

# CONTENTS

About the Author	<i>vi</i>
Foreword	<i>ix</i>
Introduction	<i>xi</i>
Preface	<i>xiii</i>
Author's Introduction	<i>xv</i>
Index of Cases by Higher Education Issues and Administrative Tasks	<i>xix</i>
<b>Part One: Cultivating the Department Culture</b>	<b>1</b>
1. Structuring the Department Mission	2
2. Enhancing the Department Climate	36
3. Defining the Department Ethics	69
<b>Part Two: Working with Faculty</b>	<b>105</b>
4. Conducting Performance Counseling	106
5. Managing Conflict	139
6. Implementing Change	169
<b>Part Three: Interfacing with External Publics</b>	<b>201</b>
7. Working with the Dean	202
8. Building Alliances	228
9. Promoting the Department	253
References	280
Index	282