



A Toolkit for Deans

Dianne Dorland, Patricia Mosto

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This book provides foundational thoughts on situations where deans find themselves when managing up, managing their peers and themselves, or managing down. The case studies and scenarios are useful for thinking about problems or issues beforehand and for considering how other deans handled these situations, even if the specifics or eventual resolutions are different. While there will be differences in who is involved, the actions they can take, the cost of those actions, the outcomes that can be achieved, how actions are linked to outcomes, and what information is available, each case or scenario provides situational insights. The case studies and scenarios represent a range of experiences from many deans and cover a variety of both public and private institutions of different sizes and locations.

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