

Thursday March 8, 2007
Round One: 10:45am – 12:15pm
Concurrent Sessions

Bringing Out the Best in College Students and Employees – The Sequel

Steve Fishman, Program Director, Seneca, ON, Canada

Lisa Decandia, Program Coordinator, Seneca, ON, Canada

This session builds on last year's presentation of the SUCCESS@Seneca program. We will review the highly effective College Coach initiative in which over 100 college employees provide regular and ongoing support to students. The role of the College Coach is to keep the student connected, on-track, goal oriented and motivated throughout the school year. Not only has this intervention resulted in significant success rates (as our statistics will show) for our students, it has also produced several positive outcomes for college employees. Participants will learn, discuss, and explore a transferable comprehensive model that promotes significant benefits to both students and employees.

Participants who attend this session will benefit in a number of aspects:

- An initiative that engages a diverse and sizeable employee population
- Program based statistical information (impact on student success)
- A strategy that encourages and supports employee leadership
- A college culture that reflects a sense of connection and pride
- A program that contributes to student success and college retention
- An initiative that requires minimal employee time commitment but produces a significant impact within the college community

Best Practices for Supporting Adjunct Faculty

Richard E. Lyons, Senior Consultant, Faculty Development Associates, Indian River Community College, FL

Helen Burnstad, Director Emeritus – Staff and Organizational Development, Johnson County Community College, KS

This session opens by presenting key research findings regarding the use of part-time faculty at North American institutions, then highlights the array of benefits that adjunct instructors can provide if they are developed and supported effectively. The session proceeds to showcase exemplary programs for orienting, training, mentoring, and recognizing part-timers, as well as several comprehensive programs that pursue multiple objectives. The session concludes by providing strategies for developing an effective initiative at attendees' institutions.

Participants attending this session will:

- be alerted to the common needs of adjunct instructors
- discover the commonalities of best practices in adjunct faculty development
- become prepared to design an initiative at their institution
- discover the benefits to institutions for supporting their part-time faculty members effectively
- be presented with an opportunity to dialogue with leading experts in adjunct faculty development

How to Live Your Life Like You've Already Won the Lottery

Linda I. Nieman, Executive Director of Advancement and Planning, Sussex County Community College, NJ

I gave this presentation last year and received an overwhelming response. It is for that been-there, done-that professional who needs to refocus their energies in a positive manner.

I'd be willing to present a longer version in a pre-session if that would serve the Leadership Academy in a better fashion.

Create a New Organizational Culture: an Agile Approach

Tracy L. Gibson, Ed.D., Dean of Staff Development, South Puget Sound Community College, WA

Mark VanDenHende, Ph.D., Dean of Administration, South Puget Sound Community College, WA

Times of change have stretched traditional leadership models. A new kind of leadership is needed, one that can respond creatively to change and step beyond conventional strategies by fostering learning environments that utilize creative solutions creating resilient innovative people and organizations.

Benefits for Participants:

- Embrace change and articulate strategies
- Influence morale and motivation
- Barrier and resource analysis
- Energize and empower your organization
- Gain skills and confidence in leading change

Clear Sailing the Sea of Facilitation

Roxanna Stumbur, Organizational Development Consultant, NAIT, AB, Canada

Robert Stumbur, Associate Dean – SAMIT, NAIT, AB, Canada

Leaders often find themselves facilitating various types of meetings, some of which they should not. Do you know when to act as a facilitator? What needs to be considered? In this session, you will creatively explore the art of facilitation including:

- Background INFORMATION
- Your gut FEELINGS and emotions
- CAUTIONS, dangers, risks, and difficulties
- BENEFITS and value
- CREATIVE possibilities and alternatives
- Logistics of the PROCESS

Performance Reviews for Faculty: Steering the Course toward a Learning Community

Bob Cox, Director – Staff Development, George Brown College, ON, Canada

Nancy Hood, Executive Director – Human Resources, George Brown College, ON, Canada

Based on an analysis of literature and best practices, George Brown college is piloting a Performance Review Process for faculty intended to "Steer the College Toward a learning Community. This four-part developmental process is intended to engage faculty in a process that supports their own unique developmental needs and forward the key objective of our Academic Strategy by "making teaching and learning a hall mark of George Brown College. In this session you will:

- learn about our model and how it facilitates the creation of a learning environment
- hear directly from faculty about their experience
- hear about the union's concerns and how they were addressed
- have the chance to provide feedback on the model using "State of the Art" Clicker Technology

Charting the Academic Course: Using Market Data to Develop New Program Opportunities

Curt Oldfield, Vice President – Academic Affairs, Northeast Iowa Community College, IA

Dr. Kathi J. Swanson, President, CLARUS Corporation, NE

One of the most challenging tasks in getting underway in program development for academic leadership is ensuring that their College has a continual way to monitor the employment environment and find new program opportunities. In this session, participants will:

- Learn new ways to measure the tides of job demands
- Explore using online surveys to log local employer needs
- Chart the heading for new programs
- Navigate the political waters to implement new program delivery
- Bring aboard marketing and recruitment to support new programs

Realizing your Vision through Partnerships: A Success Story about Fast-Track Planning

Bonnie Nygard, Associate Dean, University of Alaska Anchorage, AK

The University of Alaska Anchorage Community and Technical College created a new vision for the future in one academic year. University and industry partners worked together to identify trends, areas of potential growth, resource requirements, and strategies for achieving collective goals. This session will provide post-secondary leaders with specific examples of the timeline, planning criteria, challenges, and why industry partners were 100% engaged in this process, resulting in foundation and development funds.

Capturing the “S” Factor for Effective Leadership

Feleccia Moore-Davis, Dean, Cy-Fair College – NHMCCD, TX

Spirituality was deemed an important element of human life until the 17th century when Descartes and his followers began discounting the prevailing spiritual views by introducing mechanistic theory which separated mind and body from the spirit. Today spirituality has reemerged as an important element of leader effectiveness.

- impact on the quality of interpersonal organizational relationships within organizations
- impact on work related outcomes.
- impact on leader effectiveness
- capturing your "s" factor

Valuing Differences and Forging Partnerships with Ethical Leadership

Karen Spellacy, Dean – School of Business and Public Service, SUNY Canton, NY

Rosanna Moser, Professor/Department Chair – School of Business and Public Service, SUNY Canton, NY

William Fassinger, Assistant Professor – Public Service Department, SUNY Canton, NY

Jonathan Gueverra, Provost, Northern Virginia Community College, VA

This presentation chronicles a dean and his leadership team's collaborative, ethical approach to restore faith and confidence in a hostile environment with low faculty morale as the institution attempted to become a baccalaureate institution. Presenters will cite examples of steadfast ethical principles, shared values and trust that allowed the team to exceed its objectives within record time:

- Leadership strategies
- Communicating with the constituents
- The importance of planning, and linking planning and budgeting
- Dealing with conscious and outspoken objectors
- Change as opportunity renews and revitalizes faculty
- Results and impact of change

The Leadership Gap Amongst Community Colleges

Deborah DeGan-Dixon, Dean – Extended Campus, State Fair Community College, MO

Community colleges are recognizing the need for leadership development programs due to the increase of retirements. Many are looking within their own organization for tomorrow's leader who will change and improve the opportunities of higher education administration. State Fair Community College recognized the need to analyze the organization's dilemma towards future leadership. A study was conducted to assess the leadership culture and the need for a leadership development program. Results and implementation strategies will be shared.

I Didn't Know We Could Do That Online!

Roger Ramsammy, Professor and Chair of Science, Palm Beach Community College, FL

Maybe you are not aware of the potential of online learning, but I bet you would have learn something at the end of it. This session will;

- provide a list of interactive/creative methods to present information online and in the classroom
- present alternative methods to meet the different learning styles
- provide an alternative feedback method with out students having to wait 24-48 hours
- help make the classroom a stage for entertainment

The Role of College Leadership in Developing Community Resilience to Disasters

Rose L. Pfefferbaum, Ph.D., MPH, Director – Terrorism and Disaster Preparedness Program, Phoenix College, AZ

This interactive session focusing on disasters will:

- Review definitions of community and resilience as underpinnings of community resilience,
- Consider theoretically derived elements of community resilience,
- Explore community college missions as related to community resilience in application to disasters,
- Engage participants in identifying roles and responsibilities for community colleges with respect to community resilience, and
- Introduce a community resilience protocol and instrument for use by communities.

Authentic Leadership in Times of Institutional Change in Higher Education

Anita Henck, Ph.D., Associate Professor – Dr'l Program – Higher Education, Azusa Pacific University, CA

Eileen Hulme, Ph.D., Executive Director – Noel Academy for Strengths-Based Leadership, Azusa Pacific University, CA

University leaders face the looming challenge of building teams and setting institutional direction in environments of change and transition. Authentic leadership responds by providing:

- A strengths-based approach to leadership
- A process for self-awareness
- A way to identify and value each individual's contributions to the organization
- A framework for team-building
- A method for integrating emotional intelligence into decision-making

This session provides an opportunity for presentation and interactive discussion on authentic leadership through periods of institutional change in higher education.

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Improving Diversity – in Little Ways, Everyday

Amy Trueman, Counselor/Chair – Diversity and Equity Action Council, Tompkins Cortland Community College

Diversity is one of many focuses we have when doing our work. It commands our attention at times and fades at others. How do we incorporate a diversity lens into all we do? How do we continually improve our colleges' access, retention, climate and excellence for all of our students? This session will be a time to share how each of our campuses is tackling these questions.

