Books and newsletters

Allard, C. (2011). *The essentials for new department chairs*. San Francisco, CA: Jossey-Bass.

This book is structured to in a way to provide direction in 4 areas: chairs as leaders, getting started, managing conflict, and helping faculty and students thrive. The articles were selected specifically to provide timely and comprehensive information.

*Academic Leader* (newsletter). Rob Kelly, Editor. Magna Publications.

The *Academic Leader* provides practical tips about chairing departments and brief discussions of research studies.

http://www.magnapubs.com/newsletter/academic-leader-2906-1.html

Bennett, J.B. (1983). *Managing the Academic Department*. New York: American Council on Education – Macmillan Publishing Co.

"John Bennett's book contains case studies of specific faculty and department situations. This book is intended to help department heads or chairs learn constructive reactions to department problems. Chapters containing case studies include discussion of responsibilities, conflict, performance counseling, departmental change, decisions, and other special situations. "Performance counseling" case studies are concerned with teaching, course assignment and curriculum, working with teaching assistants and faculty career problems." (Cresswell, et. al.,1990, p. 18)

Bennett, John B. & Figuli, David J. (1990). *Enhancing Departmental Leadership: The Roles of the Chairperson*. Oryx Press.

Originally published by Macmillan in 1990. Twenty-six contributions discuss topics connected with the roles and responsibilities of chairs, faculty and staff hiring and evaluation, faculty development, legal issues, and determining departmental priorities and direction. (Annotation copyright Book News, Inc. Portland, OR)

Booth, D.B. (1982). *The Department Chair: Professional Development and Role Conflict*.  AAHE-ERIC Higher Education Research Report 10, 1982. Washington D.C.: American Association for Higher Education.

"David Booth’s fifty-three page book includes discussion of administrative aspects of chairing a department.  'The Chair at Work' section includes commentary on role conflict, ambiguity, and how the chair learns the job." (Cresswell, et. al., 1990, p. 18)

Buller, J. L. (2012). *The essential department chair: a comprehensive desk reference* (2nd ed.). San Francisco: Jossey-Bass.

This book contains numerous case studies and has been updated to show new department chairs how the guidelines would perform in real-life situations. Topics include the essential of creating a strategic plan, developing and overseeing a budget, key elements of fundraising, preparing for the role of chair, meeting the challenges of mentoring to increase productivity, and creating a more collegial atmosphere.

Chu, D. (2012). *The department chair primer: what chairs need to know and do to make a difference* (2nd ed.). San Francisco: Jossey-Bass.

The Department Chair Primer gives the reader practical information that chairs need in order to do their job efficiently. Many of the ideas and topics come from practicing chairs and have been proven to be effective in a workplace environment. Each chapter deals with a different issue and tips on how to overcome the problem at hand.

Cipriano, R. E. (2011). *Facilitating a collegial department in higher education: strategies for success*. San Francisco: Jossey-Bass.

This book designed for chairs and deans offers a reference for what can be done proactively to help the department function properly and effectively. The book is filled with the most current ideas and research of what has worked to enhance the department and the university. The book also includes case law relative to collegiality or lack of collegiality in higher education so that readers will know how to prevent situations and make the department better as a whole.

Creswell, J., Wheeler, D., Seagren, A., Egly, N., Beyer, K. (1990) *The Academic Chairperson’s Handbook*. University of Nebraska Press.

The Academic Chairperson's Handbook provides the reader with practical guidance and specific strategies for managing an academic department. The authors challenge the chair to consider his or her own development and create a positive work environment. They give strategies for helping new-hires and improve the teaching and scholarship of department faculty. Creswell and his colleagues’ work is based on a three-year study funded by the Lilly Endowment, Inc. and sponsored by TIAA-CREF. This national study involved semi-structured interviews with over 200 department chairs on 70 college and university campuses. The information is presented with rich quotations from the chairs making this book a quick and interesting read for those interested in improving their leadership skills.

*Educational Leadership* (journal). Association for Supervision and Curriculum Development (ASCD)

*Educational Leadership* is acknowledged throughout the world as an authoritative source of information about teaching and learning, new ideas and practices relevant to practicing educators, and the latest trends and issues affecting prekindergarten through higher education.

Gmelch, Water H. and Val D. Miskin. (1993) *Leadership Skills for Department Chairs*. Anker Publishing Company, Inc.

Gmelch and Miskin address three major challenges facing department chairs: 1) developing an understanding and clarity about the motives and roles of a chair; 2) understanding the strategic planning process or creating a productive department and 3) developing the key leadership skills required to be an effective department chair. This book focuses on leadership skills of goal setting and team building as well as the communication skills of conflict management. The authors present two somewhat unique chapters on coping with stress and leadership trade-offs and pay-offs.

Gunsalus, C.K. (2006) *The College Administrator's Survival Guide.* Harvard University Press.

