



## ASSOCIATION OF INDEPENDENT TECHNOLOGICAL UNIVERSITIES

**New Department Chair Workshop  
Wednesday, February 6, 2019  
Houston, Texas - Hyatt Regency Houston**

The purpose of this one-day workshop is to introduce new as well as aspiring department chairs in AITU schools to important topics in managing and leading an academic department.<sup>1</sup>

### **AGENDA**

**7:30 Continental Breakfast**

**8:00 a.m. Welcome, Introductions and Overview of the AITU**

Christophe Pierre, Provost and Vice President for Academic Affairs,  
Stevens Institute of Technology

**8:30 The Culture of an AITU School**

Maria Vaz, Provost, Lawrence Technological University

- Professional Degrees,
- Outward-looking perspective...Admissions, Advisory Boards, Corporate Relations, Alumni, Fundraising, etc.
- Responsibility

**9:00 Your Old Role vs. Your New Role**

Bruce Bursten, Professor of Chemistry, former provost, Worcester Polytechnic Institute

- A new network--working with fellow department chairs across your institution
- Privacy of Information (Private vs. Public)
- Collegiality...You now have to be the adult!
- You now have to evaluate your former (and maybe future) peers
- People will treat you differently
- Diversity and gender issues at AITU schools—how they differ from other schools
- Risk Management

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<sup>1</sup> Because the workshop directly precedes the Academic Chairpersons Conference, topics that are germane to all department chairs, independent of regulatory status or focus (publicly controlled vs. private-nonprofit, general vs. historical science and technology emphasis) are given greater emphasis in that complementary meeting.



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**9:45 Coffee Break**

**10:00 The Difference Between Management and Leadership—  
and Why Both are Essential**

Anne Houtman, Vice President for Academic Affairs, Stevens Institute of Technology

- Getting the day-to-day done
- Where are we headed and how will we get there?

**10:40 Revenue Generation and Management**

All Provosts/VPs

- How Budgets work
- Enrollments in current offerings
- New programs
- Research
- The focus on the private sector

**11:40 Taking Care of You**

All Provosts/VPs

**12:00 Noon Lunch**

**1:00 p.m. Case Studies**

The afternoon portion of the workshop will be devoted to case studies submitted by the participants in advance of the workshop.

**2:15 Coffee Break**

**2:30 Difficult Conversations-- A role playing exercise.**

**Chris Licata**

Performance Evaluations, Fundraising, Sexual Harassment, etc. and other difficult conversations you will have as a department chair.

**3:15 Case Studies, continued**



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**4:30            General Discussion/Feedback**

**5:00            Adjournment**

There is a reception the evening of the workshop that is the reception for all attendees at the Academic Chairpersons Conference.

**2019 Academic Chairpersons Conference  
February 7-8, 2019  
Hyatt Regency Houston  
1200 Louisiana Street  
Houston, TX 77002**



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Dr. Christophe Pierre is Provost and Vice President for Academic Affairs at Stevens Institute of Technology. He is responsible for all academic departments, schools, colleges and research centers and ensures that Stevens maintains the culture and deploys the human and physical infrastructure necessary to achieve its mission. In consultation with academic deans and the faculty senate, Dr. Pierre also oversees and develops the research and entrepreneurship portfolios of the university, establishes all academic policies, oversees reviews of all academic units and leads and implements strategic planning pursuant to the university's 10-year strategic plan, *The Future. Ours to Create*. Dr. Pierre works with the chief financial officer, vice president for finance and treasurer to manage the annual university-wide budget process, working closely with the other vice presidents, deans and faculty, staff and student leadership.

Dr. Pierre received his Engineering Diploma in aerospace engineering from École Centrale des Arts et Manufactures de Paris, M.S. in mechanical and aerospace engineering from Princeton University and his Ph.D. in mechanical engineering and materials science from Duke University.