- What do we mean by diversity? (So many definitions, so little time!)
- I'll briefly share what our small, rural community college is doing currently to improve.
- Participants will be asked to share what's happening on your campuses.
- Brainstorm strategies and resources.
- Building alliances and persevering--the "Survivor" method.

Preparation and Opportunity: At the Cross-Road of Your Journey to Authentic Leadership

Ms. Diane Noel, Project Manager – School of Engineering, Swinburne University of Technology, TAFE, VI, Australia

- Identify your destination and cross-roads, eg Program Co-ordinator/Department Manager/School Director.
- Prepare by assessing your strengths & weaknesses and undertaking professional development to minimise weaknesses.
- Apply for relevant roles until you are successful and then practice driving.
- Minimise the "kangaroo hops" as you start driving.
- Enjoy the journey, observe the scenery and talk to the people you meet along the way.
- When you're driving smoothly, repeat until you reach the next cross-road.

Division Neighbors United Next Door: Two Divisions Under One Roof

Ulf Kirchdorfer, Chair – Humanities Division, Darton College, GA

Melanie Thornton, Chair – Learning Support Division, Darton College, GA

This session explores how the learning support division and humanities division work together to provide a seamless and user-friendly education for the student. Participants will benefit from attending the session as they learn

- how to share fiscal and physical resources in harmony
- how to share workload while maintaining division independence
- how to benefit from a close alliance relationship with another division
- what pitfalls to look out for that might interrupt the continuity of the relationship
- how to effect policy changes in each division, both independently and together

So, You Think You Want to be an Administrator?

Ken Robson, President, Robson Eifert Consulting Services, Inc., AB, Canada

Judy Eifert, Vice President, Robson Eifert Consulting Services, Inc., AB, Canada

Join two seasoned administrators who have been department chairs, deans, and vice-presidents to explore your interests and aspirations in becoming an academic leader. What are your hopes and fears in moving in this direction with your career? What might be some of the challenges and rewards? What do you need to know and do to prepare yourself? All of these issues and more can be explored during our informal discussion!

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Formalized Classroom Observation as Part of Faculty Appraisal

Glen Williams, Dean – Transportation Occupation, Southeast Community College, NE

Carolee Ritter, Chair - English, Southeast Community College, NE

At Southeast Community College, a formalized, objective Classroom Observation component—developed by a team of faculty and administrators—has been added to the Faculty Appraisal process. Attendees of this session will gain:

- A description of the team's process/rationale for the creation, development, and implementation of the observation process and instrument.
- A copy of the Classroom Observation form (rubric).
- A Resource Manual on the use of the form.
- An established model training session.
- Model criteria for who can become official observers and how the process can be used for probationary and non-probationary faculty.

Strategies to Build a College Wide Strengths Quest Culture

Linda J. Pasto, Professor of Nursing and Health, Tompkins-Cortland Community College, NY

Cornelia Rea, Associate Professor of Psychology, Tompkins-Cortland Community College, NY

Janet Swinnich, Professor of Physics and Engineering Science, Tompkins-Cortland Community College, NY

Amy Trueman, Counselor – Office of Counseling and Career Services, Tompkins-Cortland Community College, NY

Introducing a new program requires the development of a critical mass of support in order to be successful. In a small rural community college campus with a growing residential population, reaching various groups has proven to be a challenge. To ensure that StrengthsQuest becomes an integral part of the TC3 culture, various efforts have been initiated. These cross-departmental initiatives will be discussed along with specific strategies used. Discover:

- Initial efforts
- Target populations
- Specific strategies used
- Successes
- Future plans

Creating Successful Inter-Institutional Collaborations: A Collaboration Success Measurement Model

Joyce M. Czajkowski, Executive Director for Quality Assurance, Upper Iowa University, WI

Inter-institutional collaboration continues to be an effective option for higher education leaders to increase efficiency while controlling costs. However, leaders need to understand how to design successful inter-institutional collaborations and to measure the effectiveness of these collaborations. This session will introduce the findings from a recent study of 52 AQIP institutions. The Collaboration Factors Inventory will be introduced as a tool to measure success factors. Finally, a Collaboration Success Measurement Model, developed from the speaker's dissertation research, will be presented and participants will adapt the model to their specific collaborative initiatives.

This session will benefit faculty and administrators who lead collaborative efforts and provide a rationale and a method to measure the success of collaborative efforts along with a model to develop effective collaborations.

Participants will learn:

- The difference between cooperation, coordination and collaboration
- The top six collaboration success factors identified in existing literature
- The top six inter-institutional success factors identified in Dr. Czajkowski's recent study of 52 AQIP Institutions
- How to use the Collaboration Factors Inventory (CFI) to measure the identified success factors in existing and developing collaborative partnerships
- How to develop a model for successful inter-institutional collaboration based on the information gathered using the CFI.

The 360° LEADER: Developing Your Influence from Anywhere in the Organization

Paula L. Theisen, Dean of Teaching and Learning – Cert. Facilitator, Rochester Community and Technical College, MN

Inspired by the work of John C. Maxwell, author of *The 360° Leader*, this session is designed to create a memorable experience, while providing tools and inspiration for participants to exercise and extend their influence as leaders from the middle of their organization.

Topics include:

- Being Caught in the Middle- A Prize Rather Than a Problem
- Navigating the Multi-Hat Challenge- One Head, Many Hats
- Valuing You- Lead Yourself Exceptionally Well
- Completing Instead of Competing- Building Internal Relationships
- Expanding the Circle- Becoming a 360° Leader

Maintaining High Standards: Ethical Leadership, Global Citizenship and Mentoring

Dr. Kimberly Hardy, Dean of Instruction and Student Success, Florida Community College at Jacksonville, FL

Dr. Maggie Cabral-Maly, President, Florida Community College at Jacksonville – Kent Campus, FL

Knowledge Creation and Ethical Leadership are paramount to the success of a learning organization. This presentation will focus on the development cycle of the mentoring relationship and mutualistic growth through knowledge creation and behavioral outcomes. Data from several different cohorts of CHAIR Leadership Academy mentors will be included and participants will learn a variety of skills involving:

- Mutualistic teaching;
- Maintaining high personal standards;
- Ethical behaviors;
- Trust building; and
- The cycle of leadership.

Institutional Effectiveness: A Strategic Planning Approach

Santanu Bandyopadhyay, Director – Institutional Research, Zane State College, OH

Integrating the broad outcomes of strategic plan with specific outputs of institutional effectiveness is a possible solution to document success of an institution in accomplishing its vision, mission, and goals. This paper provides a framework for such an evaluation. The session is intended to:

- Develop indicators that measure institutional effectiveness
- Integrates vision, mission and goals into measurement
- Identifies four dimensions of effectiveness
- Recognizes institutional needs
- Provides a roadmap for improvement

Blended Professional Development for Adjunct Faculty

Patrick Nellis, Director – Faculty Development, Valencia Community College, FL

Daryl Peterson, Director – Learning Scenarios, Valencia Community College, FL

After years of increasing reliance on, but limited support of, part-time faculty, Valencia Community College launched the Associate Faculty Program for certification of adjunct faculty in 2005. Following a program overview, attendees will participate in discussion and activities and acquire strategies for

- engaging adjunct faculty
- developing an adjunct certification program
- supporting adjunct faculty online
- guiding adjunct faculty in stimulating and documenting student learning
- utilizing story and problem-based learning

Succession Planning & Career Management: Are Community Colleges Planning for the Future?

Dr. Penne Prigge, Dean – Humanities, Rockingham Community College, NC

This presentation focuses on how community colleges plan for succession as they confront a future leadership shortage. It specifically looks at perspectives of women administrators and presidents and advocates for colleges to become proactive in helping individuals manage careers and prepare for leadership succession following a successful business model of planned developmental job experiences. Participants will discover the:

- Relationship of developmental job experiences to leadership development
- Importance of career management in colleges
- Perspectives of presidents and women administrators on succession planning
- Importance of identifying leadership competencies
- Options for community colleges to create systematic leadership development

IT/Eng Tech Restructuring Project at SAIT Polytechnic – Leadership Wins and Challenges

Hollie Roberts, Team Lead Stake Holder Engagement – Information and Communications Technologies, Southern Alberta Institute of Technology, AB, Canada

Christina Tulloch-Woods, Project Coordinator – Information and Communications Technologies, Southern Alberta Institute of Technology, AB, Canada

SAIT Polytechnic has embarked on one of the largest curriculum renewal projects of its 90-year history, the IT/Eng Tech Restructuring Project. Based on recommendations from a 2005 review and supported by management, this project began in May of 2006 and continues today. This project is restructuring or renewing seven at-risk diploma programs in the IT and Engineering division of the Information and Communications department and repackaging them into three programs. As with many projects there have been wins and many challenges. The first leadership challenge this team faced was within the first month of the project when the project manager left for the holidays and never came back!

Topics presented for discussion:

- Leading a team without a leader
- Soliciting faculty buy-in
- Project team collaboration and decision-making processes
- Communication with stakeholders
- Dealing with scope creep

Online Education Without the Huge Investment – Learn How One College Did It!

Bill Walsh, Dean – School of Business, Nova Scotia Community College, NS, Canada

Mike Kidney, Manager – Educational Technology, Nova Scotia Community College, NS, Canada

Nova Scotia Community College (NSCC) School of Business went from less than 10 online courses to over 70, and from several dozen students to hundreds, in less than four years and the cost was minimal. Learn how they did it and how you can do the same thing.