In this book, a widely respected advisor on academic administration and ethics offers tips, insights, and tools on handling complaints, negotiating disagreements, responding to accusations of misconduct, and dealing with difficult personalities. With humor and generosity, C. K. Gunsalus applies scenarios based on real-life cases, examples from negotiation, law, and child-rearing to guide novice (and experienced) academic administrators through the dilemmas of management in not-entirely-manageable environments.

Hansen, C. K. (2011). *Time management for department chairs*. San Francisco, CA: Jossey-Bass.

In this concise, highly practical book, Christian Hansen draws on his years of research on time management for department chairs. He shows department chairs how to set priorities, create a time budget and log, harness technology to assist in time management, and make self-care a priority. As a handy paperback, this book is designed to be an easy-to-access resource that will not only make department chairs jobs easier but will also help them to manage stress and prevent burnout.

Hcht, I. W. (1999). *The department chair as academic leader*. Phoenix, Ariz.: Oryx Press.

This important new work will help department chairs, faculty, and administrators understand and address the increasing complexity of relationships within higher education, as well as the growing influence of external factors. *The Department Chair as Academic Leade*r is a completely updated revision of Allan Tucker's seminal contribution, Chairing the Academic Department, last published in 1992. This work reflects the approach used in the ACE Workshops for Division and Department Chairs and Deans.

Hickson, M. and Stacks, D.W. (1992). *Effective communication for academic chairs. Albany, N.Y.:* State University of New York Press.

This handbook examines the communication aspects of the management position in academia. Most academic department chairs are not trained in management skills, including communication strategies. While previous works have dealt with personnel and time management issues, this book illustrates how to communicate with faculty, students, consultation teams, and other administrators in ways that improve the workings of a department while decreasing the workload and tension that often accompany the appointment.

Higgerson, M. L. (1996). *Communication skills for department chairs*. Bolton, MA: Anker Pub. Co.

*Communication Skills for Department Chairs* is designed as a resource for practicing department chairs. Developed from the author's experience in organizational communication, chairing a department, and conducting workshops for department chairs, this book presents essential communication strategies for successfully managing a department. Each chapter first describes communication skills that are useful in handling administrative tasks and then uses real-life case studies to demonstrate their application in typical situations. Every case study is followed by a series of questions that invite readers to consider alternatives and make decisions that would benefit their own departments

Higgerson, M. L., & Joyce, T. A. (2007). *Effective leadership communication: a guide for department chairs and deans for managing difficult situations and people*. Bolton, Mass.: Anker Pub.

Each chapter contains a series of questions and prompts to guide chairs and deans through a hypothetical but realistic situation, and encourages them to cultivate and practice the first-person participant and third-person observer roles. By moving between these two perspectives, chairs and deans will gain more insight into their own style of managing conflict and understanding of leadership. This skill also permits chairs and deans to have more strategic control over the communication in a particular situation, thus empowering them to feel and be more in control in every situation.

Kimble, G.A. (1979). *A Departmental Chairperson's Survival Manual*. New York: John Wiley & Sons.

"Gregory Kimble has prepared this book for chairpersons in psychology departments.  This manual resulted from workshops conducted by the Council of Graduate Departments of Psychology.  Content is pertinent to all disciplines.  Readers will be amused, elated, or saddened by Kimble's observations.  Don't miss the introductory 'Letter to a New Chairperson.' It contains fourteen lessons starting with the idea: 'As head of a department, you must be prepared to budget between one-fourth and one-half of your time for the totally unexpected'" (p.4). (Cresswell, et. al., 1990, p. 19)

Leaming, Deryl R. (2003). *Managing People: A Guide for Department Chairs and Deans*. Anker Publishing Company.

This collection of 13 essays by experienced chairs, deans, and vice presidents explores the many different aspects of people management and offers suggestions and resources.

Leaming, Deryl R. (1988). *Academic Leadership: A Practical Guide to Chairing the Department*. Anker Publishing Company, Inc.

"Deryl Leaming draws on his own personal experience to provide an easy-to-use, comprehensive reference on how to handle many of the more complex situations faced by department chairs. He offers practical advice on budgeting, faculty morale, recruiting and politics among others. The examples and advice are down-to-earth and realistic, and the suggestions are excellent. The book provides a context in which to work and will be a useful reference as the chair deals with the many complexities of the role." (paraphrased from Robert M. Diamond’s (Institute for Change in Higher Education) Forward, p. xi)

Lees, N. D. (2006). *Chairing academic departments: traditional and emerging expectations*. Bolton, Mass.: Anker Pub. Co.