Before Stevens, Dr. Pierre served as chief academic officer and the president's deputy at the University of Illinois. Prior to joining the University of Illinois, Dr. Pierre served as dean of engineering at McGill University in Montreal and as associate dean for academic programs and initiatives in the University of Michigan's Horace H. Rackham School of Graduate Studies, among other roles in higher education.



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Maria J. Vaz was named vice president of academic affairs and provost of Lawrence Technological University July 1, 2006.



Vaz oversees LTU's four colleges, the library, and the offices of e-Learning, Student Affairs, Enrollment Management, and Corporate and Community Partnerships.

During her tenure Vaz has led and supported the development and implementation of new undergraduate and graduate programs that differentiate Lawrence Tech. She established an environment of collaboration and interaction between the academic colleges to generate interdisciplinary academic programs and research. She also oversaw the launch of LTU's B.S. in nursing program in partnership with St. John Providence.

Vaz also established LTU's leadership curriculum program required for all undergraduates as well as an initiative on sustainability education. She established Lawrence Tech's Center for Teaching and Learning and the Research Support Service Committee to support faculty development in both teaching and research. In addition she supported the establishment of

LTU's e-Learning office to provide on-line teaching and the expanded use of technology in the classroom.

Vaz has been an advocate of Entrepreneurial Minded in engineering education and overall problem, project, and research based education at Lawrence Tech.

In Enrollment Management Vaz was an early advocate of integration of all student services and the one-stop shop concept, including the programmatic development and implementation of LTU's A. Alfred Taubman Student Services Center.

She expanded LTU's Student Affairs Division as an important partner in student education. As a result, a dynamic student life, the re-introduction of varsity sports, the support of healthy choices, and the well-being of all students are important components of the integrated student experience and the professional and personal growth of students at LTU.

As associate provost and dean of graduate programs, Vaz led the establishment of University Assessment program, the guidelines for doctoral programs, and in 2001 the development and establishment of the first of three doctoral programs at the University.

Vaz joined the Lawrence Tech faculty in 1984 after completing her doctorate in physics at Kent State University. In 1992 she was named chair of the Department of Natural Sciences and in 1994 became associate dean of the College of Arts and Sciences. In 1998 she was appointed associate provost and dean of graduate programs. She served as interim dean of LTU's Colleges of Arts and Sciences and Engineering and interim provost.

Vaz is a trustee of Rose-Hulman Institute of Technology.



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Bruce Bursten received his SB in chemistry with honors from the University of Chicago in 1974, and his PhD in chemistry from the University of Wisconsin-Madison in 1978. He was a National Science Foundation postdoctoral fellow at Texas A&M University from 1978 to 1980, and joined the faculty of The Ohio State University in 1980 as an assistant professor of chemistry. In 1997 he was named Distinguished University Professor. In October 1999 he became chair of the Department of Chemistry at Ohio State, a position he held through 2003. In 2005 he moved to the University of Tennessee, Knoxville as Distinguished Professor of Chemistry and dean of the College of Arts

and Sciences, a position he held until the end of 2010. In 2006 he was elected to the presidential succession of the American Chemical Society, and served as president-elect for 2007, president for 2008, and immediate past-president for 2009. During those three years, he also served as a member of the ACS Board of Directors. From January 2011 to July 2012 he was a visiting professor in the departments of Chemistry at Columbia University and Barnard College. In 2014 he was elected to leadership of the Section on Chemistry of the American Association for the Advancement of Science (AAAS) and served as chair-elect, chair, and past-chair in 2014-2016. In June 2015 he moved to Worcester Polytechnic Institute in Worcester, Mass., as provost and senior vice president, and professor of chemistry and biochemistry. He stepped down as provost in September, 2018.