- Hear how they created a faculty culture of support for online learning
- Discover how they increased revenue from a few thousand dollars to over \$600,000 per year
- Hear how they did this by adding only a small number of additional resources
- Learn where they got the resources
- Share online learning experiences and ideas with colleagues

We will write a little together. If you have writer's block please come. The idea that writing is an activity that must take place in isolation and always be painful is wrong headed. Actually, writing can be a social activity. We will get started together.

Untapped Potential: In Search of the Reluctant Leader

Anthony Gambino, Department Chair, Manatee Community College, FL

Crystal Gambino, Instructor – Natural Science Department, Manatee Community College, FL

It's meeting time; you enter the room filled with dread. Your objective is simple: find two people to head two committees, but you know what will happen, the same people volunteering to lead, how can you get "fresh blood" to take the lead?

Come and join us for a hands-on interactive experience as we explore: recognizing, nurturing and equipping the reluctant leader. Leave with real and relevant information that you can use right away.

- Comprehend the need to search for reluctant leaders.
- Discover how to recognize the traits of reluctant leaders.
- Understand the nurturing process that transforms reluctant leaders into potential leaders.
- Learn how to equip potential leaders.
- Appreciate the benefits of identifying, nurturing, and equipping reluctant leaders.

Student Conduct: Integrating Nonviolent Communication (Rosenberg) and Learning College Principles

David L. Minger, Vice President for Student Affairs, Coconino Community College, AZ

Explore meaningful learning outcomes in student conduct through Rosenberg's Nonviolent (Compassionate) Communication™ and O'Banion's Learning College principles. Rosenberg's work points a way to move from discipline or retributive justice toward learning outcomes consistent with O'Banion. Learning includes:

- What is alive in us
- Needs vs. strategies to meet needs
- Requests vs. demands
- Life-affirming vs. life-alienating resolution of conduct matters
- Language that avoids evaluation or diagnosis – yet holds students accountable

Navigating the Future through the Solar Power of our Students

Theo Prinssen, Associate Dean, Koning Willem I College, the Netherlands

Students High Tech metalekto of Koning Willem I College have competed in the solar-powered boat race along the Frisian eleven cities. That was the idea of the initiators of the Frisian Solar Challenge. This sets out to help students draw attention to sustainable energy. That is why the solar-powered boat race is not only organised for students, but also as much as possible by students. The Frisian Solar Challenge therefore has practical training placements and practical assignments for students of various Intermediate and Higher Professional Education institutions.

The Frisian Solar Challenge is a competition in the Netherlands for solar-powered boats. The race follows the route of the historical Elfstedenroute, which links the eleven Frisian cities via canals and lakes. The event started on 26 June 2006 in Leeuwarden and ended there six days later.

The group of four students are graduating on this project. Most important points of attention for this conference proposal are:

- Use of sustainable energy
- Creating partnerships with companies
- Challenges and opportunities of Project Work
- Group activities related to evaluation of Curriculum
- Fair Play Prize
- Extra curriculum activities and rewards

This presentation will be co hosted by two Dutch students who built the boat and participated in the Solar Race. They will show film, photos and technical specifications.

To hear these students is extremely inspirational. This is why we do what we do in the education business. Young students that see their opportunities and suck the marrow out of the bones of our lives.

Authentic Leadership is Meeting the Challenges of the 21st Century

Mariana Duckitt-Smith, Professor/Coordinator Signature Learning Experience, Centennial College, ON, Canada

Chet Singh, Professor/Diversity Consultant, Centennial College, ON, Canada

Vicki Bismilla, Vice President Academic and Chief Learning Officer, Centennial College, ON, Canada

Authentic leadership shapes the world in socially responsible ways, rather than being shaped by the world. Centennial College recognizes that meeting the challenges of the 21st century includes addressing diversity, environment, technology and poverty. Leadership and curricular initiatives have been developed to embed these principles in organizational policies, practices, and academic programs. The workshop will focus on the Colleges':

- Diversity Statement
- Leadership Competencies
- Curriculum Transformation Framework
- Social Responsibility - Diversity Course
- Community Partnerships

Sustainable Change – It's about the Culture

Dr. Christina T. Hart, Associate Vice President – Institutional Effectiveness, Indian River Community College, FL

Dr. Edwin R. Massey, President, Indian River Community College, FL

Taking a college to “the next level” means change... authentic change... beginning at the top. Learn about the home-made, gutsy, president-led, initiative called “Jumping the Curve” – a successful cultural enhancement effort, underway at Indian River Community College since 2001.

Participants will benefit by:

- Exploring practical strategies to change a college culture *from the bottom up*
- Engaging in scenario-based dialogue to better understand the initiative
- Participating in a mini “Town Hall Meeting”
- Exposure to the outcomes of honest, transparent, authentic, feedback
- Becoming inspired to enhance their own culture!

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Round Table Sessions

So You Want to be a Department Chair-Effective Management of Leadership Transition

Duane B. Davis, Department Chair/Assistant Professor – English, Malcolm X College, IL

This roundtable session will focus on the travails of one chair to move out of the Department Chair post back to a member of the department faculty. Oftentimes, department chairs are one of three types of faculty: a future Dean, an unwilling beneficiary of a rotating chair or a idealist who wants to effect positive change and doesn't want to be an administrator. The future Dean will take a promotion to an administrative position when one arises. The rotating chair will keep the seat warm until someone willing comes along, and the idealist will burn out because he/she doesn't have a plan to effect change. This begs the question—how do you hire faculty who want to be leaders and develop faculty into the leaders that you need. This session will allow you to:

- Look at models of distributed leadership.
- Discuss hiring processes, resume rubrics and interviewing techniques to spot leaders and future leaders.
- Evaluate Department subcommittee models
- Discuss the development of non-tenured faculty into departmental leaders

Leading During Re-Organizations

George P. Tvelia, Associate Dean, Suffolk County Community College, NY

One of the more challenging tasks we face as leaders in higher education is the administrative reorganization. Administrative reorganizations occur for a variety of important reasons and impact the entire institution. Yet despite their importance administrative changes cause considerable anxiety and stress within organizations. Participants will discover:

- Reasons for reorganizations
- The role of organizational culture
- Unanticipated consequences
- The importance of good communications
- The value of strong leadership

Email as a Communication Medium

Shannon Lindsey Blanton, Associate Professor/Chair – Political, University of Memphis, TN

In today's institutions of higher education, it is critical that organizational leaders possess knowledge and skill in communication. We constantly communicate with those around us, whether we are communicating with our students, colleagues, or the larger community in which our colleges and universities are situated. There is no doubt that much of our communication is intentional and purposeful. Yet often the manner in which we communicate and the content of our perceived message is not what we intend. Moreover, with the increasing technological capabilities of available mediums and our motivation to expand the horizons of education and communication, it is important that we consider the strengths and limitations of our medium of choice.

Join us as we discuss the strengths and limitations of E-Mail, and identify strategies for using E-Mail effectively.

Leading Towards An Inclusive Workplace: Integrating New Immigrant Professors

Marina Engelking, Professor/Coordinator, Seneca College, ON, Canada

Dr. Aline Germain-Rutherford, Associate Professor, University of Ottawa, ON, Canada

The search for new faculty is becoming a top priority. An important source of new professors is new immigrants. An academic career in a new country, however, can be challenging. Newcomers may not only have to adjust to a new language, but also a new academic culture, different codes of institutional communication, different teaching situations, and different styles and strategies for teaching and learning.

Participants will:

- identify challenges and successes, from a leadership perspective, in integrating new immigrant professors into our institutions;
- share best practices in fostering an inclusive work environment where the contributions of new professors, regardless of their country of origin, are encouraged and valued.

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Round Three: 3:45pm – 5:15pm
Concurrent Sessions

Navigating the Hiring Process for Faculty

Joseph Gadberry, Assistant Dean – Science, Health Care and Math, Johnson County Community College, KS

Helen Burnstad, Assistant Dean – Director Emeritus – Staff Development, Johnson County Community College, KS

A golden opportunity faces an academic department whenever a vacancy exists, whether replacing a retiree or filling newly created faculty positions. The hiring authority should consider the future direction of the department, current faculty talents, and adopt a hiring plan to meet the departmental needs. Participants in this interactive session will explore the decision-making points that need to be made relevant to advertising and criteria for screening, interviewing, checking references, and hiring applicants.

What Works for Me: An Interactive Forum

Mike Felker, Chair – English and Philosophy, South Plains College, TX

This interactive forum will focus on topics of common concern for department chairs from all fields. We will discuss best practices to improve:

- leadership;
- team building;
- scheduling;
- evaluations;
- time management;
- communications.

Newer Chairs will get the opportunity to ask more seasoned ones for help; seasoned Chairs will get the opportunity to hear fresh and maybe innovative techniques others have used, and to share their best practices with others.

Enhancing the Journey for New and Seasoned Faculty: Authentically Leading Through Mentoring

Dr. Ann Hubbard, ARNP, Ed.D., Administrative Director of Nursing, Indian River Community College, FL

Jane Cebelak, MSN, Assistant Dean of Allied Health, Indian River Community College, FL

The fiscal ramifications of faculty turnover can be detrimental to an educational institution. The purpose of this plenary session is to provide the participant with successful cost effective recruitment and retention strategies. The discussion will consist of the following:

- Effective techniques for recruiting qualified faculty
- Successful techniques for mentoring new faculty
- Helpful communication strategies to use with new and seasoned faculty
- Revitalization methods to use with seasoned faculty
- Understanding generational differences of faculty

Authentic Leadership and the Authentically Difficult Employee

Dr. Jo Lobertini, Chair – Cross-Disciplinary Studies, East Tennessee State University, TN

The “How to deal with difficult people” model of leadership (carrot or stick) is not enough to change the core behavior of a difficult employee. Authentic leadership, as opposed to punitive measures, allows the leader of the difficult employee to

- Empathize with
- Listen to
- Discover strengths of
- Model positive behavior with
- Support

the difficult employee by establishing a true relationship with the employee.

