

---

# Table of Contents

*About the Author*

*iv*

*Introduction*

*v*

**Part I • The Dean's Role**

1	The View from the Middle	1
2	Preparing for the Dean's Role	8
3	What Kind of Dean Are You?	16
4	Creating a Vision for the College	24
5	Building a Shared Vision for the College	31
6	Launching Initiatives	37
7	Leading Reform	44
8	A Scenario Analysis on the Dean's Role	50

**Part II • The Dean's Constituents**

9	Students	57
10	Parents	63
11	Faculty	70
12	Challenging Employees	78
13	Department Chairs	86
14	Staff	94
15	Other Deans	103
16	Upper Administrators	109
17	Friends of the College	116
18	Donors and Potential Donors	121
19	Boards, Trustees, and Legislators	129
20	A Scenario Analysis on the Dean's Constituents	136

**Part III • The Dean's Staff**

21	Searching for and Building a Strong Administrative Team	144
22	Interviewing a Candidate	152
23	Closing the Deal	160

24	A Scenario Analysis on the Dean's Staff	167
<b>Part IV</b>	<b>• The Dean's Budget</b>	
25	Setting Budgetary Priorities	174
26	Supervising a Budget	182
27	Implementing Budget Cuts	189
28	A Scenario Analysis on the Dean's Budget	195
<b>Part V</b>	<b>• The Dean's Documents</b>	
29	Budget Proposals	202
30	Faculty Evaluations	208
31	Chair Evaluations	216
32	Position Requests and Descriptions	224
33	Program Reviews	232
34	Policies and Procedures	239
35	A Scenario Analysis on the Dean's Documents	244
<b>Part VI</b>	<b>• The Dean's Leadership</b>	
36	Leadership When Meeting One on One	252
37	Leadership When Chairing Committees	258
38	Leadership from the Middle	265
39	Leadership in Development and Increasing Revenue	272
40	A Scenario Analysis on the Dean's Leadership	280
<b>Part VII</b>	<b>• The Dean's Challenges</b>	
41	Terminating a Faculty Member	287
42	Replacing a Chair	296
43	Responding to Emergencies	303
44	Dealing with the Media	308
45	Intellectual Property Disputes	315
46	Addressing Differences with Other Administrators	322
47	A Scenario Analysis on the Dean's Challenges	329
<b>Part VIII</b>	<b>• The Dean's Unique Opportunities</b>	
48	The Honors College	336
49	The Professional School	344
50	The Graduate School	352

51	Consortia, Centers, and Institutes	360
52	The Unionized Environment	368
53	Promoting Diversity	374
54	The Dean as Chief Academic Officer	381
55	A Scenario Analysis on the Dean's Unique Opportunities	388
<b>Part IX • The Dean's Next Step</b>		
56	Knowing When It's Time to Go	394
57	Changing Institutions	401
58	Returning to the Faculty	407
59	Planning for a Higher Administrative Role	414
60	A Scenario Analysis on the Dean's Next Step	421
<i>Epilogue: A Checklist for the Essential Academic Dean</i>		429