

**DEPARTMENT CHAIR  
LEADERSHIP ACADEMY**

MARSHALL UNIVERSITY

**20  
22**

**INAUGURAL  
COHORT**



**OFFICE OF ACADEMIC AFFAIRS**



# DEPARTMENT CHAIR LEADERSHIP ACADEMY

## WELCOME



**Dr. Avi Mukherjee**  
Interim Provost and  
Senior Vice President  
mukherjeea@marshall.edu

Welcome to the inaugural Department Chair Leadership Academy (DCLA) offered by Marshall University (MU) and its Division of Academic Affairs (AA). DCLA is a commitment of MU to professional development of one of the most important, essential and significant members of the University leadership – Academic Department Chairs. Chairs manage a variety of academic disciplines and programs, and work with all faculty and students in the department. Chairs represent their faculty colleagues to the administration and the administration to the faculty. Chairs speak for the department to the college and university community, serving as a channel of communication on program, personnel, and budget matters. Chairs encourage and foster excellence in research, scholarship, creative discovery, teaching, and professional and university service. Chairs also provide crucial leadership in implementing the University's strategic vision and its commitment to diversity and inclusion and a positive campus climate. Simply put, no university can succeed without informed, empowered, innovative and engaged department chairs who champion the broader university goals, collaborate to innovate and discover the best practices, and then foster excellence in their own academic unit for long-term success.

We have a wonderful program that will feature sessions with Presidents, Provosts, VPs, Deans and Chairs representing Marshall and a variety of other institutions. And I want to extend a sincere note of gratitude to EAB for sponsoring this academy. As you know, EAB is a world leader in higher education analytics and strategies, and has been a long-time partner for MU. Thanks to Simone Williams and Kurtis Hagans from EAB for enabling this collaboration.

Most importantly, this program would not have been brought to fruition without the tremendous work by our Chair of Chairs Council, Dr. Allison Carey, who has worked very closely with me on this project over the past six months. Dr. Carey has worked tirelessly to solicit ideas from everyone, benchmark with peer institutions and brainstorm with all stakeholders. Thank you, Dr. Carey!



**Dr. Allison Carey, Chair**  
Council of Chairs  
careya@marshall.edu

Dear Colleagues,

Welcome to the inaugural Department Chair Leadership Academy at Marshall University!

When Dr. Mukherjee said that he wanted us to design a leadership program for department chairs, I was heartened and relieved. As you know, becoming a department chair can feel like being thrown into the deep end of a swimming pool, but this workshop is intended to support you in your work and encourage you as you move through the challenges ahead.

Our speakers will include leaders—university presidents, provosts, deans—who know from experience what a department chair faces. We will also hear from colleagues—from Marshall University and beyond—whose expertise in data analytics, research, and diversity will inform us in guiding our programs.

I look forward to working with you and learning from you this semester, as we all strive to become stronger leaders of and advocates for our departments.

# DEPARTMENT CHAIR LEADERSHIP ACADEMY

## OVERVIEW

### PROGRAM DESCRIPTION:

The Department Chair Leadership Academy is a one-semester workshop series, offering department chairs opportunities and resources to build their leadership capacity and to enhance their understanding of the latest trends in higher education leadership and strategic priorities of Marshall University.

### WHO?

Members of the first cohort were selected in consultation with the Deans Council, resulting in a cohort of 16 department chairs with representation from all colleges and a mix of newer and more experienced department chairs. Although participation is not required, it is hoped that all department chairs will take advantage of this professional development in either Spring 2022 or Spring 2023.

### PROGRAM OUTCOMES: PARTICIPANTS WILL...

- Build their leadership skills
- Learn about the chair role and duties, including how that position fits within the larger structures of the institution
- Focus on common challenges that chairs face while building troubleshooting strategies
- Build a professional network that includes chairs from other units and personnel from across campus

### DELIVERABLES:

Smaller cohorts will work together to develop solutions and produce resources. These might include:

- A handbook for new (and experienced) department chairs
- A recommendation for solutions to a common, persistent problem for department chairs
- A wish-list of future training for department chairs and for new department chairs

### LONG-TERM:

During the summer department chairs retreat, after the conclusion of this semester, each participant will identify one leadership challenge or departmental bottleneck that they'd like to address. With guidance from a mentor, they'll look into this issue and present their results to the Spring 2023 cohort of DCLA.

