



**LEADERSHIP**  
IN HIGHER EDUCATION  
**CONFERENCE**

**OCTOBER 10-12, 2024 • ORLANDO, FLORIDA**

# 2024 Leadership in Higher Education Conference Advisory Board

We sincerely appreciate the guidance of our advisory board in helping organize Magna Publications' ninth annual conference for academic leaders. Their contributions were invaluable in shaping the conference structure, including selecting track topics, conducting a blind review of session proposals, and providing advice on various aspects of the program. We are especially looking forward to the concurrent sessions presented by our board members.



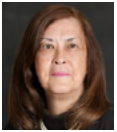
**David A. Bucci, EdD**  
*Program Director*  
*Project Kitty Hawk*  
UNC



**Kathy Burlingame, EdD**  
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Galen College of Nursing



**Russell Carpenter, PhD**  
*Assistant Provost and Professor*  
Eastern Kentucky University



**Edna B. Chun, DM**  
*Chief Learning Officer*  
HigherEd Talent



**Robert Cipriano, EdD**  
*Professor Emeritus*  
Southern Connecticut State University



**Stephanie Delaney, PhD**  
*Vice President of Instruction*  
Renton Technical College



**Oliver Dreon, PhD**  
*Professor*  
Millersville University of Pennsylvania



**Craig Hlavac, EdD**  
*Associate Dean*  
Southern Connecticut State University



**Gretchen Oltman, JD, PhD**  
*Associate Professor*  
Creighton University

## MAGNA STAFF

The Magna onsite team is here to assist you throughout the conference. Please see us if we can be of service.



**Bonny Wolter**  
*Events Coordinator*



**Mark Beyer**  
*Customer Service Manager*



**David Burns**  
*Vice President*



**Jon Crylen**  
*Editor, Online Publications*



**Matt Nieman**  
*Content Coordinator*



**Tierney King**  
*Content Manager*



**Mackenzie Cahill**  
*Staff Development Consultant*

## GENERAL INFORMATION

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We eagerly look forward to our higher-education conferences because of the cordial, talented, and dedicated people we meet. We are especially excited to welcome you to the Leadership in Higher Education Conference and look forward to seeing you at many more. We have confidence you will return to your campus with new ideas, new enthusiasm, and new professional colleagues. Let us know if there's anything we can do to improve your experience.

### Networking Opportunities

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- Attend the New Attendee Orientation
- Attend the reception
- Attend as many sessions as possible
- Use the breaks between sessions to continue conversations
- Share a meal with someone you don't know
- Attend the roundtable sessions
- Use the activity wall or attendee/speaker tab within the conference app to plan or connect with other attendees beyond the conference
- Tweet #LHE24

### Wi-Fi

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Enjoy complimentary Wi-Fi using:

Network: **Leadership24**

Password: **@LHE2024\$** (case sensitive)

### Name Badges

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Name badges are required for all sessions, meals, and plenary presentations. Please wear your name badge at all times. If you lose your name badge, please see a conference staff member at the registration desk for a replacement.

### Evaluation

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You will receive an electronic survey after the conference via email. Please take note of the sessions you attend and complete the survey! Your feedback helps us improve future programs.

### Sessions

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Please keep in mind that sessions are available on a first-come first-served basis and seating may be limited. Please be prompt; some sessions will fill early. Please have your second and third choices ready. If you attend a session and realize it's not for you, please feel free to leave and join another session.

### Conference App

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Download the conference app from your app store for many features including networking, scheduling sessions, speaker handouts, and alerts about changes or updates to the program schedule.

- Search and download "Bizzabo" in your app store
- Enter the email address you registered with
- Click the Leadership in Higher Education Conference

### Meals

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Your registration includes a reception on Thursday, a continental breakfast and plated lunch on Friday, and a continental breakfast and box lunch on Saturday. If you selected any dietary restrictions on your registration, you will be provided with special meal tickets. Present these tickets to the hotel staff at lunch.

### Stay Connected

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Connect with other attendees using the conference hashtag #LHE24, and stay connected with us all year by following us on social media.



[facebook.com/MagnaPubs](https://facebook.com/MagnaPubs)



[LinkedIn.com/company/604209/](https://LinkedIn.com/company/604209/)



[@Magnapubs](https://twitter.com/Magnapubs)

## GENERAL INFORMATION

### Registration/Check-In

Be sure to check-in at the conference registration desk when you first arrive to pick up your name badge, meal tickets, and other conference material.

**REGISTRATION HOURS** | Room: Florida Foyer 2

**THURSDAY, OCTOBER 10**  
Noon–5:00 PM

**FRIDAY, OCTOBER 11**  
7:30 AM–4:00 PM

**SATURDAY, OCTOBER 12**  
7:30–10:30 AM

## SESSION TRACKS

The Leadership in Higher Education Conference focuses on both academic and administrative leadership with six tracks. Our interactive 60-minute sessions engage and inform attendees in these six unique topical areas, designated at the beginning of each session listing.

### DIVERSITY, EQUITY, AND INCLUSION

This track shares ways to respond to campus issues, such as structural diversity, change management, transformation of institutional culture, diversity skills and competency training programs and supporting and retaining diverse staff and faculty.

### INSTITUTIONAL CULTURE AND CLIMATE

The culture of a university consists of the set of values that helps the university's faculty, staff, students, and administrators understand which actions are considered acceptable and which actions are considered unacceptable. Climate looks at the present moment: what is the atmosphere like for members of the faculty, staff, students, and administrators? This track includes presentations on managing and improving institutional culture and climate and dealing with the problems that arise at the department and college level.