Deal or No Deal: Academic Administrators Promote Student Success

Dr. Marcia A. Gellin, Assistant Academic Dean for Liberal Arts, Erie Community College/City Campus, NY

Mary A. Beard, Assistant Academic Dean for Liberal Arts, Erie Community College/North Campus, NY

In order to address the challenges of at-risk students, institutional policies and strategies have been developed at Erie Community College to increase the structure and support for this growing student population. Rigorous academic policies and procedures have been shown to improve student success and build college enrollments. This session will focus discussion on the:

- Academic Review Process;
- Fresh Start Policy;
- Coordinated Studies Program;
- College Success Skills;
- Tracking Academic Performance.

Busy, Noisy, and Powerfully Effective: Building and Sustaining Authentic Connections in the Classroom

Idahlynn Karre, Associate Director, The Chair Academy, AZ

Current research suggests that students' achievement and satisfaction are directly linked to feeling connected to each other, to their course-work, and to their instructors. This workshop will help you to foster those connections by drawing upon a body of knowledge that is inherent in the cooperative learning techniques. This workshop will provide participants with skills and tools that will realize tangible results. If you are looking to rekindle your passion for teaching, look no further.

This workshop will be packed with practical and useable strategies. Join the learning and the fun.

Faculty and Administrators: Collaborative Leadership for Transfer and Professional/Technical Adjunct Faculty

Amanda Schaefer, Assistant Dean for Academic Education, Green River Community College, WA

Diane Pelletier, Anatomy & Physiology Instructor and Science Division Chair, Green River Community College, WA

Adjunct faculty, on average, teach up to 50% of the classes and make up 66% of the teaching faculty at two-year colleges, necessitating a collaborative approach to hiring, evaluation, support, and retention.

During this interactive workshop, groups will:

- Share discipline-specific adjunct constituencies and challenges
- Discuss effective recruiting and hiring practices
- Provide successful models for mentoring and evaluation
- Explore ways to build community and increase retention
- Brainstorm leadership strategies for adjunct faculty

A US National Perspective on Community College Opportunities and Leadership

Dr. George R. Boggs, President/CEO, American Association of Community Colleges, Washington DC

Dr. Boggs will discuss emerging domestic and global challenges faced by the United States as it moves into the future and the implications and opportunities for community colleges as they are called upon to address the challenges ahead. The AACCC Board-approved Leadership Competencies, leadership expectations, and successful strategies for leaders and leadership teams will also be addressed.

Badger Innovation-Where Data and People Meet

Roe Parker, Planning Analyst Administrator, Wisconsin Technical College System Office, WI

College leaders who attend this session will learn how Wisconsin's hybrid quality improvement system blends state reporting evaluation requirements along with college insights into an innovative approach to quality improvement within educational programs. Learn how the power of the web brings diverse staff in contact with program measures and data while guiding them through a quality improvement process. This session will highlight the structure, process, and application improvements of programs within 16 technical colleges.

Participants will benefit by learning:

- How a custom database and web application are a customized quality improvement tool.
- How colleges orient and prepare staff for data driven decision-making activities
- How evaluation standards can be applied in a flexible manner to multiple colleges
- How a structured quality improvement program provides an alternative to state monitoring and audit models.

Developing and Sustaining Learning Communities

Dawn Graziani, Associate Professor, Santa Fe Community College, FL

David Yonutas, Center for Instructional Design, Santa Fe Community College, FL

We will share how SFCC institutionalized a grass-roots movement and developed a sustainable plan for continuous planning, delivery, and assessment of learning communities. We will provide a method for replicating the development of a learning community program. We will create our own micro-learning community in the session in which we learn from one another based on our learning community experiences and expertise about planning and delivery processes, problems and solutions, and best practices. Participants will:

- Define and rationalize learning communities
- Brainstorm the data needed to effectively develop learning communities
- Develop a plan for implementing learning communities
- Recognize the resources required for sustaining a learning communities program
- Anticipate the problems and solutions of sustaining a learning communities program

A Wind Rose for Leadership in Turbulent Times: Influencing New Program Growth

Chandler Barrett, Director of Planning and Institutional Development, The University of New Mexico – Taos Campus, NM

Community College leaders will explore influences on the growth of new programs and on the success of proposals for program funding. Data from dissertation research project on three programs will exemplify the process of program emergence - Nursing, Teacher Education, and Native American Studies. Emphasis is upon the informal, relational organization and how political and policy influences, community conditions, and resource streams of influence affect program emergence.

Engaging and Recognizing Faculty as Leading Learning: The Faculty Learning College Portfolio

Claudine Lowry, Dean – Organizational Learning, Nova Scotia Community College, NS, Canada

John Drish, Faculty – Institute of Technology, Nova Scotia Community College, NS, Canada

Shelley Zwicker, Faculty – Lunenburg Campus, Nova Scotia Community College, NS, Canada

Join us for dialogue and discussion on an innovative approach to engaging experienced faculty in continuing their commitment to the learning-centered college. During this interactive session we will:

- outline strategies and practices for creating and shaping a culture of significant learning
- share samples of 5 yr. learning plans that integrate formal and informal learning recognition
- discuss institutional supports for fostering faculty learning that advances organizational learning
- explore and take with you our toolkit of resources for the Faculty College Learning Portfolio
- practice applying a self-directed learning model to the faculty currency areas of; occupation, teaching, organization and portfolio

Cultivating Wise and Compassionate Action Under Pressure: A Survival Guide to Academic Deans and Directors

Dr. Deborah A. Schmitt, Dean – Communications/Humanities/Technical Studies, Pikes Peak Community College, CO

The conference paper will focus on the many leadership challenges faced by academic deans at the community college level and how to create and maintain a sane environment for the people we work with who sometimes face organizational pressures to increase enrollments and improve results. Specifically, the presenter will examine ways to grow confidence, compassion, and a sense of humor as leaders deal with these organizational challenges. Being an authentic academic leader requires first, knowing the purpose of your leadership; second, practicing your values every day; third, leading with your heart, fourth, building long-term, enduring relationships; and lastly, having the self-discipline in your life to get results. The discussion will revolve around real life experiences of an academic dean.

Five bullets on benefits of attending:

- Academic leaders will learn strategies on how to deal with constant change and demands on their time and energy
- Deans and directors will engage on how to map their own self-story to positively influence others
- Leaders will learn about effective listening skills that will create a platform for true synergy and team effectiveness
- Attendees will practice centering their mind and body to produce greater clarity in decision-making
- Personal lessons in authentic leadership will focus on how to prevent “derailers” in academic organizations

Modeling and Developing Authentic Leadership in Soft Skills Training

Jean Mitchell, Manager – Call Centre & Industry Training Solutions, British Columbia Institute of Technology, BC, Canada

Leadership is not just for the boss! When we ask staff to interact with customers - whether they are students, faculty members or the general public we are asking them to take a leadership role. As part of this role, they serve others and facilitate action. Soft skills training can both model and develop these skills, and this session will explore how.

Benefits:

- practice a training technique that involves everyone and focuses on the value of their involvement.
- brainstorm with colleagues ways to enhance the leadership abilities of staff at all levels.
- learn about the leadership enhancing benefits of participant involvement in training.

Thursday March 8, 2007
Round Three: 3:45pm – 5:15pm
Round Table Sessions

A Framework for Academic Change through Development of a Planning Framework (Vision, Mission, and Value)

Robin Hemmingsen, Chair – School of Accounting and Finance, Seneca College, ON, Canada

Dominique Giguere, Director of Organizational Effectiveness, Seneca College, ON, Canada

Gitte Hansen, Chair – School of Fashion and Merchandising, Seneca College, ON, Canada

The role of the academic manager is changing rapidly! How do we adapt to the need for rapid and ongoing change in a college environment with all of its excitement, but with all of the resulting challenges? Learn how Chairs at Seneca College work with their faculty using a values based decision making framework as a platform for program review, curriculum change and focused decision making. Learn about our success and our pain, and the role of partnership in the process. We will guide you through the process using our own organization as a case study, and spend some time in discussion groups helping you work through a change process for your own institution or your own department.

Relationship: The Essence of Leadership

Ann Marie Krause, Dean – Health, Human, and Protective Services, Blackhawk Technical College, WI

Chris Wellington, Dean – Monroe Campus, Blackhawk Technical College, WI

Larry Gee, Dean – Instructional Operations, Blackhawk Technical College, WI

How do you define leadership? Is relationship found in your definition? In his new book, *Vital Friends*, Tom Rath asserts that people who have a “best friend at work” are seven times more likely to be engaged in their job. Jim Collins in *From Good to Great*, states that level five leaders put “a high value on people.” Again, the first point in John Maxwell’s *(The 360° Leader)* “Leader’s Daily Dozen” is to “place a high value on people.” As leaders, how do we foster these relationships at work? Do you agree it is an important practice? How do we develop those vital friendships that enhance productivity and satisfaction? In this session, we will discuss how leaders can set the tone for co-workers and offer suggestions on how to move ‘relationship’ into your definition of leadership.