# DEPARTMENT CHAIR LEADERSHIP ACADEMY

## SCHEDULE

### Tuesday | January 18th | 12:20 - 1:50 PM

**Session Theme:**

Orientation to workshop: roles & responsibilities of the department chair

**Speaker(s):**

Dr. Avi Mukherjee, Interim Provost and Senior Vice President, Marshall University  
Dr. Allison Carey (MU), Chair, Council of Chairs, Marshall University  
Mr. Kurtis Hagans, Consultant, EAB

**Topics Covered:**

What is a department chair, and how do they fit into the university's structure? Annual cycle of chair's workload; cohort introductions

**Location:**

Virtual (virtual meetings will be on Zoom); guests to include Academic Deans

*January's regular Council of Chairs meeting will be Thursday, 1/20/22, 3:30-5pm (Teams). Dr. Mary Beth Reynolds (MU) and Kurtis Hagans (EAB) will join the full Council of Chairs to talk about APS (Academic Performance Solutions) & data analytics.*

### Tuesday | February 8th | 12:20 - 1:50 PM

**Session Theme:**

Strategic Planning & Budgets

**Speaker(s):**

Dr. George C. Wright, Senior Advisor to President, (University of Kentucky) and Prairie View A&M University of President Emeritus,  
Dr. E. LaBrent Chrite, President, Bentley University  
Dr. Gregory Dunaway, Dean, Eberly College of Arts and Sciences, West Virginia University

**Moderator:**

Ms. Brandi Jacobs-Jones, Senior Vice President for Operations / Chief of Staff

**Topics Covered:**

Strategic planning, growth/sustainability, resource allocation

**Location:**

Virtual

*February's regular Council of Chairs meeting will be Thursday, 2/17/22, 3:30-5pm (Teams). Mark Robinson (MU) will join the full Council of Chairs to speak about department budgets and resource allocation.*

# DEPARTMENT CHAIR LEADERSHIP ACADEMY

## SCHEDULE

### Tuesday | February 22nd | 12:20 - 1:50 PM

**Session Theme:**

Leadership & Human Awareness

**Speaker(s):**

Dr. Jaime R. Taylor, President, Lamar University

Dr. Susan Elkins, Chancellor, Palmetto College, University of South Carolina

Dr. Angi Elsea Bourgeois, Dean, College of Architecture, Art and Design, Mississippi State University

**Moderator:**

Dr. Avi Mukherjee, Interim Provost and Senior Vice President, Marshall University

**Topics Covered:**

Challenges of leadership: Transition from colleague to “boss” & difficult faculty conversations

**Location:**

Virtual

### Tuesday | March 8th | 12:20 - 1:50 PM

**Session Theme:**

Promoting Professional Growth & Innovation in Your Department

**Speaker(s):**

Dr. Javier Reyes, Provost and Vice Chancellor for Academic Affairs, University of Illinois Chicago

Charlotte Weber, Vice President for Federal Programs, Marshall University and Director, RCBI

Dr. John Maher, Vice President for Research, Marshall University and Executive Director, Marshall University Research Corporation

**Moderator:**

Dr. Uma Sundaram, Vice Dean, Joan C. Edwards School of Medicine, Marshall University

**Topics Covered:**

Mentoring and evaluating faculty & staff; Advancing research in your unit; team-building

**Location:**

Virtual

*March's regular Council of Chairs meeting will be Tuesday, 3/8/22, 3:30-5 (Teams). Dr. Kateryna Schray (MU) will join the full Council of Chairs to speak about student success and data analytics.*

# DEPARTMENT CHAIR LEADERSHIP ACADEMY

## SCHEDULE

### Tuesday | March 22nd | 12:20 - 1:50 PM

**Session Theme:**

Student Success & Data Analytics

**Speaker(s):**

President Brad D. Smith, Marshall University

Mr. Kurtis Hagans, Consultant, EAB

Panel of Retired Marshall Administrators: Dr. Harlan Smith, Dr. Dan Holbrook, and Dr. Sarah Denman

