



**Cross-Institutional Department Chair Professional Development**  
*Final Two-Page Summary, 07/09/2024*

Recognizing the critical role of department chairs in impacting departmental climate, conveying expectations, and providing merit assessments, the ADVANCE Midwest Partnership developed a series of chair workshops to provide ongoing professional development for department chairs across multiple semesters. Department chairs have the most influence in retaining highly qualified faculty. Most department chairs come from the faculty ranks and lack formal training in key management, communication, and administrative skills, including performance reviews, resource allocation and budgeting, legal and compliance issues, promotion and tenure determinations, conflict resolution, and the inclusive management of people with diverse identities.

These workshops were designed to create more inclusive environments in science, technology, engineering, and mathematics (STEM) units. However, the offerings were expanded to include all units on all campuses and 681 chairs and administrators attended one or more workshops.

A paper outlining our approach to developing these professional development workshops and describing the workshop designs and evaluation was published in *Innovative Higher Education*: Cervato, C., Peterson, S., Johnson, C.A., Bilen Green, C., Koretsky, C., Minerick, A. & Okudan Kremer, G. (2024). Department chairs as change agents: A virtual, cross-institutional professional development model for chairs. *Innovative Higher Education*, <https://doi.org/10.1007/s10755-024-09714-8>.

Semester	Workshop Title/Topic	Learning Outcomes
Fall 2020	Speaking Up: How bystanders can change the conversation about social bias	<ul style="list-style-type: none"> <li>· State a variety of potential bystander reactions to observed social biases</li> <li>· Describe contexts that can help or hinder decisions to speak up</li> <li>· Verbally rehearse potential bystander reactions</li> </ul>

Spring 2021	Evaluating Faculty in a Time of Change	<ul style="list-style-type: none"> <li>· Describe critical roles for timely, constructive feedback to faculty</li> <li>· Develop strategies and resources to assist in effective performance evaluation</li> <li>· State the differential impacts of life events, especially COVID-19, on faculty productivity now and over the long term</li> <li>· Create policies for COVID-19 impact statements faculty can use in tenure/promotion portfolios</li> </ul>
Fall 2021	Come together: Building an equitable department where faculty want to work and stay	<ul style="list-style-type: none"> <li>· Explain how transparency in department decision-making, policies, and practices results in a department culture that is equitable and inclusive</li> <li>· State clear and frequent communication strategies regarding departmental expectations and practices</li> <li>· State strategies for intentional inclusion in departmental meetings, activities, committees, and assignments</li> </ul>
Spring 2022	Flexible faculty policies	<ul style="list-style-type: none"> <li>· Identify and interpret university policies that can flex to accommodate diverse faculty</li> <li>· Describe and proactively use strategies to make explicit university policies that provide flexibility for faculty</li> </ul>
Fall 2022	Changing the conversation in the academic workplace	<ul style="list-style-type: none"> <li>· Identify examples of incivility and bias</li> <li>· Describe strategies for responding to incivility and bias when it is observed</li> <li>· Describe strategies for creating environments free of incivility and bias</li> </ul>
Spring 2023	<p>(1) Changing culture from the top: Department chairs make a big difference</p> <p>(2) Equitable Workloads</p>	<ul style="list-style-type: none"> <li>· Describe research on faculty evaluation and equitable standard metrics</li> <li>· Identify hidden biases in service participation, teaching evaluations, and research metrics</li> <li>· Develop tools for equitable evaluations</li> <li>· Describe why workload inequities are a problem in academic units</li> <li>· Describe workload policies and practices that enhance equity in workload assignments and metrics</li> </ul>
Fall 2023	Bias in external review letters: Recommendations for P&T committees	<ul style="list-style-type: none"> <li>· Learn strategies for enhancing inclusivity and equity and practical recommendations for navigating the P&amp;T process</li> <li>· Obtain guidance for external reviewers on providing constructive and unbiased evaluations</li> <li>· Support internal reviewers in recognizing and mitigating potential biases</li> </ul>