Which Comes First, the Chicken or the Egg? (Best Practices in Course Scheduling)

Lane Glenn, Vice President – Academic Affairs, Northern Essex Community College, MA

The schedule of classes is the heart of every college. With it, we show the world what we have to offer and where our priorities lie. What does your schedule of classes say about you? This roundtable discussion will explore:

- What does a "student friendly" schedule look like? How do we know?
- How technology is reshaping (or could be reshaping) course scheduling.
- How are colleges effectively using variable length courses, alternative scheduling practices, and various delivery methods to meet student needs?
- What is research telling us about student success in various course formats?

Bring both your questions and your answers--it's a ROUNDtable!

Friday March 9, 2007
Round Four: 10:45am – 12:15pm
Concurrent Sessions

I'm so Confused: Navigating our Future through Clarification of Assessment and Evaluation

Lori Zakel, Chair – Communication Department, Sinclair Community College, OH

Gloria Goldman, Ph.D., Chair - Nursing, Sinclair Community College, OH

Sometimes it's hard for us to lead, because our followers are authentically confused. That, coupled with some natural defensiveness when faculty hear "assessment" or "evaluation," and it's a forecast for rough seas.

This session is for leaders at all levels who are interested in ensuring quality teaching and learning. Participants will leave this session with a plan to further clarify and recognize that the language matters and chart a course to navigate a clearer future.

Participants who attend this session will be able to:

- chart the need for clarification of terms;
- navigate to clarify distinctions between assessment and evaluation;
- share others' leadership experiences in sailing toward a future based on authentic assessment;
- implement a route to crystallize and clarify language;
- smooth the seas of faculty defensiveness.

Mentoring Models (M&Ms) – The Multifaceted Aspects of the Mentoring Process

Dr. Cynthia Reynolds, Department Chair – Social and Behavioral Sciences, Manatee Community College, FL

Dr. Betty Stauning-Santiago, Department Chair – Nursing, Manatee Community College, FL

This 90-minute session is designed to explore the concept of mentoring new faculty. Participants will engage in a mentoring situation and discuss both the positive and negative aspects of the mentoring relationship. Content will include characteristics of good mentors and partnerships. Benefits to new faculty, the mentor, the institution, and students will be identified. Attendees will have an opportunity to contribute by sharing what types of mentoring styles and opportunities they have at their own institutions.

After attending this session, participants should have a better understanding of the:

- Concept of mentorship
- Value of mentorship to the faculty
- Value of mentoring to the institution
- Responsibilities/role of the mentee
- Responsibilities/role of the mentor
- Responsibilities/role of the administrator

Institutional Leadership and Development through Corporate Partnerships

Cindy Amerongen, Director of Development, Keyano College, AB, Canada

Marylea Jarvis, Vice President – Instruction, Keyano College, AB, Canada

Could your institution benefit from corporate partnerships? The demands on post-secondary institutions to attract funding partners for capital expansions, facility renewal, and program development are increasing. There are many complexities involved in building relationships with corporations, but the benefits for your organization are many. Come and discuss with us:

- How corporations are putting marketing power behind philanthropic partnerships;
- How leaders at all levels contribute to building authentic relationships
- How defining your institutional priorities and communicating your mission attracts corporate donations
- How to synergize the goals of corporate giving with your institutional development.
- How to utilize the stakeholder relations continuum (cultivation, solicitation, stewardship)

Sailing Towards a Knowledge Creating Future: making college life more attractive and effective for students; making college life more challenging and inspiring for faculty; making college life simpler for management

Dr. Coen Free, President, Koning Willem I College, the Netherlands

Josée Bours, Manager Center for Teaching and Learning, Koning Willem I College, the Netherlands

Bettina van 't Veld, Executive Assistant to the President, Koning Willem I College, the Netherlands

All over the world you can see and feel a fundamental change in our methods of learning and teaching. Educational redesign needs box the compass and a strong navigation. This revolution forces to totally new concepts of organization structures, to really new learning processes, to a new use of the physical space of our campuses and of course to new concepts of leadership. Koning Willem I College developed such a new concept, called Learning Village.

"If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea." (Antoine de Saint-Exupéry)

Coen Free and Josée Bours, with assistance of Bettina van 't Veld, will present this concept, based on the theories of Howard Gardner (Multiple Intelligences) Edward De Bono (Lateral Thinking), and Nonaka/Takeuchi (The Knowledge Creating Company). It will be an interactive presentation with slides, fragments of movies, reflection, tests and group discussion.

Community College Developmental Education Policy and its Impact on Institutions and Students

John Paul Black, Director Greene County Center, Lenoir Community College, NC

As community colleges throughout the United States try to serve students in their areas by providing open access to academic and vocational programs, they struggle with the problem of under prepared students. The role of statewide and national policies on developmental education and the impact on the institution and the student will be examined to better understand how policies, or a lack of policies in some cases, affect the delivery of services to the student.

- Explore a brief history of developmental education
- Discuss the role of the community colleges in providing remediation
- Review the role of policy makers in establishing standards for quality and service
- Discuss the impact of developmental programs on the individual institution
- Examine how the learner is affected by developmental programs.

Reducing the Learning Recognition Gap for Internationally Educated Nurses: Leading Change in Canada through Prior Learning Assessment and Recognition (PLAR)

Brenda Hendrickson, Dean – Faculty of Health and Community Studies, Mount Royal College, AB, Canada

Dr. Pam Nordstrom, Chair – Department of Undergraduate Nursing Studies, Mount Royal College, AB, Canada

Addressing the issue of nursing shortages by easing the pathway for Internationally Educated Nurses (IENs) to achieve the requirements for Registered Nurse Practice in Canada is an important goal for the government and the professional nursing community. Mount Royal College completed a 3-year research project funded by the federal government that has resulted in two major initiatives: an IEN Assessment Centre and a Bridge to Canadian Nursing Education Program that are now being adopted by other jurisdictions in Canada. Participants of this session will:

- Share common barriers IENs experience in seeking registered nursing licensure
- Discuss the development of PLAR process that determines substantial equivalent competencies of IENs for Canadian nursing practice
- Recognize the need for a flexible education program that can be tailored to meet the knowledge and skill gaps of IENs
- Identify the positive outcomes of collaboration between education institutions, governments, professional regulatory bodies and health regions
- Learn how one organization's vision and leadership can influence change at a national level

Just Good or Just Great? Flywheel Leadership and Social Factors for Greatness

Cynthia B. Calhoun, Ed.D., Department Chair – Social & Behavioral Sciences, Southwest Tennessee Community College, TN

The principles of great leadership, as noted in research findings by author Jim Collins, will be presented to demonstrate how a proper navigation of social roles and expectations can transform a good department, college, or university into a great one that will last.

Discussion of principles for:

- Creating an organizational culture with disciplined action
- Investing in disciplined people
- Confronting the brutal facts with disciplined thought
- Building momentum toward targeted results

Governance for Changing Times: Promoting Learning and Sustainability

Christine Johnson McPhail, Professor/Graduate Coordinator – Higher Education: Community College Leadership, Morgan State University, MD

Jennifer Dobbins, Professor, Montgomery College, MD

Dr. Walter Bumphus, President, Louisiana Community and Technical College System, LA

Today's turbulent environment requires Trustees to change governance practices to address present needs without compromising the next generation of community colleges. This session develops awareness of the following:

- Governing boards create community colleges of the future
- There is great potential to connect governance practices to teaching and learning outcomes
- The board room is a laboratory for defining institutional change strategies
- Sustainability should be infused into board development
- Effective governance requires internal and external engagement

Power and Decision Making in Post Secondary Education

Kathryn Whye, Associate Director, Victoria University, VI, Australia

Educational leaders need to be able to influence the decision-making processes in their organization. The decision making process and the people that make the decisions should be uppermost in our mind when we embark on a new direction that needs approval outside the area we lead. Decisions on your new direction or project will be under pressure from competing ideas, paucity of funds, vested interests and inability to influence the decision-making hierarchy. And that is just within your organization!

Participants will:

- Consider an Australian perspective on power and control in post secondary educational organizations
- Consider how decision making in post secondary organizations has changed over time
- Consider the question "How free are we or our organizations to make decisions?"
- Construct a decision making tree for a priority project
- Share their approach and influencing strategies

Authentic Leadership Traits: The Influence of Women

Kristina Gill, Instructor – Math, West Texas A&M University, TX

Much of the scholarly research shows that women display specific leadership characteristics. Until recently, many of these "feminist" leadership traits have not been considered positive assets for effective leadership. Women tend to provide leadership that is grounded in cooperation and a sense of community. Mentorship is a key to fostering these characteristics in potential leaders. This appears to be the direction in which higher education leadership is headed in the twenty-first century.

Those who attend will:

- Gain insights into female leadership traits
- Learn how these traits result in effective leadership
- Learn how higher education is embracing these traits
- Learn how mentorship plays a role in achieving effective leadership
- Reflect on what this all means for higher education professionals and their institutions today

Charting Your Leadership Course: A Leadership Development Portfolio

Libby LeVatte, Manager – Learning Initiatives, Nova Scotia Community College, NS, Canada

Pam Reid, Vice President Academic and Chief Learning Officer, Nova Scotia Community College, NS, Canada

George MacDonald, Academic Chair – Strait Area Campus, Nova Scotia Community College, NS, Canada

The Nova Scotia Community College mission "Education Without Boundaries" comes to life through a new Leadership Development Portfolio program of study for college leaders. The portfolio-based, learning-centered methodology creates learner pathways that support multiple learning activities, and that suit the diverse learning styles and schedules of our leaders on multiple campus sites.