### LEADERSHIP AND PROFESSIONAL DEVELOPMENT

Sessions in this track focus on building and refining innovative approaches to higher-education leadership in support of student success, building faculty collaboration, addressing conflict resolution, promoting innovation through research, fostering needed curricular change, mentoring faculty, establishing equitable promotion and tenure processes, and building a positive working and learning environment. Sessions in this track may also address new trends or developments in higher education.

### Exhibitors/Sponsors

Visit the exhibitor displays around the Florida Foyer to learn about products and services for your campus.

#### EXHIBITOR HOURS

##### THURSDAY, OCTOBER 10

Exhibitor Spotlight Sessions 2:45–3:45 PM  
Exhibitor Hours: 1:00–7:30 PM

##### FRIDAY, OCTOBER 11

Exhibitor Hours: 7:30 AM–4:00 PM

##### SATURDAY, OCTOBER 12

Exhibitor Hours: 7:30 AM–1:30 PM

### SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

With the complexity of leadership roles and responsibilities at different institutions, sometimes our work doesn't fit neatly into a single category. Sessions in this track represent topics not clearly defined in another track.

### STUDENT RETENTION AND SUCCESS

Student success is a gauge of institutional success, and—as such—it is an indicator of the institution's overall product. Presentations in this track focus on overcoming challenges to retention, such as escalating costs, declining state support, and a shrinking student population; creating successful retention strategies through student-focused efforts in admissions, financial aid, academic advising, course management, or residential living; and promoting student success by supporting high-risk students, adult learners, academic assistance, health and wellness counseling, and more.

### WHAT NEW LEADERS NEED TO KNOW

This track is a boot camp for new leaders. Sessions within the track are specific to the main skills required for successful leadership at a higher-education institution, including hiring, development and retention, budgeting and finance, academic policymaking, program development, evaluation and assessment, mediation and problem solving, fundraising and development, communication, and mentoring.

THURSDAY, OCTOBER 10

## PRE-CONFERENCE WORKSHOPS *Separate registration and fee required*

1:00–4:00 PM

### **Leadership Bootcamp: Developing Academic Leadership Skills in Higher Education**

Sara Zeigler and Russell Carpenter, *Eastern Kentucky University*

This preconference workshop focuses on developing academic leadership skills. Academic leaders are often asked to take on roles, tasks, or projects with little or no formal (or even informal) training or preparation in this area. Being an academic leader can be challenging without intentional approaches, skill development, periodic assessment, self-assessment, and intentional reflection. Many academic leaders are expected to lead, guide, and mentor full-time staff members, tenure-track faculty, tenured faculty, or committees of a variety of configurations. Based on years of higher education academic experience as faculty members and university leaders, the facilitators will guide participants through a multi-step process of leadership skill development and strategies that prioritize practical approaches participants can readily apply and transfer to their own contexts.

*Room: Key West C*

### **Communication Strategies to Build Understanding, Enhance Engagement, and Navigate Difficult Conversations**

Lynne A. Texter, *La Salle University*

Higher education leaders in every division and at every level must communicate effectively with a wide variety of internal and external stakeholders to support and advance strategic goals and initiatives and to animate the institutional mission. Leaders need to pursue every opportunity to improve their ability to communicate consistently, accurately, and effectively to enhance engagement, foster understanding, and build constructive relationships. They also must work to avoid or mediate the negative behaviors and communications that can impede progress.

This preconference session will expand understanding of how leaders can communicate more effectively and will provide guidance about how you can put this knowledge into practice at your institution. You'll learn about different communication approaches/styles and how you can communicate and work more effectively with others, including those who have different and/or difficult styles or those who are resistant to change/new ideas. We'll also provide a framework for how to engage in difficult conversations to address challenges and pursue opportunities to yield positive outcomes.

*Room: Key West B*

### **Leading Change in the New (Ab)normal**

Jeffrey L. Buller, *ALPHA Leadership Training*

The world of higher education strikes many academic leaders as different now from what it was prior to the COVID pandemic. Some members of the faculty and staff see it as their inalienable right to work from home as much as they wish. Students sometimes expect the program adjustments made during the pandemic to continue even after the reasons for those adjustments have passed. Legislatures are demanding more and more data that our programs are "worth their cost." And other aspects of the academic world have changed as well. Many of our campuses are divided by toxic polarization. Free speech and academic freedom are being widely challenged. The frequency of campus shootings in the United States has increased many students' levels of anxiety and fear. Programs in diversity, equity, and inclusion are at times being shut down. We find ourselves working in an environment where we're simultaneously buffeted by the speed of change all around us and struggling to lead desirable changes ourselves. How do academic leaders flourish in such an environment? For many years, the leading mechanism that colleges and universities have used to bring about significant changes on their campuses has been strategic planning. But is strategic planning still the best way for us to move our programs and institutions forward? In this workshop, we'll explore the nature of change in higher education today and examine several proven ways in which academic leaders can become more effective in handling the changes imposed upon them while leading the types of change they believe their programs need.

*Room: Key Largo B*

### **Navigating the Possibilities, Policies, and Pitfalls of Generative AI**

Oliver Dreon and Jennifer Shettel, *Millersville University*

This workshop will examine the power and possibilities of Generative AI (GenAI), Artificial Intelligence (AI) based tools that offer responses to prompts. While GenAI is viewed by some as being disruptive within the educational landscape, it can also offer new opportunities for engaging and empowering students in the learning process. Beyond strategies and considerations for incorporating this emerging technology in collegiate classrooms, the workshop will also discuss how university policies and processes need to respond to account for this emergent technology.