Bursten conducts research in inorganic chemistry. His research centers on the correlation of theoretical and experimental electronic structural data with the bonding and reactivity patterns of metal-containing molecules. He is the author or coauthor of more than 160 research papers, and he has presented more than 200 research seminars at other universities, national laboratories, and companies. He is also a coauthor of one of the leading textbooks in college general chemistry, currently in its 13th edition. He has received numerous national and international honors for his academic accomplishments. Among these, in 1984 he received a Camille and Henry Dreyfus Foundation Teacher-Scholar Award and in 1985 he was named a fellow of the Alfred P. Sloan Foundation. At Ohio State, he received the University's Alumni Award for Distinguished Teaching in 1982 and 1996, the Distinguished Scholar Award in 1993, and the Faculty Award for Distinguished University Service in 2002. In 2001 he received the Catalyst Award from the American Chemistry Council, a national award for teaching of chemistry. He received the 2003 Spiers Medal and Prize from the Royal Society of Chemistry in the United Kingdom, he was elected a fellow of the AAAS in 2004, and he received the Morley Medal of the Cleveland Section of the ACS in 2005. He was elected a fellow of the American Chemical Society in 2010.



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Dr. Anne Houtman is Provost and Vice President of Academic Affairs at Rose-Hulman Institute of Technology, and Professor of Biology and Biomedical Engineering. She was born in Kansas, raised in Hawaii, received a BA from Pomona College and an MA from UCLA in anthropology, a doctorate in zoology from the University of Oxford, and conducted postdoctoral research at the University of Toronto in Canada.

Anne has experience at higher education institutions that are diverse in both mission and size, which gives her a broad perspective of the education landscape. Prior to Rose-Hulman, Anne

was Dean of Science and Engineering at California State University Bakersfield. Previous to this, Anne was Head of the Gosnell School of Life Sciences at Rochester Institute of Technology (RIT), with programs in bioinformatics, biology, biotechnology, and environmental science. Before her move to RIT, Anne was Director of the General Education Biology program at California State University Fullerton, where she was responsible for all non-majors biology courses, serving 6,000 students a year. Anne began her career at small liberal arts colleges; she was a founding faculty member and interim Dean of Faculty at Soka University, and on the faculty of Knox College and Wesleyan College.

Anne is a dedicated and innovative teacher, and all of her courses – including introductory courses of almost 200 students – have investigative laboratories, small group problem-solving, and other alternatives to the traditional lecture.

Anne's research has focused on the behavioral ecology of hummingbirds, specifically song and breeding behavior. Her work has been supported by many grants and awards, and has led to numerous publications. Most recently, her scholarly activity has emphasized teaching science to non-scientists. She is lead author of a non-majors biology textbook and an environmental science textbook, and she is currently working on a popular science book on hummingbirds.



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Dr. Christine Licata, Vice Provost at RIT, has worked in the field of education for over 40 years. She joined RIT as a chairperson for the Business Studies Department at NTID and later became director of the School of Business Careers. She then served as Assistant Dean for Administrative Affairs and an Associate Dean. From 2004-2008, she served as Associate Vice President for Academic Affairs at NTID and supervised 11 academic department chairs.

Her current responsibilities as Vice Provost include coordination of Academic Program Review, Curriculum Management and accreditation processes. In addition, she provides oversight to Office of the Registrar, Institute Advising Office, K-12 Programs,

Outcomes Assessment activities, University Writing Program, Career Services & Cooperative Education, the Fram Chair for Applied Critical Thinking and The Advance RIT initiative. Dr. Licata chairs the University's Student Success Steering Committee, and the Associate Deans' Cabinet.

Dr. Licata is known for her research in the areas of faculty evaluation and, specifically, post-tenure review. She is the author of one of the first national reports and three books on this topic. Prior to joining RIT, Chris worked as a faculty member at Montgomery Community College in Maryland and at Monroe Community College. She also spent several years teaching high school math and business in Buffalo and Rochester City School Districts.

Dr. Licata holds a bachelor's degree in Business Administration-Management and an M.S. in Education, both from Canisius College in Buffalo, New York; and a doctorate in Higher Education from George Washington University, Washington, DC. She currently serves on Kansas State University's Academic Chairperson's National Conference Advisory Committee and Our Lady of Mercy High School Board. She is a former Trustee of Canisius College in Buffalo, New York.