Outcomes:

- build capacity at your college for project-based learning and application
- employ a learning model that provides multiple pathways for learning
- utilize existing resources within your college to guide and support the learning
- access a comprehensive leadership competencies package with tools for assessing learning
- share great practices for contracting learning through self-directed learning plans
- connect the learning to a learning-centered performance system for measuring leader effectiveness

Participative Leadership In Developing Faculty Strategy

Nomthandazo Gwele, Professor – Faculty of Health Science, Durban University of Technology, Republic of South Africa

Contemporary discourse on the changed role of the dean underscores the importance of aligning faculty goals and objectives with the institution's vision and mission. This paper focuses on the dean as an academic leader charged with the responsibility to shape the character of the Faculty within a results driven context, with limited discretion and/or resources. This presentation will share:

- One Dean's experiences in charting and directing the course of the faculty in the absence of shared vision and mission at Institutional level
- The significance of strategic and participative leadership in ensuring faculty ownership of the developed Faculty Strategy
- Strategies for helping the Faculty stay focused in their efforts to contribute toward the realization of the faculty's vision and goals

Executive Teambuilding and Coaching – A New Higher Education Model

Dorothy Sisneros, President, Sisneros and Associates, AZ

Holly Floden, Assistant Director, The Chair Academy, AZ

Learn about the Chair Academy's new approach to teambuilding and coaching for your organization's Executive Team. The model focuses on coaching over a period of time usually no less than one year. Executive team members are connected with an experienced Executive coach for regular one-to-one sessions during the entire process. On-going telephonic and electronic conversations keep team members connected to their Coach and the Academy.

We provide...

- A tailor-made, personalized coaching process designed in partnership with *you* to meet *your* goals for team performance within *your* organization;
- An environment that focuses the executive team on the achievement of strategic organizational goals;
- The framework for the development of a cohesive, mutually supportive, dynamic leadership team;
- An environment that fosters engagement and commitment in the individual members of the executive team;
- Creation of a culture that focuses on developing leaders at the next level through application of principles and coaching skills learned in the process.

We invite you to learn about the Chair Academy's vision of the future and how you can join us in shaping the future.

From Leadership to Data to Improved Services Part 1

Alessandro Massaro, ESL Department Chair, Bunker Hill Community College, MA

Sofya Mitelman, EDP Systems Analyst IV, Bunker Hill Community College, MA

Emily Dibble, Executive Dean of Institutional Effectiveness, Bunker Hill Community College, MA

William Sakamoto, Dean of eCollege/Weekend College, Bunker Hill Community College, MA

Deborah Barrett, Coordinator of Student Assessment, Bunker Hill Community College, MA

Luana McCuish, Assistant Professor - English, Bunker Hill Community College, MA

Lee Santos Silva, Assistant Professor - English, Bunker Hill Community College, MA

Diane Smith, Director of Library & Information Center, Bunker Hill Community College, MA

Bunker Hill Community College's presenters explain how action plan and mini-grant processes work to improve services for native and non-native English speaking students. In this first of two back to back and interactive sessions, participants will receive an overview and descriptors of the following components:

- The Action Plan and Mini-Grant Processes
- Language Institute
- Multi - Media Multi - Purpose Language Lab
- Learning Communities and ESL Integrated Courses
- Create a more effective master schedule and improve curriculum development

Friday March 9, 2007
Round Four: 10:45am – 12:15pm
Round Table Sessions

Building Bridges; Community Outreach Programs are the Treasures of the Community College

Milady Murphy, Director/Division Chair – Health, Wellness, Food, Nutrition, Shelton State Community College, AL

David Cochran, Director – Life Long Learning Center, Shelton State Community College, AL

Camille Cochran, Instructional Dean, Shelton State Community College, AL

Learn how a community college wellness program and Life Long Learning Center partnered to enhance the lives of the aging population through the development of a fitness program for Nursing Homes and Assisted Living facilities in their surrounding area.

This popular program has garnered much community support for the college.

This administrative team will discuss program design and implementation along with other programs that evolved from this collaborative effort.

The participant will receive handouts that underscore the program, and lecture.

Mid-Level Academic Leaders: Transforming Dilemmas into Decisions

Dr. Marcia A. Gellin, Assistant Academic Dean – Liberal Arts, Erie Community College/City Campus, NY

Mary A. Beard, Assistant Academic Dean – Liberal Arts, Erie Community College/North Campus, NY

This hands-on interactive session will focus on the common concerns for academic deans and assistant academic deans from all disciplines. Discussion will include strategies to improve:

- Curriculum Development;
- Program Review;
- General Education;
- Academic Standards;
- Institutional Outcomes Assessment.

Best practices will be shared with others.

Stories from the Front: Reflections on a Post-Secondary Student Success Initiative

Denise Williams, Research Assistant, Seneca College of Applied Arts & Technology, ON, Canada

Karen Spiers, Research Assistant, Seneca College of Applied Arts & Technology, ON, Canada

The "Enhancing Student Success" Research Project is aimed at increasing student success at the post-secondary level. Active intervention strategies are vital to the attainment of this goal.

- Does Peer Mentoring work?
- Is Career Clarification useful?
- Do students benefit from Language Skills Remediation?
- How effective is Math Remediation?
- Can a Learner Support Centre be an integrating hub?

Hear how we proactively work with students who are participating in these strategies.

The Journey to Authentic Leadership: What is it? How do I get there?

Idahlynn Karre, Associate Director, The Chair Academy, AZ

Join our conversation as we discuss the path to authentic leadership in post-secondary organizations. What are the qualities of an authentic leader? How might they be modeled in daily interactions on our campuses? Can we foster authentic leadership in others? What might a culture of authentic leadership look like if our campuses could find the path forward to make this journey together as leadership teams? Join us for dialogue and discussion!

Friday March 9, 2007
Round Five: 1:45pm – 3:15pm
Concurrent Sessions

Navigating the Hiring Process for Faculty

Dr. Tracy Edwards, President, Lethbridge College, AB, Canada

Generative leadership develops people's abilities to be creative and innovative, fostering new ideas, and ways of doing things. Based on the work of Joseph Jaworski, generative leadership helps leaders adapt and thrive in our constantly changing world and provides support for positive organizational culture.

Participants will:

- gain an understanding of the concepts of generative leadership;
- learn about the generative leadership work underway at Lethbridge College;
- see how generative leadership can positively impact organizational culture;
- have shared dialogue around generative processes happening currently in participants' organizations;
- enjoy a relaxed and participatory discussion around this emergent leadership theme.

Tapping into Charismatic Self: How to Lead with Magnetic Authenticity

Candace A. Croft, PhD., President – Health Psychology, Tabankhu LLC, WI

Admired for their charisma, authentic leaders have a magnetic appeal that attracts respect and confidence. It is a gift we all possess, but few have learned to access. This session will combine laws of magnetic energy with Emotional Freedom Technique. Participants will learn a quick, effective technique to:

- Eliminate sabotaging behavior
- Clear energy blocks
- Erase limiting, inauthentic beliefs
- Expand comfort zones
- Enhance charisma and success

Identifying and Developing Leaders in house: LaGuardia's Leadership Development Program

Raymond J. Carozza, Executive Director of Human Resources, LaGuardia Community College/CUNY, NY

Nila Sen, Professional Development Consultant, LaGuardia Community College/CUNY, NY

LaGuardia Community College's Leadership Development Program aims to provide comprehensive leadership knowledge, skills, and abilities to persons that are currently serving in, or have the potential to serve in leadership positions. The program is a winner of the 2005 CUNY Senior Vice Chancellor's Productivity Award for Professional Development and is recognized as a Best Practice by the College and Universities Professional Association (CUPA/HR).

In this workshop, you will:

- Learn how this program is aligned with the College Strategic Plan.
- Examine its goals and objectives.
- Explore its extensive curriculum and
- Evaluate its success in retention and career advancement.

Getting Away From It All: Leadership, Collegiality, and Renewal-Great Teacher Retreats

Ruth McAdams, Ph.D., Chair – English Department, Tarrant County College, TX

Joe Vaughan, Coordinator – Auto Collision Repair, Tarrant County College, TX

The Great Teacher Retreat format, begun by Roger Garrison, posits that faculty are experts and learn best from one another. This premise and the conscious leaving of our usual environments allow us to find the “great teacher” within ourselves. Learn to create and lead GTR from veteran facilitators as you:

- Obtain administrative backing and funding
- Market retreat to faculty
- Negotiate contract
- Organize and facilitate retreat
- Provide follow-up materials to attendees

The Effects of the Academy on Behavior/Skill Change in Organizational Leaders

Dr. Randal H. Wilson, Dean – Community, Workforce & Economic Development, Hopkinsville Community College, KY

Dr. Alan T. Seagren, Director of CSHPE, University of Nebraska – Lincoln, NE

The Academy seeks to help chairs and other organizational leaders improve and/or enhance their leadership behaviors and skills. This presentation will focus on the results of a research project designed to determine the effects of participation in the Academy on behavioral and skill change in chairs and other organizational leaders. Twelve academies that started and ended between 2003 and 2005 provided the study group for this research project. The presentation will cover the following topics:

- Leadership behaviors and skills before Academy participation
- Leadership behaviors and skills after Academy participation
- Participant perceptions of factors other than participation in the Academy that affect leadership behaviors
- Participant use in the workplace of information covered by the Academy
- Overall participant perception of the Academy and its components

Leading Libraries to be Leaders in Learning

Michael B. Reiner, Executive Dean – Florida Community College – Kent Campus, FL

With the digitalization of information and the ability to access knowledge at one’s finger tips, some educational leaders have reconsidered the role of the library in the 21st century. Terms such as learning or information commons suggest a physical space in which learning takes place with the aid of technology and people so as to integrate currently disparate resources, such as the library, computer lab, tutoring center, and instructional media to promote student success.