*Room: Key Largo D*

## CONFERENCE PROGRAM

2:45–3:45 PM

### EXHIBITOR SPOTLIGHT SESSION

#### Unlocking Leadership Success: Free Resources, Interactive Learning, and Faculty Support

Mackenzie Cahill and Tierney King, *Magna Publications*

Join us for an engaging session designed to provide higher education leaders with free, actionable leadership resources that can transform your university and empower your faculty. Meet the Magna team, dive into relevant leadership topics, and participate in an interactive game with exciting prizes. Discover a variety of tools and strategies to support leadership development within your institution and leave with practical resources you can immediately share with your faculty. Whether you're enhancing team effectiveness or addressing key leadership challenges, this session equips you with the knowledge and resources to succeed.

Room: Florida 4

### EXHIBITOR SPOTLIGHT SESSION

#### Student Retention Revolution: Proactive Solutions or Bust

Willie Barnes, Jr., *Upswing*

In higher education, student retention is more critical than ever. Institutions tirelessly work to offer a plethora of resources, but the traditional, reactive model—relying on students to seek help—falls short. After over a decade of developing support systems for underserved and marginalized students, we've learned that those who need help the most are often the least likely to ask for it. In this session, we'll explore how to revolutionize student retention by implementing proactive, real-time support models. Using insights from our Ana Insight Report, we'll show how these innovative

approaches ensure that every student, regardless of whether they raise their hand, receives the support they need to succeed. Join us to discover how proactive support can transform the student experience and drive retention like never before.

Room: Florida 6-7

### EXHIBITOR SPOTLIGHT SESSION

#### Campus Master Planning Demystified

Michael Garvey, *BHDP Architecture*

In an era of shifting societal demographics, student loan crises, leadership scrutiny, the rise of AI, a post-Pandemic “new normal,” and the looming enrollment cliff, numerous forces are impacting higher education in just a short span of time and by extension, the tried-and-true business and planning models that have served institutions reliably for decades, if not longer. These rapidly unfolding challenges of our times, perhaps unforeseen even ten years ago, are forcing campus leaders to confront hard truths in their strategic plans for a given institution's future. This necessitates not just considering an institution's mission, values, and academics, but the physical environment as well. To help educational leaders with the insurmountable challenge that successful master planning can seem to present, BHDP Architecture surveyed more than 100 college and university presidents and CFOs around the United States as an examination of the state of master planning in American higher education. The feedback that research generated what works, what doesn't, how it's changed, and much more was captured, documented, and analyzed. Overall, the research sheds light on the common conflict between grandiose ideas and planning versus bite-size, budget-sensitive strategies that are realistic and achievable.

Room: Florida 5

## THANK YOU TO OUR EXHIBITORS



BHDP

ACADEMIC BRIEFING  
EXPERT ADVICE FOR HIGHER ED LEADERS

JAMS Pathways™



## 4:00–4:30 PM

### New Attendee Orientation

Tierney King, *Magna Publications*

New attendees are encouraged to attend our brief orientation about navigating the conference, expectations, and making the most out of your experience.

Room: Florida 4

## 4:45–6:00 PM

### Conference Welcome

David Burns, *Magna Publications*

### Opening Plenary

#### Leaders Who Inspire Purpose and Unleash Talent

Christie Chung, *Northeastern University*

Christie Chung will discuss the transformative power of cultivating leaders who are driven by a clear purpose and equipped to bring about significant change in their institution. She will describe

the crucial role that mentorship plays in unlocking individual potential, transforming challenges into opportunities for growth, and fostering an environment where purpose-driven leadership can thrive. Her presentation will highlight the importance of an inclusive approach, and the need to redefine traditional academic norms to reduce biases. The concept of a personal “Board of Directors” will be featured as a key mechanism for providing comprehensive support to all leaders. Dr. Chung will inspire leaders to nurture an ecosystem that encourages innovation, belonging, and impactful change at every level.

Room: Florida 4

## 6:00–7:30 PM

### Reception and Exhibitor Mingle

Enjoy hors d'oeuvres, beer, wine, and soda while networking with other attendees. This is also a good opportunity to visit the exhibitors who have products and services that support teaching and learning

Room: Florida 1-3

## FRIDAY, OCTOBER 11

## 7:30–8:30 AM

### Breakfast

Room: Florida 1-4

## 8:45–9:30 AM

### Roundtables

#### Hot Topics in Higher Education: An Open Dialogue with Kathy Burlingame

Dialogue with peers about topics of interest to you! Roundtable discussions are an excellent opportunity to connect with others, learn, and share best practices in an informal setting. Potential topics within this discussion include artificial intelligence and its impact on higher education, mentoring, resilience and preventing burnout, academic integrity, DEIB, and closing the skills gap.

Room: Key Largo B-C

#### The Evolution of Leadership: Managing Transitions in Higher Ed with David Buccì

In this discussion, attendees will explore the landscape of leadership transitions in higher education, covering perspectives from advancing faculty members to those shifting administrative roles within student or academic affairs, and even those moving

from formal leadership to more subtle or unofficial positions. This discussion will address various challenges and opportunities, including personnel dynamics, working through policy challenges, and other shifts within the higher education landscape.

Room: Florida 6-7

#### Navigating AI Integration: Challenges and Opportunities for Academic Leaders with Oliver Dreon

In this roundtable, academic leaders will explore the complexities of integrating AI into higher education. The discussion will focus on both the challenges and opportunities that arise when adopting AI-powered tools and technologies. Participants will share insights on managing faculty concerns, addressing ethical considerations, aligning AI initiatives with institutional goals, and leveraging AI to enhance student engagement and learning outcomes.

Room: Key West B-C

#### Next-Generation DEI Strategies in Higher Education with Edna Chun

In light of the pushback and state bans against DEI as well as the recent Supreme Court ruling that ended race-sensitive admissions, this table's participants will discuss how their campuses are adapting to the backlash. We will share concrete strategies for continuing DEI programs for faculty, staff, and students in different types of institutions and in different states.

