



## **AGLS Constitute '21**

### ***Change Leadership in General Education***

September 23 to 30



*By definition, progress means change. This is not always comfortable. It may challenge our assumptions, and the way we are used to doing and seeing things. It asks us to have faith in the larger picture, the eventual results, and each other. We need energy to deal with it, and perspective, and sometimes just a sense of humour.*

In today's VUCA (volatile, uncertain, complex, ambiguous)<sup>1</sup> world where change is fast-paced, continuously being disrupted by advancing technology and a complex socio-economic environment, we need a new definition of leadership that best describes a new paradigm, cutting across 'position' and 'title.'<sup>2</sup> Change Management has gained favor as a buzzword during the pandemic. Change management refers to "a set of basic tools or structures intended to keep any change effort under control. The goal is often to minimize the distractions and impacts of the change."<sup>3</sup> However, to fuel large-scale transformation, we need change leaders with the ability to influence and enthuse others through personal advocacy, vision and drive, and to access resources to build a solid platform for change in the midst of uncertainty.

Higher education faces unprecedented challenges that can only happen when we are empowered and equipped with leaders with competencies and mindsets to navigate change nimbly and ably within our sphere of influence. Change leaders, as defined by Higgs and Rowland<sup>4</sup>, encapsulate this shift in paradigm. Change leaders have the ability to influence and inspire action in others, and respond with vision and agility during periods of growth, disruption, or uncertainty to bring about the needed change.

Change leadership is much more associated with the whole change process, thus with large scale changes. Change management tends to be more associated with smaller changes.

The challenge of change leadership emphasizes on agility, quick reaction time, and nimble decision-making--a process often at odds with the deliberative pace and practices in academia (including accreditation processes, both internal and external to the institution).

How can we meet this call for agility while maintaining the positive aspects of academic practices?

## Virtual Program as of September 22

### THURSDAY, SEPTEMBER 23

- 3:15pm to 4:15pm      **Using the Concept of Boundary Spanning to Lead Change in General Studies**  
Ashley Ireland, Murray State University  
(track: change leadership)
- 4:20pm to 4:30pm      **WELCOME!**  
Bruce Umbaugh, Webster University and Rebecca Kohn, Arcadia University
- 4:30pm to 5:45pm      **LEADERSHIP PLENARY: General and Liberal Education in a New Era**  
Lenore Rodicio, The Aspen Institute College Excellence Program  
(track: change leadership)
- 5:45pm to 6:15pm      **2021 AGLS Awards Presentation**  
National Leadership in General and Liberal Education; Jerry G. Gaff Faculty Awards for General and Liberal Studies; and Honorary Lifetime Membership

### FRIDAY, SEPTEMBER 24

- 12:15pm to 1:15pm      TOPICAL CHAT ROOMS – informal opportunities to chat about a shared circumstance or question  
▶ **First Timers Meet AGLS**  
Host(s): Pedro Muiño, Saint Francis University
- ▶ **Issues Revolving around Transfer Student Requests**  
Host(s): Stephen Biscotte, Virginia Tech
- ▶ **Addressing Diversity at Religious Affiliation Institutions**  
Host(s): Mary Francis Pipino, Ursuline College and Nicola Imbraccio, Saint Mary's University of Minnesota
- 1:30pm to 2:30pm      **Leading with Values: Creating Student Learning Outcomes from Campus Values and Inclusive Collaboration**  
Susan Myers-Shirk, Katherine Brackett and Lando Carter, Middle Tennessee State University  
(track: general education and reform)

