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Conflict? In higher education, we often do our best to avoid conflict. We usually deny—the existence of conflict, divide a department in two, or ignore the problem altogether. We think that conflict will go away on its own. But that's not how things work. We can't divide departments or transfer the administrators to another location. It is time to face conflict and manage it. This book emerged as an attempt to provide a framework for understanding and managing conflict in higher education.

For years, I had two lives: a department chair and an administrator. In both roles, I worked as a consultant to universities and institutions that were dealing with conflict. When I became a university administrator, I realized that I did in these institutions and in the field.

It became apparent to me that I began to do consulting work in higher education. Men.

It is important to explain the concept of conflict resolution, as opposed to "conflict resolution." Conflict resolution occurred early in your academic career. Did it take you long to understand that conflict resolution is a process and that it is not a one-time event?