**Moderator:**

Dr. Allison Carey, Chair, Council of Chairs, Marshall University

**Topics Covered:**

Student recruitment & retention; Strategic enrollment management; Using data effectively

**Location:**

Workshop luncheon, face-to-face

### Tuesday | April 5th | 12:20 - 1:50 PM

**Session Theme:**

Diversity, Equity, & Inclusion; Human Resource Management

**Speaker(s):**

Mr. Maurice Cooley, Vice President for Student Affairs and Intercultural Affairs, Marshall University

Dr. Monica G. Brooks, Associate Vice President for Online Learning & Dean of University Libraries

Mr. Bruce Felder, Director of Human Resources, Marshall University

Ms. Jendonnae Houdyschell, Associate General Counsel, Marshall University

**Moderator:**

Dr. Cicero M. Fain III, Visiting Diversity Scholar, Marshall University

**Topics Covered:**

Supporting faculty & students; Hiring; Strategic human resource planning

**Location:**

Virtual

*April's regular Council of Chairs meeting will be Thursday, 4/7/22, 3:30-5pm (Teams)*

# DEPARTMENT CHAIR LEADERSHIP ACADEMY

## SCHEDULE

### Tuesday | April 19th | 12:20 - 1:50 PM

**Session Theme:**

Promoting Your College & Department

**Speaker(s):**

Panel of Academic Deans from Marshall University

Ms. Ginny Painter, Senior Vice President for Communications and Marketing, Marshall University

Dr. Ron G. Area, CEO and Senior Vice President, Marshall University Foundation

**Topics Covered:**

Communication, outreach, & fundraising

**Location:**

Virtual

### Thursday | April 28th | 12:45-2:45 PM

**Session Theme:**

Project Showcase & Closing Reception

**Speaker(s):**

Mr. Kurtis Hagans, EAB Consultant

Academic Deans, Marshall University

Other Guests

**Location:**

Face-to-face

*Summer 2022: Academic Affairs will host a day-long summer retreat for department chairs.*

# DEPARTMENT CHAIR LEADERSHIP ACADEMY

## 2022 COHORT

**Dr. Alfred Akinsete**, Chair, Department of Mathematics | College of Science

**Dr. Dru Bora**, Director of School of Forensic & Criminal Justice Sciences and Chair of Department of Criminal Justice & Criminology | College of Science

**Dr. E.Del Chrol**, Chair, Humanities | College of Liberal Arts

**Prof. Pam Holland**, Chair, Department of Communications Disorders | College of Health Professions

**Dr. Craig Kimble**, Interim Chair, Department of Pharmacy Practice, Administration and Research | School of Pharmacy

**Dr. Eugenia Lambert**, Director, Leadership Studies | College of Education and Professional Development

**Dr. Debra Lockwood**, Director, Special Education Program | College of Education and Professional Development

**Dr. Paula Lucas**, Program Director of Curriculum, Instruction, and Foundations | College of Education and Professional Development

**Prof. Sarah Mollette**, Chair, Library Faculty Organization; Assistant Professor, Research & Instruction Librarian) | Marshall University Libraries

**Dr. Greta Rensenbrink**, Chair, History Department | College of Liberal Arts

**Dr. Boyd Rorabaugh**, Chair, Department of Pharmaceutical Sciences | School of Pharmacy

**Dr. Asad A. Salem**, Chair, Weisberg Department of Mechanical Engineering) | College of Engineering and Computer Science

**Dr. Martin Saunders**, Director, School of Music | College of Arts and Media

**Dr. Deepak Subedi**, Chair, Department of Management and Health Care Administration) | Lewis College of Business

**Dr. Lauren Richards Waugh**, Incoming Director, Forensic Science Graduate Program | College of Science

**Dr. Kelli Williams**, Chair, Department of Dietetics | College of Health Professions





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The Department Chair Leadership Academy is sponsored by:

