

Administration in Higher Education

Higher Education 552

Pennsylvania State University

Fall 2012

Professor: Beverly Lindsay, Ph.D., Ed.D.

Office Hours: 1:15 to 2:15 & 5:30 to 7 p.m. (Tuesday)
By Appointment (Other Times)

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“Let us, on both sides, lay aside all arrogance. Let us not, on either side, claim that we have already discovered the truth. Let us seek it together as something which is known to neither of us. For then only may we seek it, lovingly and tranquilly, if there be no bold presumption that it is already discovered and possessed.” (John DeGioia, President of Georgetown University, quoting St. Augustine cited in *Inside Higher Education* May 5, 2012)

“If we allow coarseness, anger – even hatred – to stand for civil discourse in America, we violate the sacred trust that has been handed down through the generations beginning with our Founders. The values that hold us together as a people require nothing less than eternal vigilance. This is our moment to stand for the values of civility in our engagement with one another.” (John DeGioia, President of Georgetown University, cited in *Inside Higher Education* May 5, 2012)

“We hold these truths to be self-evident, that all Men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty, and the Pursuit of Happiness” (A Declaration by the Representatives of the United States of America, in General Congress Assembled, July 4, 1776).

“The *Los Angeles Times* announced ‘Occidental College President John Brooks Slaughter to Retire’ and described him as one of the most prominent African-American leaders in higher education. Slaughter said, ‘I don’t recall [Charles Young of UCLA] his being identified as one of the most prominent white leaders in higher education. Chuck is a good friend and was great at UCLA, but this is just another example of how far we still have to go’ ” (Occidental College Present and {former Chancellor, University of Maryland-College Park) John Slaughter in Art Padilla, *Portraits in Leadership*, 2005, p. 167).

“If one morning I walked on top of the water across the Potomac, River,
The headline that afternoon would read ‘President Can’t Swim.’ ”
(Lyndon B. Johnson).

As you may know, for a variety of reason, very limited support staff and graduate student assistance are available. Hence you will be responsible for retrieving and locating various readings, although many are online sources. Select pieces may be distributed in the seminars. Various course readings can be accessed directly via the appropriate websites. Required and supplemental readings are both included. [Various readings **will not** be specifically discussed during the seminars; however, they will be useful for background information and your individual task forces.] Select material may be added during the semester. Others can be accessed directly through the appropriate web sites, J-Stor, ProQuest, and the like. Given the request from previous Penn State graduate students, which I have taught, you may also order and/or retrieve books and other material (identified in the syllabus) from on-line web sites like Amazon.com or Rent Textbooks.

Required Texts:

Harper, Shaun and Jackson, Jerlando (eds – 2011). *Introduction to American Higher Education*. New York: Routledge. This volume and others can be ordered via Amazon.com or similar sites since previous Penn State students have requested that they order in this mode because books/journals ordered via Penn State arrived late or never appeared.

Mortimer, Kenneth and Sather, Colleen (2010) *The Art and Politics of Academic Governance*. Lanham, MD: Roman and Littlefield – Preface, Introduction, and Chapter One – Online with Amazon.com and American Council on Education.

The following texts and/or portions thereof will be required:

Padilla, Arthur. (2005) *Portraits in Leadership: Six Extraordinary University Presidents*. American Council on Education (ACE) Praeger Series on Higher Education. Westport CT: Praeger. 2005

Bower, Beverly L. and Wolverson, Mimi. (2009). *Answering the Call: African American Women in Higher Education Leadership*. Sterling, VA: Stylus Press.

Major Course Objectives:

1. Elucidate current illustrations of major university administrative issues;
2. Examine standard conceptual frameworks and paradigms of administration from the higher educational, sociological, psychological, and business administration literature;
3. Explore patterns and styles of leadership and power relations;
4. Investigate and present solutions to concrete university administrative challenges and problems for various types of colleges and universities -- research universities, urban doctoral universities, campuses of state university systems, Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), liberal arts colleges, and two-year institutions;
5. Document and prepare future administrators for crises affecting universities and university crises;

6. Elicit illustrations of students' desired career options and the specific challenges therein; and
7. Portray humanistic, equity, and social justice perspectives for new paradigms and applied policies and programs within the academy through biographical and case studies and via the tenets of the United States Declaration of Independence and Constitution and Universal Declaration of Human Rights. Hence individuals and domestic and global societies may move from their comfort perspectives toward innovative and multi- and interdisciplinary paradigms and public policies.

Seminar Format: Lectures, Socratic Modes, Discussions, and the like. The Socratic Methods mean that students will have read the material and are prepared for discussion, to raise questions, and to engage with peers and the professor. Graduate study is a self-directed process where new sound interpretations occur and/or new knowledge is produced.