In this presentation, participants will:

- Be introduced to the concept of a learning or information commons
- See examples of how colleges have developed innovative learning spaces.
- Consider how a learning commons approach addresses the educational needs of the Internet generation in the age of technology and social networking.
- Consider how faculty and staff respond to change as we move from a library to learning commons approach.
- Address the role of authentic leadership in helping an institution navigate through the difficulties of change from a library to learning commons model.

Journaling – Navigating Possible Futures by Creating Maps of Undiscovered Territory

Rex L. Veeder, Assistant Vice President for Academic Affairs, St. Cloud State University, MN

Notebooks and journals are instruments to reflect and consider what has happened, what is happening, and what might happen. Of course, knowing something about those three things is good for a leader. The problem for almost everyone, however, is “getting into” working with a journal or notebook. This session will look at journals and notebooks in particular and writing in general and offer participants a variety of ways to use journals as tools to build success.

Participants will:

- Learn a variety of notebook, journal, a media formats
- Receive specific exercises that get a writer started and keeps a writer writing
- See how a journal helps plan for the future
- Explore how journals help a leader enduce others to cooperate
- Recognize the benefits of scientific and artistic approaches.

Empowering Faculty through Initiatives that Improve Teaching and Recognize Excellence

Martha Robertson, Professor/Faculty Fellow – Math, San Jacinto College, TX

Cecil Dorsey, Department Chair – Government and History, San Jacinto College, TX

San Jacinto College has incorporated an inclusive and participatory model for two faculty driven programs: Professional Development and the Faculty Recognition program.

Workshop presenters will

- Discuss the role of the Professional Development Center
- Explain the role of Faculty Fellows
- Offer strategies for implementing a semester long New Faculty Orientation
- Discuss the Distinguished Faculty Recognition program
- Offer timelines and budgets with handouts and a Q & A session regarding programs

This workshop will help both college leaders and faculty understand how these programs are being successfully implemented into the college culture with a common thread of improving student learning.

Pro-active Intervention: Results of a Student Success and Retention Applied Research Project

Fiona Bain-Greenwood, Chair – English/Liberal Arts, Seneca College, ON, Canada

Henry Decock, Associate Vice President Academic, Seneca College, ON, Canada

Current results of a Canadian federally funded experimental retention project at Seneca College aimed at increasing student success at the post-secondary level are presented. The study was conceived with the specific objective of determining the effectiveness of selected proactive intervention strategies on the persistence rate of students who are at risk for non-completion of their program of study. The long term goal is to extrapolate from the findings any policy implications and factors that will enable the replication of similar support services to adult learners in other contexts.

Participants will benefit from attending this session by:

- Learning about successful intervention strategies
- Understanding methods to evaluate success
- Assessing the applicability to their context
- Realizing the potential for implementation

The Minority Student Mentorship Program: A Community and College Partnership

Dr. James B. Ewers, Jr., Associate Dean for Student Affairs, Miami University Middletown, OH

It is clear that there are more opportunities for students of color than ever before. No longer do we have to confine ourselves to just a few possibilities. The futures for our students are extremely bright. According to a recent report by the American Council on Education, college enrollment among students of color has increased by more than 48 percent during the past decade, including a gain of nearly 15 percent since 1995.

The goal of the minority student mentorship program is to foster a smooth transition to the college/university campus for students of color. Another major reason for this initiative is to strengthen and enhance the overall success of the campus and surrounding community. Those colleges and universities, who believe in the over-arching goal of campus diversity, must provide students of color with opportunities to be successful. The mentorship program has as its main objective, to create an environment where all students are respected. The implementation of this program documents the commitment that the university and the community has in helping all members of the campus community be successful and held in high esteem. This philosophy must be practiced on a daily basis by all of us.

The objectives for this program are as follows:

- To provide opportunities for success
- To be a valued member of the campus community.
- To direct counseling and/or intervention when appropriate.
- To be a role model in the future for those new to the university.
- To be a model program for other colleges and communities who have the goal of inclusion and diversity.

All of those interested in developing student mentorship programs should attend. The style of the workshop will be interactive.

Leadership at The Edge: Ernest Shackleton and Authentic Leadership

Michael Simon, Partner – The Syncretics Group, CT

This program tells the extraordinary story of Ernest Shackleton and his 1914-1916 Trans-Antarctic Expedition. This is a story of great leadership and teamwork under extreme conditions - what we term "The Edge". In particular, Shackleton is a great example of "authentic" leadership - able to express his true self, but selectively determining how and when to do so to create the best opportunity for success. Using actual expedition photographs, and our own Antarctic video, participants feel like part of the crew as the gripping narrative unfolds. By engaging in and discussing key elements of the story, participants are able to think differently about leadership and gain new insights into their own leadership opportunities.

As a result of this program, participants will:

- Deepen their insight into the power of effective leadership to help teams succeed in the face of adversity
- Gain a fuller appreciation of their unique leadership challenges and opportunities
- Learn about Ten Strategies for Success for improving leadership and teamwork under challenging circumstances
- Understand how to explore use of the Ten Strategies to improve their own leadership potential

Adding Magic to an International Partnership: Navigating an International Internship Program with Disney

Linda D. Collins, Department Chair – Business and Computer Information Systems, Mesa Community College, AZ

Lenie Cuijpers, Koning Willem I College, the Netherlands

Mesa Community College and Koning-Willem I College have engaged in an educational partnership to provide a multicultural experience for International Business students. Over the past two years students at KWIC have been working toward a degree or certificate in Organizational Management with an emphasis in International Business through Mesa Community College. Students at MCC in Arizona have also been working toward this degree. This past year a new facet has been added to this educational opportunity through Disney Corporation. Approximately 25 students from both the Netherlands and Arizona have or will be traveling to the Orlando, Florida this spring to participate in internships through the Disney Corporation to learn, work, and exchange ideas. The cooperation of all three institutions and processes to make this a viable and exciting educational opportunity for students on two continents will be discussed in this seminar. Future navigational opportunities include MCC students from Arizona and MCC students from the Netherlands will participate in an exchange program for one semester.

Participants in this session will obtain information on how to engage in international partnerships including:

- Articulation challenges and opportunities between college and nations
- Cultural assumptions and paradigms
- Educational requirements and differences
- Making an internship connection with a corporation
- Preparing students for an international education experience

Results Centered, Internally Directed, Other-Focused, and Externally Open

Dr. David D. Gatewood, Post-secondary Education Consultant, D. Gatewood and Associates, OR

This interactive session, based on Robert Quinn's trilogy--“Deep Change,” “Change the World: How Ordinary People Can Achieve Extraordinary Results,” and “Building the Bridge as You Walk on It”--will explore eight transformational concepts designed to help each of us with becoming more results centered, internally directed, other-focused, and externally open:

- Reflective Action
- Authentic Engagement
- Appreciative Inquiry
- Grounded Vision
- Adaptive Confidence
- Detached Interdependence
- Responsible Freedom
- Tough Love

Friday March 9, 2007
Round Five: 1:45pm – 3:15pm
Round Table Sessions

Transformational Leadership: How Do We Get There?

Dr. Rhonda Pennings, Dean of Arts & Science/Business and Health, Northwest Iowa Community College, IA

Mary Trumble, Practical Nursing Program Chair, Southeast Community College – Lincoln Campus, NE

In this session, we will explore the characteristics of transformational leadership and offer practical suggestions on how to transform leadership skills. Based on our research, we will discuss the hallmarks of effective transformational leadership including

- Creating shared visions and goals
- Fostering participation in decision making processes
- Providing intellectual stimulation
- Building relationships with others (including diverse and multicultural groups)
- Demonstrating high performance expectations

Participants are encouraged to share their knowledge and experiences relating to transformational leadership.

The Coach Approach to Team Building

Dorothy Sisneros, President, Sisneros and Associates, AZ

Pam Bergeron, President, P. D. Partners, MI

Are you ready to take your team to a higher level of performance? If your answer is yes, then team coaching may be the perfect next step for you.

An Academy Coach will assist your team in developing common purpose, attainment of strategic academic goals while simultaneously enjoying the journey. The coaching process works through the following personalized process model:

- assessing and diagnosing the current team
- mutual goal setting
- implementing the coaching process
- evaluation
- steady state performance

This session explains how this model builds teams that work at peak performance and have a lot of fun along the way!

The International Experience: Developing Study Abroad and Work Experience Opportunities for Students

Elsie Elford, Dean – School of Business, Grant MacEwan College, AB, Canada

We know that we live in a global world where working with people from diverse backgrounds and considering issues from the domestic and international perspectives is paramount. We also know how relevant experiential learning is to our students. Taken together, it is easy to understand the growing interest in providing international learning opportunities for our students. Integrating the international experience into the curriculum is an effective way to make this happen. For example, the Asia Pacific Management Diploma program at Grant MacEwan College (Canada) provides international business students with an overseas internship that has been described as a "life transforming experience". There are many opportunities and now is the time to start!

Being a Chair without Getting Sat On

Dr. Bill Lamb, Dean - Liberal Arts/Distance Learning, Johnson County Community College, KS

This interactive roundtable discussion will explore ways to sustain a balance in your role as a chair and organizational leader. Often the front line manager is the buffer between faculty and upper administration, and often this role may be squeezed to the point that one might feel "sat upon." By sharing best practices and discussion some of the literature trends in organizational management, participants may find their voice in an organization and also how to help others find their voice as well.

