TABLE OF CONTENTS

About the Editor	ι
About the Contributors	vi
Preface	xiii
Introduction	XI
1. What's It All About? Conflict in Academia Susan A Holton	1
2. Administration in an Age of Conflict Gerald Graff	12
3. The Janus Syndrome: Managing Conflict from the Middle Walter H. Gmelch	28
4. Chairs as Department Managers: Working with Support Staff Mary Lou Higgerson	46
5. Spanning the Abyss: Managing Conflict Between Deans and Chairs Ann F. Lucas	60
6. The Cutting Edge: The Dean and Conflict Nancy L. Sorenson	81
7. And Never the Twain Shall Meet: Administrator-Faculty Conflict Judith A. Sturnick	97
8. Managing Conflict on the Front Lines: Lessons from the Journals of a Former Dean and Provost Clara M. Lovett	113
9. Student Affairs and Academic Affairs: Partners in Conflict Resolution Lynn Willett	128

10. Can We Agree to Disagree? Faculty-Faculty Conflict Cynthia Berryman-Fink	141
11. Views from Different Sides of the Desk: Conflict Between Faculty and Students John W. "Sam" Keltner	164
12. Student-Student Conflict: Whose Problem Is It Anyway? **Janet Rifkin**	192
13. Conflict Resolution in the Academy: A Modest Proposal Joel M. Douglas	204
14. Academic Mortar to Mend the Cracks: The Holton Model for Conflict Management Susan A Holton	221
Appendix: Conflict Management Programs for Administrators Gillian Krajewski	239
Contributors' Addresses	253
Index	257