the University of Central Arkansas*

Kurt Boniecki, *Conference Host, Associate Provost at the University of Central Arkansas*

Carmen Burkhalter, *Program Chair, Dean of the College of Arts and Sciences at the University of North Alabama*

9:30 - 10:30 am **OPENING PLENARY** | BHCC 111/113

Effective Academic Leadership in the Age of Uncertainty

Jon M. Garon, *Dean of Nova Southeastern University Shepard Broad College of Law*



Garon

Higher Education has just begun to experience a series of future shocks involving changing student demographics, financial stresses, adaptive courseware, online learning, personalized education, stackable credentials, artificial intelligence, new media platforms, regulatory upheaval, leadership turnover, and faculty uncertainty. Academic deans are expected to incorporate change while assuring stability, tranquility, and cohesion. This program will identify the key changes likely to have the greatest impact on educational organizations and explore the strategies available to meet institutional demands, improve learning outcomes, and increase the satisfaction for both students and institutional stakeholders.

73rd Annual Meeting of the National Conference of Academic Deans
Collaborative Leadership: Working Together on Common Goals | July 17-19, 2019
Hosted by the University of Central Arkansas | Conway, Arkansas

Thursday, July 18 (continued)

11:00 am - noon CONCURRENT SESSIONS



Bradford

Forging Transformative Partnerships with Students at the Core | BHCC 101

Peggy Bradford, *Board Presidential Sabbatical Scholar at Shawnee Community College*

Creating strategic partnerships that support your college’s strategic plan, mission, and vision, and meet the needs of your students and community residents are crucial to closing financial gaps in funding, sharing resources, garnering greater regional reach and providing greater opportunities to your students. In this workshop, you will learn how to develop partnerships that contribute to increased enrollment, grant opportunities, internships and externships, exposure to cultural enrichment activities, and expand your connections with legislators, four-year academic institutions, K-12, and business/ nonprofit groups.



Gray

Student Transformation—A Goal We Can All Embrace | BHCC 112

Michael Gray, *Professor of Biology at Bob Jones University*

Navigating the challenges facing institutions of higher learning requires leadership teams and faculty that focus on the right goal. “Meaningful change” in institutions must prioritize student transformation. Student transformation is most likely when students are embedded in a coordinated constellation of relationships, programs, challenges, and opportunities designed to deeply develop each student’s potential and character to prepare them to act as agents of transformative change in their workplace, cultures, and world.



Jackson

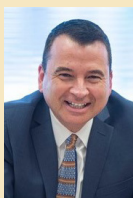
From Change Agent to Game Changer: Cultivating Equity and Inclusion for Institutional Success | BHCC 114

Kim Jackson, *Chair for the Department of Visual and Performing Arts, Tarrant County College Northwest Campus, Fort Worth, TX*

Academic deans have a unique role in “minding the gap” between students, faculty and the administrative functions and responsibilities of their institution. This becomes increasingly difficult as the persistence and resilience of student and faculty bodies evolve in an era where the presence or absence of “safe spaces” is polarized and politicized. How can academic deans leverage their spheres of influence to create and sustain equitable learning and work environments? Examining these challenges through an equity and inclusion lens, we will discuss the implications of those challenges on how we engage with one another and how that engagement correlates with success. This meditation on leadership will focus on best practices for increasing cultural competence and cultural humility in faculty so that the institution can thrive.

Noon - 1:00 pm LUNCH | BHCC 111/113

1:00 - 2:00 pm SPECIAL PLENARY | BHCC 111/113



Renick

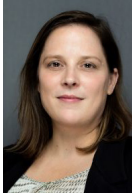
Using Data and Collaboration to Transform Student Outcomes

Timothy M. Renick, *Senior Vice President for Student Success at Georgia State University*

By implementing and scaling a series of student-centered and analytics-informed programs, Georgia State University has raised graduation rates by 23 percentage points and closed all achievement gaps based on the students’ race, ethnicity, and income level. It now awards more bachelor’s degrees to African Americans than any other college or university in the nation. Through a discussion of innovations ranging from chat bots and predictive analytics to meta-majors and completion grants, the session will cover lessons learned from Georgia State’s process of institutional transformation, including strategies for promoting cross-campus collaboration.