Saturday March 10, 2007
Round Six: 8:30am – 10:00am
Concurrent Sessions

Leadership from a Hope Paradigm

Kaye A. Herth, Ph.D., RN, F.A.A.N, Dean – College of Allied Health and Nursing, Minnesota State University - Mankato, MN

Leadership in this new millennium, with its extraordinary challenges and opportunities, beckons us to examine new paradigms. This presentation explores how leadership from a hope perspective enables individuals to lead with authenticity, courage, and purpose. The tenets of leading from a Hope Paradigm are examined and specific skills are delineated. It gives both seasoned and emerging leaders a road map with which to navigate the challenges of leading effectively during this time of rapid change.

Communication At It's Best

Kesha Dirkson, Speaker-Consultant, TX

Communication At Its Best is a 90 minute workshop geared towards business professionals and individuals. Topics covered within the workshop include: Effective Communication, Team Building, Conflict Management, and Small Group Communication. Sub topics include: how to give positive and negative feedback, tips on persuasion, how to deal with difficult people, customer satisfaction, creating an equally supportive working environment, and how to be an effective leader.

The workshop is interactive and challenges the listeners to critically think. The workshop encourages group participation and for the participants to begin to use the communication skills they are learning while working together in small groups. Participants walk away with improved interpersonal and group communication skills that will affect their personal and professional life in a positive and profound way. Everyone can help enhance their communication skills – come and we will learn how to do it together!

Yes, You Can! Grow Your Own College Leader Development Program

Teresa Ward, Staff Development Coordinator, Butte College, CA

Douglas B. Houston, Vice President – Human and Information Services, Butte College, CA

Your college can grow its own authentic leaders! Panelists will share lessons learned and stories of success from the Butte College Leader Development Institute. Currently in its second year, the strengths-based BCLDI has helped the college to address emerging leadership needs in numerous ways. Participants will walk through steps of program development and implementation:

- Curriculum Design
- Marketing & Application Process
- First Year Experience
- Individual Development Plan & Mentorship
- Lessons Learned

Ladders to Success: How to Build Your Own Faculty and Staff Leadership Academy

Ernie Roberts, Ph.D., Executive Assistant to the President, El Paso Community College, TX

Linda Brown, Ph.D., Coordinator/Instructor – Speech, El Paso Community College, TX

Cultivate leaders on both sides of the house: develop faculty and staff leadership talent, tap into their creative side, encourage their entrepreneurial genius, and promote interdependence and a sense of college ownership in the process. Details of the EPCC Leadership Academy model will be provided and participants will be invited to share leadership development models at their institutions. Attendees will learn how to build an onsite leadership training academy and discussion will include:

- All aspects of the program development and planning process
- Development of marketing literature, application forms, applicant assessment tools, determination of training topics, and workshop evaluation tools
- Self-assessment and journaling components of the program
- Tips on how to develop partnerships with creative talents in the community
- A format for an individual personal action plans component
- Examples of completed institutional team projects

Multimedia examples will demonstrate unique teambuilding and creative endeavors in which faculty, staff, and administrators participate at the annual mountain resort retreat.

Increasing Your Organizational Value

Keith W. Houck, Vice President for Administration and CBO, Valencia Community College, FL

Do you know how to enhance your value to the person you report to and the organization you serve? This session is designed to help you increase your value and better position you for growth and advancement. You will be encouraged to articulate your definition of success and to begin formulating a plan for attainment. The program will include:

- A personal assessment
- The 3Ps of Change
- How attitudes impact performance
- The importance of relationships and trust
- The positive aspects of stress

Teamwork & Appreciation: Building Support and Achieving Strategic Goals through Appreciative Inquiry

David J. Morrison, Executive Assistant to the President, Harrisburg Area Community College, PA

Jennifer L. Weaver, Dean – Gettysburg Campus, Harrisburg Area Community College, PA

Meredith E. Tulli, Executive Director of Human Resources, Harrisburg Area Community College, PA

The best strategic plan in the world is going nowhere without support and buy-in by all constituencies. This interactive session will show how College leaders adapted the Appreciative Inquiry process to their efforts to build enthusiasm and support for key goals of the college strategic plan, including collegiality, inclusiveness, communication, and partnerships at every level, and how a week of town meetings brought diverse individuals, interests and institutional objectives into an energetic shared vision. Learn:

- How Appreciative Inquiry can be used to strengthen ownership and build momentum around strategic goals.
- How an employee recognition and rewards program can be built around the institution's core values and strategic goals.
- How a week's focus on a single goal can shed new insights and identify new strategies for achieving other goals.
- How AI facilitator training and "leadership from any chair" can set bold initiatives free of "control freak" entrapment
- How AI evolved from a regional campus' one-day retreat to a year-round college-wide tool for problem solving and project implementation, as HACCC became one of 10 community colleges featured in "Appreciative Inquiry in the Community College — Early Stories of Success" a League of Innovation publication by Nancy Stetson and Charles Miller (2004).

From Leadership to Data to Improved Services Part 2

Alessandro Massaro, ESL Department Chair, Bunker Hill Community College, MA

Sofya Mitelman, EDP Systems Analyst IV, Bunker Hill Community College, MA

Emily Dibble, Executive Dean of Institutional Effectiveness, Bunker Hill Community College, MA

William Sakamoto, Dean of eCollege/Weekend College, Bunker Hill Community College, MA

Deborah Barrett, Coordinator of Student Assessment, Bunker Hill Community College, MA

Luana McCuish, Assistant Professor - English, Bunker Hill Community College, MA

Lee Santos Silva, Assistant Professor - English, Bunker Hill Community College, MA

Diane Smith, Director of Library & Information Center, Bunker Hill Community College, MA

In this second interactive session, participants will work with presenters in their specific areas of interest.

- The Action Plan and Mini-Grant Processes – How they work with sample documents
- Language Institute – How to leverage an institution's resources and deliver services to non-native English speaking students
- Multi - Media Multi - Purpose Language Lab – How to create a platform for websites and software programs
- ESL Integrated Courses – Sample curricula
- Master Schedule and Curriculum Development – From Data to improvements

The Great Chairs Retreat-A Time for Celebration and Reflection

Karen Murkar, Chair – Centre for Financial Services, Seneca College, ON, Canada

Paula Gouveia, Chair – School of English and Liberal Studies, Seneca College, ON, Canada

Wanda Forsythe, Chair – School of Legal and Public Administration, Seneca College, ON, Canada

Paula Gouveia, Chair – School of Communication Arts, Seneca College, ON, Canada

In 2004 a committee of Chairs from across Seneca College organized the first 'Great Chairs Retreat'. The goals of the Retreat continue to be to celebrate chairing, share ideas, find solutions, reaffirm values, energize and have fun! Join this active session and be engaged in:

- Discussions around benefits of a retreat for academic Chairs
- Developing themes for your own Great Chairs retreat
- Choosing from a variety of ways to build a community of Chairs at your own institution
- Building an agenda for a similar event

Knowing Where You're Going and Knowing That You Got There

Laura Saret, Professor and Assessment Coordinator, Oakton Community College, IL

Your department needs a clear vision of what students should be able to do or know as a result of completing a particular course or program in order to know whether expected knowledge, skills, and attitudes have actually been attained. This interactive session will help you foster a departmental culture of assessment by helping you write quality learning objectives that clearly articulate what your department wants students to learn and knowing when they've learned it.

After attending this session, you will be able to

- Explain to your department why quality learning outcomes are important to the assessment process
- Use Bloom's taxonomy to develop learning outcomes for a variety of academic disciplines
- Write learning outcomes for the cognitive, affective, and psychomotor domains
- Judge the quality of a learning outcome

Peer Course Evaluation in an Online Environment

Curt Oldfield, Vice President of Academic Affairs, Northeast Iowa Community College, IA

Patty Fairchild, Director of Distance Learning, Northeast Iowa Community College, IA

Providing quality online learning is a topic that is drawing attention from accrediting bodies and those who question the educational value of online education. Appropriate course evaluation tools are an essential component of the online environment. This session will take you through the process of developing standards for course creation in an online environment. Participants will actively utilize scoring rubrics for areas such as learning objectives, assessment, learner interaction and support, and course technology.

- Learn how one college developed online standards
- Understand how the process of peer course evaluations can improve the quality of online courses
- Participate in discussion about the challenges of peer course evaluations
- Actively participate in evaluating online course materials using a rubric
- Receive materials which can be applied immediately to current online courses

Saturday March 10, 2007
Round Six: 8:30am – 10:00am
Round Table Sessions

Exploring alternative methods for preparing adjunct/part-time faculty for the classroom

Helen Burnstad, Director Emeritus, Johnson County Community College, KS

The attention focused on adjunct/part-time faculty continues to escalate. More articles have been written about the overuse of them; the increasing numbers; the problems they present; the exploitation of them; etc. etc. But they are such an integral part of our strategies to meet the needs of students and our communities we MUST be sure that they are effectively prepared for teaching. This roundtable will explore various products available to support your efforts. We will also discuss methods for creating certification plans using these products. Please come and share your ideas with us!

Building on the Strengths of Our Past as We Navigate Into the Future

Dr. David D. Gatewood, Post-secondary Education Consultant, D. Gatewood and Associates, OR

As our organizations navigate the seas of turbulent change, what of our past must be brought forward to help us reach our preferred destination and what should be thrown overboard or left behind?!

This session will explore why and how to:

- Identify the “positive core” of an organization
- Use the “positive core” in creating a vision of the future
- Create a working map for navigating to the preferred future
- Identify innovative actions and achieve results