Room: Key West A

**9:45–10:45 AM****EXHIBITOR SPOTLIGHT SESSION****Leveraging AI to Prove the Value of Higher Education and Upskill Your Administrative Team**JD Mosley-Matchett, *InforMaven LLC*

While many in higher education are familiar with the Q&A capabilities of chatbots like ChatGPT, concerns around “hallucinations” and perceived limitations—such as struggles with simple mathematics—have led some administrators to dismiss the broader potential of these tools. However, as public scrutiny of higher education intensifies, institutions that resist innovation risk being seen as outdated and disconnected from the latest technologies. In this session, we’ll explore how low-cost AI tools can be strategically harnessed to address shrinking budgets, improve operational efficiency, and upskill administrative teams without falling into the trap of costly trial-and-error. Learn practical strategies to harness AI for real-world impact while enabling your team to excel in the face of rapid technological progress.

*Room: Key West A***SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP****Considering the Human Implications of Change in Postsecondary Education**Louise Chatterton, *St. Lawrence College*

At the intersection of Schein’s (2017) stages and cycle of learning/change (with a particular focus on learning anxiety and psychological safety), and the work of Heifetz and his associates regarding the six leadership behaviors of Adaptive Leadership, a model emerges for approaching change that can be applied at the departmental or institutional level of postsecondary institutions. This model takes into consideration the human implications of change that are particularly relevant when managing change in higher education. In this session, participants will reflect on their own responses to change and evaluate their readiness for the six leadership behaviors of Adaptive Leadership.

*Room: Florida 5 | For attendees who have experience with this topic***LEADERSHIP AND PROFESSIONAL DEVELOPMENT****Leadership Models and Practices: Exploring New Paradigms from Diverse Contexts**Angela Carbone, *RMIT University*

In this session, seasoned academic leaders delve into diverse leadership paradigms, drawing from their research and experiences in a shifting higher education landscape. Presenters will contextualize their own leadership, presenting contemporary leadership models for participants to examine and apply to their own styles. Through individual and small group reflective

activities, attendees will reflect on how these paradigms manifest in their current learning and teaching leadership roles and contemplate their influence on future approaches.

*Room: Key Largo B-C | For all attendees***DIVERSITY, EQUITY, AND INCLUSION****Navigating the New Landscape of Equity and Inclusion**Molly Kerby, *Western Kentucky University*

If you are a mid-level leader in higher education, you are not a stranger to the push and pull experienced between senior leadership and your constituents. This is precisely the tug of war felt among those of us doing Diversity, Equity, and Inclusion (DEI) work. Higher education has spent years building equitable and inclusive practices targeting historically marginalized populations and, while the climate seems dire, most are finding inventive ways to hang onto successes, progress, and momentum. Two of the most common approaches in traversing the anti-inclusion pressures are developing a people-first culture and embracing the notion of targeted universalism.

*Room: Florida 6-7 | For all attendees***STUDENT RETENTION AND SUCCESS****Student Stress, Wellness, & Mental Health: Examining Retention Interventions**Ryan Barnhart, *Education Affiliates*, and Lachelle Green, *All State Career – Baltimore*

Exploring the critical nexus between student stress, mental health, and academic retention, this presentation delves into multifaceted interventions. Focused on higher education, it aims to elucidate strategies fostering student well-being and, subsequently, academic persistence. Three pivotal learning goals include: dissecting the intricate relationship between stress, mental health, and student retention; evaluating diverse intervention models tailored to mitigate stressors and bolster mental health support; and highlighting effective implementation strategies for these interventions. Attendees will glean insights to shape institutional practices, empower student resilience, and fortify retention efforts amidst the complex landscape of student stress and mental health challenges.

*Room: Key Largo D | For attendees who have experience with this topic***INSTITUTIONAL CULTURE AND CLIMATE****Understanding Cultural Diversity in Higher Education: Enhancing Institutional Success through Inclusivity**Pamela Matzner and Dorothy Corbett, *Stony Brook University*

In the realm of higher education leadership, adopting a culturally informed guidance approach entails acknowledging the impact cultural identity has on the experiences of students, faculty, and staff. This inclusive perspective recognizes and addresses the cultural



biases that shape the guidance provided by higher education leaders and professionals, fostering an environment where diverse cultures are considered. It is crucial to understand the cultural reasons students might hesitate to seek advice or remain at an institution. This session emphasizes the importance of integrating diverse cultural perspectives within leadership, addressing unconscious biases and acknowledging how privilege impacts service to our student body. Through interactive dialogues and activities, leaders will examine their biases, concurrently crafting an action plan to cultivate comprehensive cultural awareness that permeates from leadership down to the student body across the institution. This awareness is vital for efficiently supporting a campus community that embraces diverse backgrounds.

*Room: Key Largo A | For attendees who have experience with this topic*

**11:00-12:00 PM**

### EXHIBITOR SPOTLIGHT SESSION

#### Campus Master Planning Demystified

Michael Garvey, *BHDP Architecture*

In an era of shifting societal demographics, student loan crises, leadership scrutiny, the rise of AI, a post-Pandemic “new normal,” and the looming enrollment cliff, numerous forces are impacting higher education in just a short span of time—and by extension, the tried-and-true business and planning models that have served institutions reliably for decades, if not longer. These rapidly unfolding challenges of our times, perhaps unforeseen even ten years ago, are forcing campus leaders to confront hard truths in their strategic plans for a given institution’s future. This necessitates not just considering an institution’s mission, values, and academics, but the physical environment as well. To help educational leaders with the insurmountable challenge that successful master planning can seem to present, BHDP Architecture surveyed more than 100 college and university presidents and CFOs around the United States as an examination of the state of master planning in American higher education. The feedback that research generated – what works, what doesn’t, how it’s changed, and much more – was captured, documented, and analyzed. Overall, the research sheds light on the common conflict between grandiose ideas and planning, versus bite-size, budget-sensitive strategies that are realistic and achievable.