In *Chairing Academic Departments*, the author offers experience-based suggestions for new, existing, and potential chairs as they face a higher education enterprise that is undergoing significant change. While acknowledging that many traditional responsibilities and expectations will remain unaltered, the author also identifies several dynamic functions-from entrepreneurial work and fundraising, faculty evaluation and motivation, student recruitment and retention, problem solving, and interpersonal interactions such as advising, meditating, and mentoring. The author navigates the changes arising in the role of department chair by offering valuable insight in the following areas:\* Characteristics of effective department chairs\* How to work with, and advocate for, internal constituents\* Managing and disseminating information\* Recruiting, retaining, and evaluating faculty\* Fiscal responsibility and strategic planning\* Benefits of serving as department chair\* Planning to exit the chair position While the position of department chair will continue to evolve, Chairing Academic Departments equips readers with the situational understanding and practical advice they need to meet the demands of tomorrow.

Lucas, Ann (1994). *Strengthening Departmental Leadership: A Team-Building Guide for Chairs in Colleges and Universities*. Jossey-Bass Publishers.

Presents practical survival techniques for academic department chairs struggling with team building, communication, faculty development, motivating difficult colleagues, faculty evaluation, managing conflict, and developing an effective relationship with the dean. (Annotation copyright Book News, Inc. Portland, OR)

Lucas, A. F. (2000). *Leading academic change: essential roles for department chairs*. San Francisco: Jossey-Bass.

It provides useful ideas and strategies on handling resistance to change, transforming departments into productive learning communities, and improving educational quality for students. In twelve incisive chapters, top academic scholars, authors, and consultants address topics and trends as diverse as service learning, technological change, curriculum renewal, faculty reward systems, and post-tenure review. They offer effective models to help department chairs and administrators work through the change process, including recommendations based on real-world experiences. They also integrate the latest research with examples of best practices into a readable, accessible format. Whether you are a department chair, administrator, or a faculty member aspiring to improve your department, Leading Academic Change is the expert's guide to mobilizing faculty energy towards academic success.

Massey, William F. (2003). *Honoring the Trust: Quality and Cost Containment in Higher Education*. Anker Publishing Co.

This book offers solutions for improving the quality of higher education without spending more or undermining research and scholarship.

*The Department Chair* (newsletter). Carolyn Dunmore, Editor. Anker Publishing Co.

This quarterly periodical is the most popular resource for news, advice, and practical information among college and university department chairs and deans.  Each issue includes original articles by experienced academic managers.

http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1936-4393

Tucker, Allan. (1992) *Chairing the Academic Department: Leadership Among Peers*. Oryx Press.

One of the most widely used books on academic leadership is Allan Tuckers, *Chairing the Academic Department.* Tucker's 566 page volume is comprehensive and covers virtually every issue chairs confront and every skill chairs need to be effective. Tucker’s initial project of exploring academic leadership was funded by the Kellogg Foundation and evolved over several years. He designed and tested a model for enhancing the competencies of the academic chairperson. His culmination of his work is this 32 chapter book that he hopes will "spur chairpersons to analyze their own departments and to compare them" with the departments described in his book. Tucker’s book differs from other academic leadership books in his attention to part-time faculty and graduate teaching assistants as well as support staff and students. Chapters on dealing with deans, university administrative offices and external agencies and assessing the department chair are also unique contributions to chair development.

Toma, J. D., & Palm, R. L. (1999). *The academic administrator and the law: what every dean and department chair needs to know*. Washington, DC: Graduate School of Education and Human Development, George Washington University.

Synthesizes the research literature on legal issues that arise when school deans and department chairs perform their many duties. Pays particular attention to the judicial process, plus areas of employment, student affairs, and external regulation.

Wergin, Jon F. (2003) *Departments that Work*. Anker Publishing Co.

Wergin’s book is subtitled: "Building and Sustaining Cultures of Excellence in Academic Departments." He focuses on what he asserts is the most useful way to build and sustain a culture of excellence – creating a culture of critical reflection and continuous improvement. This approach is what separates *Departments that Work* from the rest of the chair development and leadership literature.  The eight chapters include 1) The Concept of Academic Quality, 2) Motivation for Quality Work, 3) Evaluating Quality in Academic Programs, 4) Creating the Engaged Department, 5) Negotiating Departmental Values, 6) Finding Evidence of Quality and Quality Evidence, 7) Making Meaning of Quality Evidence and 8) Enhancing Departmental Quality. In the Appendix, "Departments that Work: What they Do," Wergin breaks down each chapter into the key characteristics that "work" on each topic. Wergin's work is a refreshing and innovative look at department leadership and adds to the literature as a departure from the typical "nuts and bolts" leadership books.

Wheeler, D. W. (2008). *The academic chair's handbook* (2nd ed.). San Francisco: Jossey-Bass.

Practically focused, easily accessible, this book is directly relevant to the academic environment in which department chairs operate. The authors-internationally known experts in academic administration-conducted interviews with department chairs and heads at 38 academic institutions from across the U.S. and Canada, public and private, two-year and four-year. The extensive interviews resulted in four thematic patterns that covered the overarching issues department chairs face: quality, change, culture, and leadership. Each chapter is packed with practical advice and concludes with questions and resources to help chairs develop constructive responses to the myriad issues facing them.