1. **Disruptive faculty behavior/Bully**

Dr. Roberts, a senior faculty member in your department, is a bully. She intimidates junior faculty by threatening that if they do not do what she wants, she will not support them for promotion. She has “asked” Dr. Young, a junior faculty member, to (join her research team; use her textbook; teach her course, adopt her pedagogy, etc).  Dr. Young has come to you to seek guidance. She has no interest in Dr. Roberts’ \_\_\_\_\_\_\_, and she has her own productive program of research or teaching style that is just getting underway. **What do you do?**

1. **Poor performance/evaluation/promotion/raises**

You are doing annual evaluations.  One of your faculty members has not met the goals from the prior year, has very poor evaluations from the learners and has failed to produce the curriculum for the new program for next year.  In addition, they have not completed their time and attendance forms, learner evaluations or attended a faculty meeting since their last evaluation. Their first comment at the evaluation is I have been here for 5 years and have not gotten a raise.  I deserve a 10% raise and I want more resources. **How would you respond?**

1. **Change management**

A new program is about to be launched in your department.  This will result in changes to every faculty member’s schedule, reallocation of faculty offices and changes in the assignments of administrative assistants.  Two trusted advisors have counseled you how to present this to the faculty.  One argues that you should blame the Dean and be angry at the Dean….”you tell your faculty that it isn't your fault and that you tried to protect them from the Dean but failed.  Create a culture of blame.” Your other advisor says you should use this as an opportunity to demonstrate your authority.  Tell the faculty “there is a new sheriff in town and anyone who doesn't like this direction should leave now.  If they challenge your decision, they will be fired on the spot and create a culture of fear, so no one will oppose this.  Only if your faculty fear you will they respect you” The public announcement of these changes goes out on email tomorrow morning at 9am from the Dean's office.  **How will you address your faculty with this news?**

1. **Assignments (teaching/committee/clinical/lab space….)**

Brad is a faculty member who has been given an assignment (teach a basic course; sit on a committee; supervise students in clinical; or relocate to a different lab space) . Although qualified to complete the assignment, he would prefer to (teach an upper division course instead, not sit on a committee, not go to clinical, not move his lab, etc). His failure to comply will have a ripple effect on other faculty assignments.  In addition, other members of the faculty in your department have significantly more seniority than Brad and most are tenured. Brad insists that he is being abused by the chair and being assigned in an unfair manner. Two of Brad’s faculty colleagues are defending him, as the colleagues believe that because Brad recently taught at a prestigious institution he should be allowed more control over his assignments; however, other faculty do not agree with this assessment. **How would you handle this situation?**