*Room: Key West A*

### STUDENT RETENTION AND SUCCESS

#### Achieving High Student Retention through Rigorous Academic Support and Leadership

Diann Cameron Kelly, *Adelphi University*

Achieving a retention rate above the national average (76%) takes vision, leadership, and collaboration. This session articulates what is necessary to develop and implement a strategic retention plan. Adelphi University created and implemented a strategic retention plan and in two years increased retention from 82% to 85%. Much of it is due to rigorous academic support and outreach. Attendees will learn how to design and implement academic enrichment and outreach initiatives that capture retention.

*Room: Key Largo D | For attendees who have experience with this topic*

### INVITED SESSION

#### LEADERSHIP AND PROFESSIONAL DEVELOPMENT

#### Budget Planning in a Time of Change

Elaine Carey, *Oakland University*

Academic leaders frame their vision around goals and initiatives to promote a college. With changing demographics, the post-COVID environment, and other challenges, understanding university and college budgets are essential to academic leadership. This presentation focuses on university budgets and the significance of understanding the college and university budgets while planning for the future. Questions to be considered: Who are our students and how do their needs impact university and college budgets? What can be developed for a deeper understanding of the university budget and budgetary practices? How can deans effectively collaborate with budget managers and chief financial officers?

*Room: Key Largo B-C | For attendees who have experience with this topic*

### DIVERSITY, EQUITY, AND INCLUSION

#### Building an Inclusive Ecosystem in a Shifting Environment

Rachel DiSesa and Anchalee Phataralaoha, *University of Florida*

This session will provide strategies for building an ecosystem within shifting DEI environments. Drawing on evidence-based approaches, the presenter will outline tactics aligning with evolving institutional policies while building allyship at a land-grant Primarily White Institution. Using a cyclic framework of planning, strategizing, implementing, and evaluating, session leaders will share examples of engagement opportunities through the varied lenses of students, faculty, staff, and alumni. Participants will gain an understanding of practices to nurture collective belonging during periods of DEI policy transition.

*Room: Florida 6-7 | For all attendees*

## WHAT NEW LEADERS NEED TO KNOW

### Everyone's an Imposter: Embracing Imposter Syndrome in Higher Education

Barbara Lesniak, *Southern New Hampshire University*

Imposter syndrome feels lonely, but a Heriot-Watt University study found that almost 40% of leaders have frequent "imposter feelings." That number jumps to 45% for younger leaders, and women score a whopping 54%. Even former First Lady Michelle Obama admits to "...that feeling that you shouldn't take me that seriously," reflecting this issue's magnified impact on BIPOC professionals. Like all feelings, imposter syndrome and its accompanying anxiety happens for a reason. This session will help you embrace the inner voice that whispers, "You shouldn't be here," and calm it by using lessons to strengthen your confidence and leadership skills.

Room: Key West B-C | For all attendees

## ADVISORY BOARD SESSION

### SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

#### Leadership Approaches for Faculty Engagement in Higher Education

Russell Carpenter, *Eastern Kentucky University* and Kevin Dvorak, *Nova Southeastern University*

In this interactive session, facilitators will guide participants through the application of current research on faculty (dis)engagement to help academic leaders at all levels better understand the complexities of faculty engagement and develop strategies for improving faculty engagement at their institutions. Facilitators will engage participants in conversations and activities that focus on defining faculty engagement within institutional contexts, identifying barriers, and recognizing what they can (and cannot) control at their institutions. Participants will develop a leadership action plan for engaging faculty based on institutional needs, goals, and contexts.

Room: Key Largo A | For all attendees

### SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

#### Navigating AI: Demonstrating Leadership Through Your University's Ongoing Response

Scott Phillips, *The University of Alabama at Birmingham*

Addressing the use of Artificial Intelligence (AI) technologies within universities presented both unprecedented opportunities and challenges in 2023. This presentation aims to provide leaders with a roadmap for guiding and evaluating their university's ongoing response to AI. It will review the current state of AI in the university, identify new opportunities, discuss how to engage stakeholders, consider how to empower faculty and students, and navigate the minefield of encouraging AI use and training while satisfying the demands of academic integrity. Effective leaders can guide their universities' responses to AI, unlocking

its transformative potential while mitigating associated risks and maximizing benefits.

Room: Florida 5 | For attendees who have experience with this topic

**12:15-1:15**

## Lunch

Room: Florida 1-4

**1:30-2:30**

## EXHIBITOR SPOTLIGHT SESSION

### Using Generative AI to Facilitate the New Federal Mandates of Financial Value Transparency and Gainful Employment

JD Mosley-Matchett, *InforMaven LLC*

By January 15, 2025, every institution with students receiving Title IV funding must provide extensive data on the economic outcomes of their programs to satisfy the new federal regulations surrounding Financial Value Transparency (FVT) and Gainful Employment (GE). But these new mandates are only a symptom of a deeper problem: growing public skepticism regarding higher education. This session offers a practical guide for leveraging Generative AI to elevate public appreciation regarding the impact and value of specific college degrees. Attendees will explore how AI can help institutions more effectively communicate their relevance in a rapidly evolving and increasingly competitive educational landscape.

