

### Exercise #3: Resolving Faculty Conflict

As Department Chair over the past 3 years, one of your major responsibilities has been to plan the faculty teaching schedule while balancing your own research, teaching load and...ugh...additional committee and administrative burdens. Planning for this upcoming academic year is particularly challenging because 3 valued faculty have left.

The urgent issue you need to resolve is the demand by some Ladder faculty to be assigned to teach only their requested classes, most of which are advanced undergraduate or elective graduate courses. They have refused to teach other crucial, more labor-intensive classes that have larger enrollments. These faculty appear to be consistently self-centered and unsympathetic to broader department needs.

You have hired several Lecturers from neighboring Cal States, which provides some course coverage and saves on costs (a constant need). These Lecturers are grateful, loyal and supportive, but they have schedule limitations due to their home university teaching loads. While some of the more difficult Ladder faculty resent the presence of so many non-Ladder faculty, they also insist that the crucial and time-consuming classes that they do not want to teach be assigned to these new Lecturers.

The issue you face is that the overall quality and reputation of the program depends on participation of Ladder faculty in several key courses. These courses were staffed previously by the three faculty who have now departed. You would like several Ladder faculty to teach these courses.

You are facing overt conflict, behind-the-scenes politicking, and complaints, some of which have escalated to the Dean. Professor Pat, who, in your opinion, has been the ringleader of the self-centered coalition is internationally renowned for leading-edge, highly regarded, published research. In his opinion, research is the highest and only priority, while teaching is a burden to be shirked or at least minimized as much as possible. Professor Pat is also unabashedly vocal about his criticisms of other faculty, the Dean, central campus and of course...YOU! He has dug in his heels about not teaching classes he believes "those Adjuncts" should cover. In his opinion, why hire "all those" Adjuncts if they can't relieve Ladder faculty from teaching loads so they can focus on their research, which is what "really matters." A coalition of Ladder faculty who agree with Professor Pat have ridden his coattails on this issue, letting him fight the battles and burn political bridges he cares nothing about.

What is the issue being negotiated/under contention?

What is your position as Chair?

What is Professor Pat's position?

What are your underlying interests?

What are Professor Pat's underlying interests?

What are the coalition faculty's underlying interests?

What are some approaches you might use to resolve this conflict? (identify specific actions, questions, discussions you might need to have. BE CREATIVE!)