Thursday, July 18 (continued)

2:30 - 3:30 pm CONCURRENT SESSIONS



Nierengarten

Managing Program Portfolio in a Complex Market | BHCC 101

Terri Nierengarten, *Senior Director of Product and Strategic Partnerships at Collegis Education*

The nature of higher ed programming today is that both opportunity and risk are obscured until long-range data has been extrapolated and analyzed from a number of angles. With this complexity in mind, Terri Nierengarten will share research on higher ed programming from five key areas: student preferences, growth opportunities, regional differences, competitive dynamics and local workforce needs. In this rapidly changing, highly competitive market, Nierengarten will share recommendations on taking a thoughtful view of the data to see how it specifically impacts your institution. Rather than look to emulate what other schools are doing, she will recommend that institutions consider their programmatic strengths, region and best-fit students to create a competitive, dynamic mix.



Hattlestad

Panel Discussion: Working With Stakeholder Advisory Councils to Achieve Mutual Goals | BHCC 112

Jimmy Ishee, *Dean of the College of Health and Behavioral Sciences at the University of Central Arkansas*

Jeff Robertson, *Dean of the College of Natural and Health Sciences at Arkansas Tech University*

Terry Wright, *Dean of the College of Fine Arts and Communication at the University of Central Arkansas*

Nicole McZeal Walters, *Dean of Aquinas College at the University of St. Thomas*

Moderator: Neil Hattlestad, *Distinguished Dean Emeritus of the College of Health and Behavioral Sciences at the University of Central Arkansas*

Learner and program outcomes can be enhanced when regional stakeholders are properly organized into advisory councils that meet periodically with academic personnel. This panel of college deans will focus on models of advisory council organization that have worked for them. Panelists will also discuss plans for advisory councils of the future as they adjust to the changing landscape in higher education.



Held

General Education as a Campus-Wide Collaborative Effort | BHCC 114

Jacob M. Held, *Director of the UCA Core and Professor of Philosophy at the University of Central Arkansas*

The general education program at the University of Central Arkansas (The UCA Core) is an outcomes based general education program scaffolded throughout the student's entire education from introductory level course work and a first year seminar to upper division course work. In this presentation, Dr. Held will discuss how assessment informs continuous improvement of the general education program at UCA by means of campus-wide conversations and collaborative efforts, from assignment design to faculty development and curriculum review and revision.

4:00 - 5:00 pm KEYNOTE | BHCC 111/113



Castallo

Dealing with Dysfunction: Moving Forward When Others Are Moving Backwards

Richard T. Castallo, *Professor of Educational Leadership and Policy Studies at California State University Northridge*

Dr. Castallo will be talking with us about a topic we don't often discuss – how to build strong cultures while dealing with resistant and challenging staff members. His presentation will be shared through the eyes of the main character of his book, a department chair that is faced with a number dysfunctional faculty members that are highly resistant to serving their students and institutions in a satisfactory manner. The role of the chair in relation to his dean and provost will be discussed. Some specific suggestions on what we can do institutionally, as well as individually will also be provided.

5:00 - 6:00 pm RECEPTION | BHCC 112/114

Drinks, Hors d'oeuvres, Music, and Networking

73rd Annual Meeting of the National Conference of Academic Deans Collaborative Leadership: Working Together on Common Goals | July 17-19, 2019 Hosted by the University of Central Arkansas | Conway, Arkansas

Friday, July 19

8:00 - 9:00 am **BREAKFAST** | BHCC 111/113

NCAD PLANNING MEETING | BHCC 112

Interested in next year's conference? Bring your breakfast to room 112 and join the conversation. We want to hear your ideas.

9:00 - 10:00 am **CONCURRENT SESSIONS**



Hawkins

Panel Discussion: CAOs, Deans, and Chairs Working Together to Achieve Department, College, and University Goals | BHCC 101

Penny Garcia, *Dean of the College of Education and Technology at Eastern New Mexico University*

Scott Newman, *Vice President of Academic Affairs at Oklahoma State University Institute of Technology*

Hal Strough, *Chair of the Department of Health and Human Performance and Associate Dean of the College of Health Care Sciences at Nova Southeastern University*

Moderator: Amy Hawkins, *Director of the Center for Teaching Excellence at the University of Central Arkansas*

The contributions of academic leaders at all levels are complex and numerous. This panel discussion explores the unique roles and responsibilities at each level in addition to examining the intersection between these roles in achieving the goals of the institution as a whole as well as those of its academic colleges and departments.



Wallenmeyer

Managing Day-to-Day Operations While Keeping Focused on the Big Picture | BHCC 112

Mark Wallenmeyer, *Dean of Health Professions at Northwest Arkansas Community College*

We all get bogged down with the day to day operations of education. This discussion will focus on methods of changing our way of thinking and of motivating your faculty and staff, along with ways that we as administrators need to keep our focus on the bigger picture of leading our institutions forward.