Room: Key West A | For all attendees

## DIVERSITY, EQUITY, AND INCLUSION

### Bold Leadership to Foster Students' Sense of Belonging

Iona Ringgold and Katherine Orlando, *Towson University*

Research shows that when higher education students do not feel a sense of belonging, this negatively impacts academic and social outcome success and is especially true for students from marginalized groups. Although higher education instructors are uniquely situated to meet this need, they lack a sense of agency in advancing social justice initiatives. In this session, participants will engage with research and each other to further their understanding of the importance of student belonging and how activating instructor agency can create the kinds of positive culture shifts that are the goal of many college and university strategic plans.

Room: Key Largo A | For attendees who are new to this topic

## DIVERSITY, EQUITY, AND INCLUSION

### Equitable Leadership: Utilizing Restorative Practices to Address Conflict

Patricia Gagliardi and Craig Hlavac, *Southern Connecticut State University*

Academic leaders are often confronted with challenging interpersonal conflicts to manage. Institutional orientation and pre-employment trainings help familiarize employees with policies and procedures, but frequently fail to provide pragmatic, hands-on practices that manage existing conflicts and preempt potential issues. Integrating restorative practices into an organizational culture—especially in the academy—can be challenging. This session will provide a brief overview of basic restorative practices contextualized for academic leaders. Participants will actively participate in small group discussions using foundational restorative practices and learn through action while leaving with resources to learn more.

*Room: Florida 6-7 | For attendees who are new to this topic*

## LEADERSHIP AND PROFESSIONAL DEVELOPMENT

### Preparing Department Heads for Academic Leadership

Julia Morrison, *Mississippi State University*

As the stress associated with academic administrator roles continues to mount, universities must embrace new strategies to address high levels of burnout among these critical roles. Administrative training can be a powerful tool in preparing faculty to take on supervisory roles. Studies indicate that those who better understand the role and are better prepared to assume the associated duties have higher levels of job satisfaction and longer tenure in the role. This session describes the leading training needs of department heads based on a study conducted at Mississippi State University and recommends a training protocol to address these needs.

*Room: Key Largo B-C | For attendees who have experience with this topic*

## SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

### Research-Backed Techniques for Effective, Efficient, and Inclusive Hiring

Laura Lohman, *North Central College*

Facilitated by a senior-certified human resources professional, this session leads participants to learn and apply proven, research-based techniques to hire effective candidates in current and challenging hiring conditions. Attendees will learn to write and effectively prioritize appropriate qualifications to build a strong and diverse applicant pool and recognize and avoid common pitfalls that exclude qualified applicants and reduce the diversity of your applicant pool. Attendees will be able to create an efficient, focused, inclusive selection process along with applying a wider range of screening tools based on the qualifications required.

Finally, attendees will be able to write reliable and valid interview questions.

*Room: Florida 5 | For attendees who have experience with this topic*

## STUDENT RETENTION AND SUCCESS

### Trauma Informed Academic Advising: Cultivating Student Wellness and Resiliency

Karen Gordes and Violet Kulo, *University of Maryland Baltimore*

Experiences of trauma are widespread in our student populations and have a negative impact on learner performance. This session will review the six principles of a trauma-informed advising approach to support relationally focused, culturally sensitive student advising. Strategies will be provided on how advisors can foster meaningful connections, and avoid re-traumatization including guidance on real-time, first line of support for students presented with a traumatic experience. Attendees will be able to describe the application of a trauma-informed conceptual framework to academic advising to support student wellness and resiliency in learners with diverse trauma experiences.

*Room: Key Largo D | For attendees who are new to this topic*

**2:45-3:45**

## EXHIBITOR SPOTLIGHT SESSION

### Student Retention Revolution: Proactive Solutions or Bust

Willie Barnes, Jr., *Upswing*

In higher education, student retention is more critical than ever. Institutions tirelessly work to offer a plethora of resources, but the traditional, reactive model—relying on students to seek help—falls short. After over a decade of developing support systems for underserved and marginalized students, we've learned that those who need help the most are often the least likely to ask for it. In this session, we'll explore how to revolutionize student retention by implementing proactive, real-time support models. Using insights from our Ana Insight Report, we'll show how these innovative approaches ensure that every student, regardless of whether they raise their hand, receives the support they need to succeed. Join us to discover how proactive support can transform the student experience and drive retention like never before.

*Room: Key West A | For all attendees*

## LEADERSHIP AND PROFESSIONAL DEVELOPMENT

### Coaching Skills for Academic Leaders: Bringing Out the Best in Yourself and Others

Susan Robison, *Professor Destressor*

The interpersonal aspects of academic leadership, e.g., annual reviews, performance evaluations, or other difficult conversations with faculty, can be especially challenging to the inexperienced chair/dean. In this interactive session, attendees will practice several powerful brain-based coaching skills drawn from improv games to increase skills and confidence for leadership that matters, such as transformational coaching conversations that build institutional collegiality, civility, and engagement. Participants will apply a structure for shaping such conversations (ASK—assess client motivation, set agenda, keep success continuous) in dyad practice and then can contribute to a facilitator/volunteer demonstration of these skills.

*Room: Key Largo B-C | For attendees who are new to this topic*

## DIVERSITY, EQUITY, AND INCLUSION

### Inclusive Excellence at NAU: How to Effectively Integrate Diversity and Inclusion Initiatives in a Volatile Climate

Justin Mallett, *Northern Arizona University*

This session provides attendees an opportunity to see first-hand how a new vice president for inclusive excellence was able to obtain institutional buy-in and involvement from faculty, staff, and students on incorporating inclusive excellence within the institution. This case study presentation will show attendees the current national and political climate and how NAU shifted its focus from DEI initiatives to DEI integration. This presentation will allow attendees to develop ideas and plans to further their diversity and inclusion work at their institution.

