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Nota di contenuto	The Resource Handbook for Academic Deans; Copyright; Contents; The American Conference of Academic Deans; Preface; Editor's Introduction; Part 1: Becoming a Dean; Chapter 1: Preparing for a Successful Career in Academic Leadership: Understanding Your Role; Chapter 2: A President's Perspective on Serving as a Dean; Notes; References; Chapter 3: The Qualities of Effective Senior Academic Leadership; Chapter 4: The Role of the Academic Dean in a Community College; Dean as Generalist; Faculty Unions; Teaching Focus; The Community College Student Population; Less Likely to Be Prepared More Likely to Study Part-TimeLess Likely to Be Privileged; Public Funding; Monitor Enrollment; Develop Public-Private Partnerships; Seek Alternative Modes of Funding; References; Chapter 5: A Successful Career as an Online Dean; Chapter 6: Moving from Professor to Dean; Attending Social and Ceremonial Occasions; Interacting with Faculty; Becoming Accustomed to Handlers; Sharing One's Views; Learning to Find Reward in the Accomplishments of Others; Establishing New Networks; Chapter 7: Understanding the Social Roles of a Dean; Note; References; Chapter 8: Working with a Former Dean

Chapter 9: Understanding Institutional Climate Leadership Style and Situation; A Model for Leader Effectiveness; Reference; Chapter 10: Balancing Management and Leadership; Management and Leadership Styles; Initiating Goal Setting; Motivating Faculty Members; Why People Follow Leaders; Notes; References; Part 2: Roles and Responsibilities of Being a Dean; Chapter 11: The Case for Servant Leadership; Basic Principles of Servant Leadership; Benefits of Servant Leadership; Resources about Servant Leadership; References; Chapter 12: The Art and Science of Good Decision Making Factors Leading to Poor Decisions Decision-Making Basics; Chapter 13: The Art of Governance: The Dean's Role in Shaping Collective Decisions; Notes; References; Chapter 14: Building a Shared Vision of Your Institution; An Uneasy Definition; Some Questions to Ask Regarding Your Own Institution; Chapter 15: Managing Change Successfully; Using Data or External Pressures; Matching Changes and Processes to a Strategic Plan; Communicating; Notes; Chapter 16: Understanding the Game and Your Team: Succeeding at Working with Campus Constituencies; Chapter 17: The Dean's Role in Mentoring; Notes Chapter 18: Academic Deans Balancing Professional and Personal Lives: Reframing Balance, Momentum, and Flow Reframing Balance from Subject to Object; Motivation and Momentum; Flow, Progress, and Presence; References; Chapter 19: Modeling Active Engagement in Teaching and Research; References; Chapter 20: Staying Alive in Teaching and Research; Get Help; Have a Back-Up Plan; Don't Overdo It; Teaching; Research; Chapter 21: Self-Assessment, or How Do I Know If I Am Succeeding?; Chapter 22: Discerning When to Transition to New Opportunities; Chapter 23: When to Move On, Ready or Not; References Part 3: What a Dean Does

Sommario/riassunto

"From the American Conference of Academic Deans comes the third edition of the handbook written for and by academic deans. Since the publication of the second edition, higher education has changed significantly and as a result, so has the role of the dean. This new edition addresses the work of a dean, from building a relationship with the president to deciding when to leave an institution. Many of the changes to the Handbook are based on input and surveys from ACAD members about what issues are most important to them. "--