- 2:45pm to 3:45pm      **The Role of Teamwork and Reflection in the Development of Criteria-based Rubrics to Assess Course Outcomes in Online Undergraduate General Education Courses**  
Amy Smith, Tyra Hall-Pogar, and Kate Scarpena, Purdue University Global  
(track: assessment)
- 2:45pm to 4:45pm      **AGLS SPONSORED WORKSHOP: Launching an Exploration of DEI in General Education**  
Bridget Trogden, Clemson University and Stephen Biscotte, Virginia Tech  
(track: general education and reform)
- 5:00pm to 6:00pm      **TOPICAL CHAT ROOMS – informal opportunities to chat about a shared circumstance or question**
- ▶ **How Does Your Campus Address Justice?**  
Host(s): Rebecca Kohn, Arcadia University
  - ▶ **My Campus is Early in GE Program Reform/Revision Process**  
Host(s): Stephen Biscotte, Virginia Tech
  - ▶ **Looking for Ideas to Communicate Importance of Gen Ed to Students**  
Host(s): Mary Francis Pipino, Ursuline College, Nicola Imbrascio, Saint Mary's University of Minnesota, and Christopher Murphy, The College of New Jersey

SATURDAY, SEPTEMBER 25

- 10:00am to 11:00am      **Sharing Support Ideas for CBE and Modular Education**  
Peggy Hohensee, Purdue University Global  
(track: general education and reform)
- 10:00am to 12:15pm      **AGLS SPONSORED WORKSHOP: Welcome to the Neighborhood: A Primer for Those New to General Education Programs**  
Stephen Biscotte, Virginia Tech Rebecca Kohn, Arcadia University, and Mimi Pipino, Ursuline College
- 11:15am to 12:15pm      Leadership Papers  
**Drawing Conclusions: A Call for the Systematic Analysis of General Education Case Studies**  
Laurie Cubbison, Radford University  
**Mindfulness in Classroom Communication**  
Stuart Collins, Russell Fail, Christiana Bevier, and Carolyn Stevenson, Purdue University Global  
(track: change leadership)

- 12:45pm to 2:00pm      **PEDAGOGY PLENARY: Bearing Witness as an Act of Love, Resistance, and Healing**  
Mays Imad, Pima Community College  
(track: pedagogy)
- 2:15pm to 3:15pm      Lightning Papers  
**Core Strength: Renewing Assessment and Growth Online**  
Jocelyn Williams, St. Mary's University, Calgary  
**Becoming a Mindful Leader**  
Carolyn Stevenson, Purdue University Global  
**The Imperative of Care for Equity and How to Surmount the Challenges**  
Bruce Umbaugh, Webster University  
**Cultivating a Civic Citizenry**  
Ritu Sharma, Purdue University Global  
**From Ideation to Actualization: Real Stories of Student Civic Engagement**  
Jan Watson, Purdue University Global
- 3:30pm to 5:00pm      **PEDAGOGY WORKSHOP: Socrates, Rumi, and the Inner Landscape of Critical Thinking**  
Mays Imad, Pima Community College  
(track: pedagogy)

MONDAY, SEPTEMBER 27

- 12:45pm to 1:45pm      **Bridging the Academic and Student Affairs Divide: Collaborative Experiential Learning Expansion**  
Allison Peters and T. Lynn Hogan, Florida State University  
(track: reform)
- 2:00pm to 3:00pm      **Writing Across the Curriculum: Building Strong STEM and DEI Foundations**  
Barbara Green and Michael Keathley, Purdue University Global  
(track: general education and reform)
- 3:15pm to 4:15pm      **In My Own Backyard: Using the Campus LMS for Gen Ed Training**  
T. Lynn Hogan and Kestrel Strickland, Florida State University and Jaime O'Connor, Georgia Southern University  
(track: change leadership)
- 4:30pm to 5:30pm      **Building an Assessment Collaboratory: Facilitating Quality Assessment, Fostering a Community of Practice, and Encouraging Inclusive and Engaging Pedagogy**  
Jenni Gallagher, Anita Walz and Hannah Wildman Short, Virginia Tech  
(track: assessment in general education)

TUESDAY, SEPTEMBER 28

1:15pm to 2:15pm

Engaged Citizenry Papers

**Failures and Successes in Capstone Community Engagement Projects**

Carolyn Jursa Ayers, Kyle Black, and Nicole Ciulla, Saint Mary's University of Minnesota

