



77th Annual Meeting

A Virtual Experience ~ January 20–22, 2021

Charting the Course in a Rapidly Changing Landscape

The current pandemic is a dramatic instance of what is already a “new normal” of rapid, significant, and sometimes unexpected change in higher education. External forces—be they demographic trends, changing expectations for higher education, a rapidly evolving student population, or COVID-19—can derail academic leaders’ plans to advance their institutions and the profession itself. The ACAD program includes presentations and other sessions that explore how academic leaders can respond to and anticipate a dynamic environment in ways that advance their institutions into the future. Our sessions are known for their emphasis on practice and the use of interactive methods of presentation. Participants will find the ACAD sessions to be useful, challenging, and enriching.

ACAD 10th Annual Deans’ Institute

WEDNESDAY, JANUARY 20 11:00 A.M.–3:30 P.M. EST

The Deans’ Institute, sponsored by the American Conference of Academic Deans (ACAD), provides an opportunity for academic administrators to develop their leadership abilities in a supportive environment. It is designed especially for deans, provosts, associate deans and associate provosts, and other academic leaders above the rank of department head.

Where Do We Go from Here? Lessons from 2020

PLENARY SPEAKER: **Matt Reed**, Vice President for Academic Affairs, Brookdale Community College

~ and a panel discussion on ~

Making a difference: How academic leaders can lead their institutions toward racial justice

ROUNDTABLE DISCUSSION FACILITATORS:

Peter Skoner, Dean of the School of STEAM, Saint Francis University; **Del Doughty**, Dean, College of Arts, Sciences and Education, Texas A&M University–Texarkana; **Paula O’Loughlin**, Provost and Dean of the Faculty, Coe College; **Theodore O. Mason, Jr.**, Senior Advisor to the President, Associate Provost for Diversity, Equity & Inclusion, Kenyon College; **Abigail Tilton**, Dean College of Arts and Sciences, Texas Woman’s University; **Marcy Brown Marsden**, Dean, McCoy College of Science, Mathematics and Engineering, Midwestern State University; **Vincent Wiggins**, Dean of Career and Continuing Education Programs, Harry S. Truman College, City Colleges of Chicago; **John Nauright**, Dean, Stephen Poorman College of Business, Information Systems, and Human Services, Lock Haven University; **Jamie Frueh**, Director, Center for Engaged Learning, Bridgewater College; **Glenn Sanford**, Associate Dean, College of Humanities and Social Sciences, Sam Houston State University; **Alisa Gaunder**, Dean of the Faculty, Southwestern University; **Maria C. Garriga**, Vice Provost, Thomas More University; **Jennifer Dugan**, Dean, College of Arts and Sciences, University of Pikeville; **Tracy Dinesen**, Associate Dean of Academic Affairs, Simpson College

A full institute program can be found on the ACAD website at www.acad.org.

ACAD Pre-Conference Workshops (additional fee)

WEDNESDAY, JANUARY 20, 2020 1:00–4:00 P.M. EST

A Parallax View of the Future of Shared Governance

Academic leaders must promote the academic mission of their institutions while also integrating new programs in response to market pressures. These strategic decisions include a variety of institutional actors and proceed through systems of shared governance. This workshop provides an opportunity to discuss these challenges from the different perspectives of faculty, academic administrators, presidents, and board members.

The first section will focus on a brief discussion of contemporary governance issues from the varied perspective of the presenters. In the second part of the session, participants will discuss the challenges facing Mingus University. Participants will receive a basic institutional profile that includes some of the important characteristics of their Mingus’ governance system. The participants will work in small groups to generate a response to the initial prompt, at which time they will be presented with an extension of the scenario that Mingus University must address.

All of the small groups will consider a shared case study, and participants in the workshop will have access to a webpage devoted to the session that includes resources and additional readings.

Frank Boyd, Professor of Political Sciences, Guilford College; **Pareena Lawrence**, Senior Administrative Fellow, Yale University; **Joerg Tiede**, Senior Program Officer, American Association of University Professors; **John Ottenhoff**, Senior Consultant, AGB Consulting, Association of Governing Boards

Assistant/Associate Deans: Facilitators of Rapid Change

Assistant/Associate Deans are often caught “in-between”: in-between the faculty and the Dean, in-between different departments and/or faculty, in-between Academic Affairs and other offices at the institution, and even in-between career steps. This “in-betweenness” creates challenges (mistrust, lack of power, confusion), but it also opens opportunities to build bridges that can lead to institutional transformation and professional growth.

During times of crisis and/or rapid change, this in-between work becomes both additionally complicated and especially essential. We find ourselves implementing policy changes developed by others—sometimes without clear rationales but with short turn-around times—and we have to oversee policies and procedures that must pivot quickly to adapt to changing circumstances. While these conditions are certainly challenging, Assistant/Associate Deans have the opportunity to build community when it is most essential and to provoke and support the creative thinking that is the heart of higher education.

