CONTENTS

About the Author vi
Foreword ix
Introduction xi
Preface xiii
Author's Introduction xv
Index of Cases by Higher Education Issues and Administrative Tasks xix

Part One: Cultivating the Department Culture
1. Structuring the Department Mission 1
2. Enhancing the Department Climate 36
3. Defining the Department Ethics 69

Part Two: Working with Faculty
4. Conducting Performance Counseling 105
5. Managing Conflict 139
6. Implementing Change 169

Part Three: Interfacing with External Publics
7. Working with the Dean 201
8. Building Alliances 202
9. Promoting the Department 228

References 253
Index 280