CONTENTS

Foreword vii
Introduction xi
Acknowledgments xxi

PART ONE ROLES AND RESPONSIBILITIES: PAST, PRESENT, AND FUTURE 1
CHAPTER 1 The Academic Department: A New Geography 3
CHAPTER 2 Roles and Responsibilities of Department Chairs 21

PART TWO THE DEPARTMENT AND ITS PEOPLE 39
CHAPTER 3 The Chair and Department Members 41
CHAPTER 4 Recruiting the Department’s Constituents 59
CHAPTER 5 Faculty Work and Workload 78
CHAPTER 6 Developing and Evaluating Department Members 97

PART THREE THE DEPARTMENT AND ITS OPERATIONS 115
CHAPTER 7 The Department as a Collectivity 117
CHAPTER 8 Curriculum, Pedagogy, and Student Advising 135
CHAPTER 9 Resource Management for Chairs 156
CHAPTER 10 Strategic Planning in the Department 178

PART FOUR THE DEPARTMENT AND THE UNIVERSITY 195
CHAPTER 11 The Chair and the Dean 197
CHAPTER 12 Legal Issues for Chairs 212
CHAPTER 13 Evaluating the Department 232
CHAPTER 14 The Chair and External Audiences 252

Epilogue 271
Index 277