In this interactive session, participants will consider many elements of associate deaning—such as entering administrative work, (re)building trust with faculty colleagues, launching and leading academic initiatives, working across the entire institution, supervising staff, prioritizing a seemingly-endless workload, managing “up,” communicating with grace, and preparing for one’s next professional step. Using case studies and shared insights, the group will explore the challenges of this work and develop practical strategies that can apply to a variety of institutional settings.

James Sloat, Associate Provost and Associate Dean of Faculty and **Russ Johnson**, Associate Provost for Academic Programs, both from Colby College; **Aslaug Asgeirsdottir**, Associate Dean of the Faculty, Bates College; **Nathan Goodale**, Associate Dean of Faculty, Hamilton College

Thursday, January 21

All times listed are Eastern Standard Time.

1:30–2:30 P.M.

Will you be ready to lead? The Importance of Professional Leadership Development During Changing Times

It has been easy to go into survival mode during the Coronavirus crisis. However, crisis mode is not sustainable. The panel of leaders will discuss how they manage decision making as well as solicit best practices from session attendees about the importance of leadership development, especially in changing and challenging times.

Raymonda Burgman, Director of Programs and Research, Higher Education Resource Services (HERS); **Pamela Scott-Johnson**, Dean, College of Natural and Social Sciences, California State University, Los Angeles; **Vanessa Kahen Johnson**, Interim Dean of the Graduate School, West Chester University; **Jessica L. Lavariega Monforti**, Dean, College of Arts and Sciences, California Lutheran University

2:45–3:45 P.M.

Crisis Management for Different Institutional Environments: Lessons for New Administrators

The ACAD Fellows of the 2019–2020 cohort lead a discussion on the COVID-19 crisis with attention to equity and inclusion, enrollment management, and communication from the perspective of different types of institutions including community colleges, large public institutions, and small liberal arts colleges. The panel focuses on the leadership role of Deans and other “middle managers” in navigating these issues.

Michael Soto, Associate Vice President for Academic Affairs, Student Academic Issues and Retention, Trinity University; **Ron Buckmire**, Associate Dean for Curricular Affairs & Director of the Core Program, Occidental College; **Lev Gasparov**, Associate Dean for Faculty Advancement, University of North Florida; **Margaret Hunter**, Associate Provost for Student Success and Undergraduate Education, Fletcher Jones Professor of Sociology, Mills College; **Precie A. Schroyer**, Associate Dean, Monroe Campus, Northampton Community College–Tannersville

4:15–5:15 P.M.

Achieving Equity Through Intentional Design of Academic Programs

Research has shown that while traditionally underrepresented populations are gaining increased access to higher education, they are concentrated in lower-paying majors and have lower completion rates. This presentation will discuss how the 30 colleges and 7 universities of Minnesota State are reimagining academic program design in order to reduce the barriers and increase student success for these students.

Jon Dalager, System Director for Academic Programs and Quality Assurance, Minnesota State Colleges and Universities

5:30–6:30 P.M.

Trauma-Informed Conflict Management in the Remote Work Environment

Using a problem of practice framework (Reynolds, n.d.), this session invites participants to identify and develop conflict management strategies for the remote work environment during the current pandemics of COVID-19 and structural racism. We will begin by focusing on two key polarities of power, visibility, and resistance that equity-minded leaders manage: (a) access and exclusion, and (b) disengagement and engagement and invite audience contributions.

Anne Clark Bartlett, Dean, School of Interdisciplinary Arts and Sciences and **Rachel Endo**, Dean, School of Education, both from University of Washington Tacoma; **Melissa Lavitt**, Assistant Vice Chancellor, Academic Programs, Innovations, and Faculty Development, California State University

Friday, January 22

All times listed are Eastern Standard Time.

11:15 A.M.–12:15 P.M.

The Academic Leader's Toolkit: Linking Strategic Planning and Assessment to Successfully Navigate Change

This presentation will highlight innovative measures academic leaders can utilize in linking systemic strategic planning and assessment processes to enhance educational and institutional outcomes. The presenter will demonstrate specific strategies for linking assessment and strategic planning that keeps the planning process effective, efficient, manageable, and promotes an institution-wide culture of continuous improvement.

Tara Hornor, Associate Professor and Coordinator of Higher Education Leadership Programs, The Citadel

12:45–1:45 P.M.

