Faculty Bios Leadership Identification Activity

You are an AAUP member at your campus’s chapter and recently volunteered to do some office visits to recruit more activists to the chapter’s Organizing Committee. Based only on what’s written about each individual, answer the following questions:

1) Does this person demonstrate characteristics of an “Organic Leader”? Why or why not?
2) Does this person demonstrate characteristics of an “Activist”? Why or why not?
3) Are there any red flags in the description that would make you wary of recruiting them?
4) What more do you want to know about each individual before you talk to them?

**Gregory Rosenblum**
Gregory is a tenured faculty member who advanced to full professor ten years ago. His CV seems to go on for miles, featuring far more publications than any other faculty member in your department. Recently, he was awarded an endowed chair through the largess of your campus’s famous alumna-turned-fortune-500-mogul as reward for his impressive publication record. Because of his endowment, Gregory no longer needs to teach undergraduate or graduate courses for the foreseeable future and has no service obligations. He and the department chair occasionally go out for a beer together, but he is rarely seen on campus and his graduate students have been overheard complaining about how difficult it is to set up a meeting with him. He has been vocal in the past at department meetings about maintaining the integrity of tenure by not “sullying the ranks” of the department with more NTT hires.

**Claudia Rodriguez**
Claudia is a part-time non-tenured lecturer who was hired to teach three sections of your department’s introductory courses this semester. She recently received her PhD from a large R-1 state school and after a grueling year on the job market took this position because her savings ran dry. In graduate school, Claudia was active in her graduate employee union, and she has been vocal with other faculty in the department on the need to organize and push back against the administration. Some of her colleagues balk at the suggestion, but many others think that a more militant stance could really improve faculty wellbeing. When another chapter member spoke to her, she was emphatic that she doesn’t have time to plan or coordinate anything right now because of her course load but said she will join any event or action that others plan.

**Sorina Fletcher**
Sorina is perhaps the most famous member of the faculty in your department. Her pathbreaking work in the late 90s still shapes the theoretical debates of your field, and no graduate student’s literature review is complete without addressing her scholarship. She has been in the department longer than anyone else and is therefore a repository of institutional memory and knowledge. She and Gregory feuded over methodological approaches when he
was first hired, and neither has spoken since. This feud caused a rift in the department. Sorina’s name comes up in just about every conversation you have with other faculty members as someone they go to for information about the history of the department and origins of policies, or when they just want to gossip about another faculty member. Sorina announced last year that she plans to retire at the end the next academic year.

**Lamar Brenner**
Lamar is a non-tenured full-time faculty member in your department. Though he lacks tenure status and cares little for the pretenses of his research-oriented colleagues, he has been in the department for nearly fifteen years and delights at seeing generations of students pass through. A few years ago, he was tapped by the administration to lead the development of a new pedagogy initiative designed to make college more accessible to first-generation students. The initiative was wildly successful, and for his efforts he received your institution’s highest teaching commendation. The other faculty in the department report that they always go to him for any questions they have about undergraduate student policies or advising. He often serves as ‘mediator’ during faculty meetings, and although some faculty members do not see the value of keeping this “mere-teacher” around, they are a minority and just about everyone seems to like Lamar.

**Brenda Green**
Brenda is a new tenure-track hire whom your department managed to recruit from her previous position as an assistant professor at a more prestigious school. Brenda has been very vocal since her arrival about the treatment of non-tenure track faculty in your department, often accusing the department chair and university administration of contributing to the “neoliberal precaritization of the profession.” At the most recent faculty meeting, the exchange between her and the department chair got so heated that the meeting ended early, after which she sent an email to the entire department excoriating the chair, promising to never attend another faculty meeting, to which the chair sent her own fiery response. The other faculty members you spoke to frequently bring her up and you have heard an even mix of displeasure and excitement about the tensions in the department since her arrival.

**Cecilia Banks**
Cecilia is a part-time non-tenured lecturer in your department who manages to scrape together just enough classes from your campus and the neighboring regional school to make ends-meet each semester. Though she is not around much in the halls of the department, her name came up in a few of your conversations with other faculty members, one of whom attends a Judo class with her on weeknights and another who reports that they practice their faith in the same congregation. Recently, she sent an email to the faculty listserv and organized a department happy hour. Though the happy hour was only attended by a handful of faculty members, those who went reported having a lot of good conversations about teaching and the department, and they even plan to ask the department chair for funds to make it a formal event going forward.