**The Shifting Image of Professionalism and How General Education Can Prepare Students to Adapt**

Jessica Love, Purdue University Global

**Public Humanities in the Rust Belt: Two Models**

Katharine Trostel and Pamela McVay, Ursuline College

(track: engaged learning and citizenship)

2:30pm to 3:30pm

**How to Make Equity a Living Practice in General Education for Students with Disabilities**

Michael Keathley and Sheryl Bone, Purdue University Global

(track: general education and reform)

3:45pm to 4:45pm

**Beyond They/Them: Teaching the Evolving English Language to Engage Learners in Diversity, Equity, and Inclusion**

Teresa Marie Kelly, Sheryl Bone, Galia Fussell, Barbara Green and Josef Vice, Purdue University Global

(track: engaged learning and citizenship)

5:00pm to 6:00pm

**Co-creating a Student-centered General Education Model Using an Immersive Learning Process**

Alana Hoare, Catharine Dishke Hondzel, Lorry-Ann Austin, Evangelia Dumouchel, Andrea Sullivan and Lisa Lake, Thompson Rivers University

(track: change leadership)

WEDNESDAY, SEPTEMBER 29

12:30pm to 1:30pm

**AGLS WORKING SESSION: Resources for a Successful Gen Ed Administrator: A Working Session to Build the Fourth Installment of the AGLS Gen Ed Leader's Playbook**

Stephen Biscotte, Virginia Tech, John Regan, Boston University, Christopher Murphy, The College of New Jersey, and Victor Piercey, Ferris State University

(track: general education and reform)

1:45pm to 2:45pm

**A Change is Going to Come: Revising a Discovery Diversity Class through Common Assessments, Rubrics, and Rubric Calibration at the University of the District of Columbia**

Wynn Yarbrough, Kimberly Crews and Rebecca Grahame, University of the District of Columbia  
(track: general education and reform)

3:00pm to 4:00pm

General Education Reform Papers  
**The Ballad of East and West: On the Very Idea of Curriculum Reform in General Education**  
Karim Dharamsi, St. Mary's University, Calgary  
**Teaching About the Future**  
Rick Szostak, University of Alberta  
(track: general education and reform)

4:15pm to 6:15pm

WORKSHOP: **Backward-designing GenEd Courses to Empower Engaged Citizens**  
Christopher Murphy, The College of New Jersey  
(track: engaged learning and citizenship)

#### THURSDAY, SEPTEMBER 30

1:00pm to 2:00pm

TOPICAL CHAT ROOMS – informal opportunities to chat about a shared circumstance or question  
▶ **Gen Ed Reformers Anonymous Support Group**  
Host(s): Stephen Biscotte, Virginia Tech, Bridget Trogden, Clemson University, Mary Francis Pipino, Ursuline College, and Christopher Murphy  
  
▶ **Assessment of Gen Ed Programs**  
Host(s): Nicola Imbrascio, Saint Mary's University of Minnesota, Jodene DeKorte, Purdue University Global  
  
▶ **Reflecting on My First Constitute**  
Host(s): John Regan, Boston University and Joyce Lucke, AGLS

2:15pm to 3:15pm

**Inclusive Teaching and Anti-racism: Reports from General Education and the Major**  
Bruce Umbaugh, Liza Dister, Stephanie Mahfood, and Carla Colletti, Webster University  
(track: change leadership)

3:30pm to 4:30pm

**Exploring the Importance of Civic Engagement within General Education Curriculum**  
Stuart Collins, Kate Scarpena, Jennifer Harrison and Kevin Muir, Purdue University Global  
(track: engaged learning and citizenship)

4:45pm to 5:45pm

AGLS SPONSORED SESSION: **Gen Ed Models, Structures, and Reporting Centers**  
Victor Piercey, Ferris State University  
(track: general education and reform)

**OUR MISSION:** The Association for General & Liberal Studies is a community of practitioner-scholars that provides strategic, effective and innovative support for peers engaged in the day-to-day work of general and liberal learning in 21st century higher education.

**OUR VISION:** The Association for General & Liberal Studies aspires to be the leading organization that enhances the day-to-day work of those engaged in general education.



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