Sehlaoui

Developing C⁵ for an Inclusive and Culturally-Responsive Leadership in Higher Education: Beyond the Language of Critique | BHCC 114

Abdelilah Salim Sehlaoui, *College of Education Director of Grant Research at Sam Houston State University*

Institutions of higher education are faced with the challenge of creating a representative and inclusive leadership style that is culturally-responsive to the needs of diverse students and faculty. The development of such style of leadership is based on how the concept of culture is used in education from a critical perspective. While there is need for systematic organizational learning to implement diversity culture change across campus, cross-cultural competence development among academic leaders is usually founded on traditional conceptualizations and hegemonic approaches. The presenter will share recommendations, hands-on activities, and strategies based on research and experience as a minority educator and academic leader, as well as his extensive experience working with other faculty and students who are culturally and linguistically-diverse.



2018 NCAD Group Photo

Friday, July 19 (continued)

10:30 - 11:30 am CONCURRENT SESSIONS



Bates

Overcoming Obstacles When Implementing System-Level Gateway Course Redesign | BHCC 101

Rachel Bates, *Associate Vice Chancellor for Educational Partnerships at the Oklahoma State Regents for Higher Education*

Across the country, institutions are embracing the significant gains in student success and course completion rates thanks to the research in gateway course reform efforts. In this session, participants will explore the state-system innovation intended to improve student outcomes in developmental education and gateway courses in colleges and universities in Oklahoma. This session will describe the complexities that innovation can entail in multi-stakeholder environments such as higher education. Lessons learned from numerous stakeholders perspectives will be at the center of this session. These perspectives created unique ethos based upon their own realities and pressures.



Peters

Toto, I've a Feeling We're not in Kansas Anymore: Going Beyond the "Lone Creator" Myth | BHCC 112

Steven J. Peters, *Dean of the College of Fine Arts at the University of Montevallo*

Creativity has been a focus of academic fields and leadership for decades. But it has become an urgent concern in today's innovation-driven world. In virtually every creative endeavor, collaboration is the most vital force, yet it is also the least understood. This highly interactive session will introduce a constructive new view of the relationships that matter in creative collaboration. Participants will use role playing to explore the interpersonal dynamics that generate a creative process between participants in any group.



Webster

Strategic Approaches to Institutional Diversity and Inclusion | BHCC 114

Angela Webster, *Associate Vice President for Institutional Diversity and Inclusion at the University of Central Arkansas*

Everyone has a story. Each person's story interacts with the larger, complex American story. Understanding the juxtaposition of individual story to national history sheds light on ways campus leaders can design, implement, and shepherd strategies, systems, and structures that afford positive experiences for all. Strategies include collaborative leadership; data mining; academic, social, and professional student success; student financial support; recruitment and retention of underrepresented student, faculty, and staff communities; overall advancement of institutional diversity and inclusion. After all, everyone wants to be visible, valued, and validated.

11:30 am -
12:30 pm

LUNCH AND NCAD BUSINESS | BHCC 111/113



Conference Agenda

73rd Annual Meeting of the National Conference of Academic Deans
Collaborative Leadership: Working Together on Common Goals | July 17-19, 2019
Hosted by the University of Central Arkansas | Conway, Arkansas

About NCAD

Established in 1941 by Drs. Schiller Scroggs and Henry Bennett at Oklahoma State University, the National Conference of Academic Deans (NCAD) is one of the nation's oldest organizations focused on the deanship and has convened every year since 1948. The conference was held on the campus of Oklahoma State University until 1995, when it was relocated to the University of Memphis. It then moved to Texas Women's University in 1999, and came to the University of Central Arkansas in 2001 where it is held annually in July.

Follow NCAD on Facebook!

 [facebook.com/NCAD.UCA](https://www.facebook.com/NCAD.UCA)

Go to uca.edu/ncad for more information about NCAD and to provide us feedback. Let us know what you think!

Board of Directors

The NCAD Board of Directors includes the current chair, the vice chair (the future chair), the immediate past chair, and the conference host who acts as secretary and treasurer.



Chair

Carmen Burkhalter

Dean, College of Arts and Sciences
University of North Alabama
Florence, Alabama



Vice Chair

Lupita Murillo Tinnen

Associate Dean of Academic Affairs
Collins College
Frisco, Texas



Past Chair

Nicole McZeal Walters

Dean of Aquinas College
University of St. Thomas
Houston, Texas



Conference Host

Kurt Boniecki

Associate Provost for Academic Success
University of Central Arkansas
Conway, Arkansas



UNIVERSITY OF
CENTRAL
ARKANSAS™