*Room: Florida 6-7 | For attendees who have experience with this topic*

## SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

### Internship Programs as a Path to Faculty Leadership Development

Sara Zeigler, Russell Carpenter, Alison Buck, Ashley Cole, Heather Fox, Marie Manning, Casey Humphrey, and Timothy Wiggins, *Eastern Kentucky University*

This session focuses on strategies for developing individualized leadership skills in faculty. Academic administrators at a variety of levels are often in position to support, mentor, and guide faculty as they prepare for various levels of responsibility within and across the institution. Success in priority areas of teaching, research, and service often take precedence. The importance of faculty leadership skill development, however, is among the greatest needs moving forward, especially at the associate professor and professor levels. The Provost's Faculty Internship Program at Eastern Kentucky University (EKU) is designed to develop leadership skills at the university level among faculty. As a complement

to the University's Provost's Leadership Institute, the program's goal is to build exceptional leadership by supporting individual faculty development, while enhancing academic culture and capacities. Through this program, faculty participate in a range of mentoring and learning opportunities, collaborate with colleagues in the Office of the Provost and other academic and administrative offices across campus, while assuming leadership roles on critical campus strategic initiatives and projects, designed in conjunction with individual interests and longer-range career goals.

*Room: Florida 5 | For attendees who are new to this topic*

## STUDENT RETENTION AND SUCCESS

### Student Experience Matters—and So Does Yours

Gill Hunter, *Eastern Kentucky University*

Customer-centered businesses know employee engagement powers customer experience. This session applies that philosophy to higher education. Attendees will consider their experience at their institution and their colleagues' experiences. They will also explore how experience is shaped, how perspectives can be collected and shared, and how institutional leaders act on employee experience data. Finally, attendees will apply that thinking to students—including how students are customers and how they are not—and other constituent groups, including alumni, prospective students, families, community members, donors, and legislators. Session attendees will understand customer experience and plan for collecting and responding to experiences at their institutions.

*Room: Key Largo D | For attendees who have experience with this topic*

## ADVISORY BOARD SESSION

### INSTITUTIONAL CULTURE AND CLIMATE

#### Loneliness and The Academic Department

Bob Cipriano, *Atlas Leadership Training*

Loneliness is a universal emotion that is both complex and unique to everyone. It has no single and widespread cause. Loneliness in the context of college was pervasive and of great concern even before the pandemic. This presentation will give attendees the requisite knowledge to emphasize mental health support by updating the health guidelines to offer pragmatic strategies for dealing with loneliness for faculty and students.

*Room: Key West B-C | For all attendees*



## SATURDAY, OCTOBER 12

7:30-8:30

### Breakfast

Room: Florida 1-4

8:45-10:00

### CLOSING PLENARY

#### Leading Through Conflict in Turbulent Times

Richard Birke, *JAMS Institute*

We live in a time of rapid change—and with change comes polarization and conflict. 2024 will see more voters go to the polls around the world in national elections than at any time in history, while geopolitical events will continue to create complex and highly charged difficulties on our campuses. Artificial intelligence evolves daily and with each new iteration of technology, education (research and writing, especially) is transformed and tested. DEI has become a national tug of war between people who seek to diversify campuses (and other places) and those who wish to downplay or eliminate it. In this session, Richard Birke will discuss practical strategies for campus leaders navigating conflict on campus and will offer field-proven advice for turning obstacles into opportunities.

Room: Florida 1-4 | For all attendees

10:15-11:15

### LEADERSHIP AND PROFESSIONAL DEVELOPMENT

#### Allied Leadership: Fostering Collaboration between Deans and Provost

Tywana Chenault Hemby and Kristine Barnett, *Columbia College*

The concept of “allied leadership” emphasizes the significance of promoting a mutual and productive professional relationship between a dean and provost in an educational institution. By cultivating this alliance, both leaders can work together towards a shared vision, aligning their goals and strategies to enhance the overall effectiveness of the institution. This session will explore the crucial role of allied leadership in driving organizational change that ensures effective communication, mutual trust, and shared decision-making. Attendees will gain insights into practical strategies for developing and nurturing this partnership, ultimately, paving the way for effective leadership and professional development within their own academic settings.

Room: Key West A | For attendees who have experience with this topic

### INSTITUTIONAL CULTURE AND CLIMATE

#### An Ounce of Prevention: Knowledge Management as a Method to Reduce the Cost of Turnover

Josh Vossler and Jeremy Hughes, *Chicago State University*; David Fuentes, *University of Portland*

Effective Knowledge Management (KM) increases organizational efficiency and insulates against the loss of institutional memory. This session provides an overview of the concepts of knowledge management and organizational learning, illustrating the potential advantages KM offers. Attendees will engage in reflection and discussion activities, identifying barriers to KM and successful strategies for promoting, implementing, and sustaining KM at unit and systems levels of organizations. At this session, attendees will be able to identify key concepts of organizational learning and knowledge management, outline costs involved with the loss of institutional memory, and design steps toward implementing and supporting KM.

Room: Key Largo A | For attendees who have experience with this topic

### SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

#### Forward-Thinking Leadership: Integrating AI to Revolutionize Higher Education and Career Preparedness

Daryl Green, *Langston University* and George Taylor, *South Central College*

In an era where Artificial Intelligence (AI) and automation are reshaping the global landscape, higher education leaders are tasked with navigating these changes to foster innovation, ensure effective management, and prepare students for the future workforce. This session explores the strategic integration of AI and automation in educational practices, offering insights into developing adaptive leadership strategies that support faculty, enhance student success, and align with institutional goals. Following the session, attendees will be able to equip educational leaders with AI and automation trends affecting higher education. They will also be able to share research-based strategies for integrating AI into curriculum and administrative processes. Finally, attendees will be able to facilitate discussions on ethical considerations and leadership challenges in the digital transformation era.

