



Leading from the Middle: A Case-Study Approach to Academic Leadership for Associate and Assistant Deans (The ACE Series on Higher Education)

Tammy Stone, Mary Coussons-Read

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Pity the humble academic. Moving from a faculty position to an administrative office frequently entails gaining considerable responsibility-but ambiguous power. The hope of these two authors is that this volume will serve as a reference and a source of support for current associate and assistant deans and as a window into these jobs for faculty who may be considering such a role. Staff positions often come with detailed job descriptions and reporting lines, but the role of associate/assistant deans is often ill-defined and dependent upon the personality of the dean they serve. The authors thus begin their discussion with an examination of the relationship between these two positions, setting the tone for the rest of the book. Stone and Coussons-Read have structured as a series of modules that encompass different situations in which associate/assistant deans may find themselves, and the authors candidly give advice about how to handle the resulting challenges. Case studies illustrate the typical daily work required by this position, with each case followed by suggestions for effective responses. The authors also provide references to sources in which readers can dig more deeply into areas such as conflict management and communication styles.

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