Equity and Inclusion in Online Learning Spaces: Moving from “Tech-Focus” to AntiRacist Practice

This session tackles concerns about equity, inclusion, intentional antiracist practice in shifts toward online teaching in 2020. We will discuss the ways that when used unreflectively, technology can reproduce and further naturalize existing structural inequalities and cause harm to our students (and colleagues). Panelists will share ideas to disrupt this process from their campuses and invite participants to share.

Christa Craven, Dean for Faculty Development and **Ivonne Garcia**, Chief Diversity, Equity & Inclusion Officer, both from College of Wooster; **LeeRay Costa**, Director of Faculty Development, Hollins University; **Maria Hamilton Abegunde**, Director of The Graduate Mentoring Center, Indiana University, Bloomington

FRIDAY, JANUARY 22, 2:00–3:00 P.M. EST

ACAD Keynote Event

Adapt or Fail: Transformational Leadership in Rapidly Evolving Environments

Dan L. Monroe, retired Rose-Marie and Eijk van Otterloo Executive Director and CEO, Peabody Essex Museum



Rapidly evolving operating environments present entirely new institutional and personal challenges and opportunities. Deeply embedded behaviors, especially the fear of losing something an organization or individual already possesses, create serious impediments to adapting quickly to new conditions. Institutional leadership strategies that have yielded success in “normal” times often become prescriptions for decline or failure in rapidly changing environments. Major disruptive environmental changes, like those generated by COVID-19, not only present immediate, profound, and new challenges to institutions and their leaders but also amplify longstanding underlying issues and problems. In such situations, transformational leadership is often required to fundamentally recalibrate institutional goals, priorities, values, and practices. Transformational leadership is, by definition, an exception to the rule.

This talk will focus on strategies and principles leaders may employ to help transform their institutions and adapt them to new operating conditions, challenges, and opportunities.

Friday, January 22, continued

3:15–4:15 P.M.

Becoming Stronger on the Other Side of Adversity: Leading Transformational Change During Times of Crisis

Participants will engage in the challenge of prioritizing strategic investments in times of crisis. In the context of the overlapping health crisis of the COVID-19 pandemic and the persistence of systemic racism, two residential liberal arts colleges will share low-cost investments in faculty development, student learning, and curricular design for long-term transformative change, including governance, leadership strategies, and lessons learned.

Ron Cole, Provost and Dean of the College, Allegheny College and Eric Boynton, Provost and Dean of the College, Beloit College

4:30–5:30 P.M.

Leadership in a Space of Discomfort: Reckoning with Race, Gender & Sexuality in the Age of COVID

Being in academic administration over the past year has placed us all in unique—and hopefully sometimes uncomfortable—positions related to reckoning with racist legacies of anti-Black violence, the ways in which homophobia and transphobia have impacted our campuses, and the disproportionate effects of COVID on many historically marginalized communities. As deans who both live and work within these communities—and share some of the same identities as those who find themselves marginalized—we consider the challenges, as well as opportunities, that this moment has given us in our roles at different types of academic institutions. With this backdrop, we will facilitate a conversation with the audience about how we use our positions to more substantively address the effects of COVID, the recent election, and the protests that have indelibly marked our students, our faculty and staff, and ourselves.

Rick Oches, Dean of Arts & Sciences, Bentley University; Jonathan Wesley, Senior Director of Equity and Inclusion, Southern New Hampshire University; Vincent Wiggins, Dean of Career and Continuing Education Programs, Truman College—City Colleges of Chicago; Christa Craven, Dean of Faculty Development, College of Wooster



Award for **Excellence** IN ACADEMIC LEADERSHIP

ACAD is proud to announce the recipient of the fourth annual
Award for Excellence in Academic Leadership:

Dr. Carol J. Erting, Provost, Gallaudet University

Dr. Erting served as Provost from 2014–2020 and continues to be the longest serving faculty member at Gallaudet. Her tenure was a period of great change at the University including the welcoming of a new President, introduction of new programs and development of new initiatives. She was instrumental in diversifying academic affairs, ensuring that 50% of deans were people of color, and that every effort was made to recruit and hire faculty of color. As a hearing woman serving an institution with a mission to empower deaf and hard of hearing individuals, Dr. Erting ensured that deaf people could move up into administrative and managerial roles within Academic Affairs. She worked with the Faculty Senate and Faculty Governance to amend the Faculty Handbook to be more welcoming of diversity and innovation within the faculty ranks. The percentage of new faculty of color hires increased from less than 10% before her tenure to 50% this year, all due to her efforts to diversify the Gallaudet faculty.

This award was established by ACAD to recognize individuals who exemplify excellence in academic leadership through shaping and supporting positive change on their campuses and in their communities.



Interested in learning more about ACAD?

Visit us at www.acad.org for more information and links to join.

As an participant in the Annual Meeting use the special promo code ACADAM21 to receive a discount on dues—more than half off for a limited time.