Room: Key Largo D | For attendees who have experience with this topic

## ADVISORY BOARD SESSION

### SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

#### Let It Go: Building Trust to Delegate in Academia

Gretchen Oltman, *Creighton University*

Leaders in higher education settings often have difficulty delegating their responsibilities, often thinking it's just easier to complete a task themselves than to put it in someone else's hands. This session explores how to build a delegation-friendly environment in academia—one in which trust to delegate is built, the importance of time management is prioritized, and leaders are empowered to make strategic decisions about where to put their time and effort. Participants will devise an individual plan identifying tasks that might be delegated, how to build a delegation pipeline in their environment, and ideas on where more impact can be created when delegation is done well.

Room: Key West B-C | For all attendees

## INVITED SESSION

### SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

#### Re-imagining Approaches to Major and Career Support for Today's College Students

Joseph A. Kitchen, *University of Southern California*

The promise and purpose of earning a college degree has garnered increased attention as colleges and universities face mounting pressure from the public, policymakers, and students to demonstrate the value of a college education. One key role of postsecondary education is to prepare students for meaningful, fulfilling careers. Yet, few have interrogated traditional approaches to major and career support or meaningfully addressed shortcomings in their effectiveness for today's increasingly diverse college students. This session is a call to action for higher education leaders to re-imagine delivery of major and career support. Effective, data-driven, equity-oriented support practices that meet the needs of today's diverse students as they navigate their major and career pathways in college will be presented. Specific guidance for academic leaders will be discussed and research-informed resources for policy and practice will be shared.

Room: Florida 5 | For all attendees

## INVITED SESSION

### DIVERSITY, EQUITY, AND INCLUSION

#### The Access & Opportunity Revolution: Global Learning, Intercultural Fluency, Career Readiness

Antoinette Boyd and Brian Gant, *Maryville University*

Global learning, intercultural fluency, and career readiness are vital to the success of our graduates. The current climate, within our academic institutions and the larger society as a whole, has caused us as educators to view our work differently and re-evaluate our practice to ensure our students are adequately prepared for the

diverse, ever-changing workforce. Along with building industry-specific knowledge and skills, it is important that students learn to be good stewards, advocates, and change agents who are self-aware, mission-driven, and willing to positively influence and contribute to individual and collective global and societal issues. So, how do we prepare students for the workforce and ensure the workforce is prepared for them? Through active learning, professional projects, industry partnerships, and real-world case studies, we've implemented strategies that foster the attainment of requisite skills and competencies needed to maximize student success.

Room: Florida 6-7 | For attendees who have experience with this topic

**11:30-12:30**

## LEADERSHIP AND PROFESSIONAL DEVELOPMENT

### Four Magic Words for an Emotional Intelligence Self-Check

Barbara Lesniak, *Southern New Hampshire University*

Self-awareness is the foundational emotional intelligence skill, yet one of the hardest to develop. A five-year Harvard study revealed that, while 95 percent of people think they are self-aware, only 10 to 15 percent actually are. You need awareness to build awareness, which poses a challenging conundrum. Fortunately, four simple words are all you need for a self-check to make emotionally intelligent decisions. In this session, you will learn a short, powerful question that provides a self-awareness self-check, and practice using this question to evaluate your decisions and make a plan to share this tactic with others at your institution.

Room: Key West A | For attendees who are new to this topic

## ADVISORY BOARD SESSION

### SPECIAL TOPICS IN HIGHER-EDUCATION LEADERSHIP

#### Surviving the Great Upheaval: How Leaders can Navigate the Inevitable Changes in Higher Education

Stephanie Delaney, *Renton Technical College*

In the book, *The Great Upheaval*, Arthur Levine offers compelling evidence for why "business as usual" will no longer work in higher education. How can leaders take the information offered by Levine and operationalize it so that their institutions are positioned for success? In this engaging session, you'll assess your institution's current position and determine priorities for moving forward in the best direction. Attendees need not have read the book.

Room: Florida 5 | For all attendees



## DIVERSITY, EQUITY, AND INCLUSION

### Truth: Black Feminist Leadership Development for Women of Color

Kelly Mack, *American Association of Colleges and Universities*

It is predicted that the future of leadership development will be shaped by curricula that are personalized and customized to a leader's lived experience (Moldoveanu & Narayandas, 2019). This prediction ushers in an era of bolder and far more daring leadership development models that will challenge conventional beliefs about what leadership development actually is and prioritize new voices, particularly those of women of color in STEM fields. This session will explore a novel approach toward employing culturally responsive leadership development for women of color through strategic thought mapping, safe brave space building, and providing access to executive coaching.

Room: Florida 6-7 | For attendees who have experience with this topic

## ADVISORY BOARD SESSION

### INSTITUTIONAL CULTURE AND CLIMATE

#### Courage, Compassion, and Resiliency in Higher Education

Kathy Burlingame, *Galen College of Nursing*

The interplay of courage, compassion, and resiliency is essential for thriving as a leader while cultivating healthy cultures in higher education. This presentation will address critical qualities, models, and strategies for leaders facing unprecedented opportunities and challenges. We will begin by reviewing definitions of courage, compassion, and resiliency, drawing on academic literature and relevant frameworks, and exploring models that enhance these attributes. The session will highlight tangible strategies employed by resilient leaders to foster a culture of resilience within themselves, their teams, and the institutions while reinforcing their own courageous and compassionate leadership styles.

Room: Key Largo A | For all attendees

12:45-1:45

## Lunch

Lunches are "grab & go"—enjoy here or save for later in your travel day. One box per registered attendee, please.

Room: Florida 1-4

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