Modifications of material will occur during the semester; and, as possible, notifications of readings and/or assignments will occur one week ahead of time.

In all seminars, co-curricular endeavors, and communications, rules of etiquette are to be observed.

The significant portions of the text, *Introduction to American Higher Education* will concentrate on the subsections: a) organizations, leadership and governance; and b) policy. The volume includes a number of major articles and chapters from the past twenty or so years to the present that feature a range of administrative matters blended with conceptual frameworks and applied matters.

The select sections of *The Art and Politics of Governance* explicate macro level matters affecting university administration by blending conceptual perspectives with concrete illustration of contemporary American universities. In particular, the frameworks will mesh with those of concrete matters that affected the presidents discussed in *Portraits In Leadership* and selections from Beverly Bower and Mimi Wolverton's, *Answering the Call: African American Women in Higher Education Leadership*. (Sterling, VA: Stylus Publishing, 2009).

The required texts, *Portraits in Leadership: Six Extraordinary University Presidents*, and/or *Answering the Call: African American Women in Higher Education Leadership* highlight the comprehensive administrative matters within postsecondary education and the roles of college and university presidents.

The case studies in the former volume focus on Clark Kerr, William Friday, Theodore (Ted) Hesburgh, John Brooks Slaughter, William Bowen, and Hanna Holborn Gray. After discussing the nature of their presidencies, we will concentrate on specific achievements and challenges during their administration *and* the influences of particular entities. For example, the roles of the governor and Board of Regents will be examined after the Clark Kerr case study at the University of California. Complexities of multi-campus systems including the legislature and financial allocations are explored in the case study of William Friday of the University of North Carolina. The salience of communication with multiple constituents (for example, university faculty, alumni, Catholic and religious groups, athletic boosters, and government agencies) will

be analyzed regarding Ted Hesburgh of Notre Dame. The influence of enhanced undergraduate education, NCAA Division I athletics, racism, and national media will be analyzed after our examination of John Brooks Slaughter at the University of Maryland and Occidental College. Overt and covert features of sexism, the “third sex”, and cultures of elite private universities will be explored in relation to the case study of Hanna Holborn Gray at the University of Chicago. The university administrative and cultural credibility accorded to European American men presidents, capital campaigns, and internal university fiscal affairs will be examined via William Bowen at Princeton.

In the latter volume, current and/or former presidents include Marvalene Hughes (former President of Dillard University and California State University, Stanislaus), Yolanda Moses (former President of City College of New York and current Associate Chancellor for Diversity, Excellence, and Equity at the University of California-Riverside and former President of the American Anthropological Association), Beverly Daniel Tatum (President of Spelman College), Jerry Sue Thornton (President of Cuyahoga Community College), and Belle Wheelan (President of the Southern Association of Colleges and Schools and former President of Northern Virginia Community College). Each of these women has been the “first” in terms of gender and/or race in postsecondary education executive positions.

Students will volunteer to select at least two of the presidents in one and/or both of the volumes and be responsible for presenting salient information therein.

These two volumes explicate the range of internal and external administrative and executive matters in universities ranging from department/divisions – colleges/schools – executive offices of vice presidents/vice chancellors and Chancellors/Presidents. They integrate conceptual/theoretical frameworks and applied illustrations.

As in past years, we focus throughout the semester on a president as s/he assumes her/his new position. We will also focus on university presidents and executives who has been in office for five or more years in order to ascertain how opportunities and challenges were made under her/his administration.

This semester, we follow President Ann Weaver Hart of the University of Arizona(UA), who assumed the presidency on July 1, 2012. She is the first woman president of the University after having served at the President of the Temple University and the University of New Hampshire. She completed her PhD at the University of Utah and voices her enthusiasm about returning to the Western part of the United States. We study her presidency because it is rare that a woman of her generation has held three presidencies of comprehensive research universities, two with medical schools that pose particular challenges. Various videos and postings of the new presidency will appear throughout the semester on President Hart.

We will also follow President Christina Hull Paxson, who assumed the presidency of Brown University on July 2, 2012. Previously, she was Dean of the Woodrow Wilson School of Public and International Affairs at Princeton University where she rose through the ranks to become Professor and Dean. As an economist, she focuses on a range of domestic and international economics ranging from the aftermath of Hurricane Katrina to World Bank projects in emerging nations. Her presidency is also notable because she is the successor to Brown University

President, Ruth Simmons. Similar to the website of UA, videos and postings will appear on Brown's websites of President Paxson.

Both of these women presidents rose through the ranks from department chairs to deans to Vice Presidents to Presidents. Hence their trajectories illustrate the range of administrative matters at various ranks. Both, of course, are renowned scholar and executives who also operate with a range of external constituents including state and federal governments, international organizations, and other nations.

We will view President Barack Obama's May 2012 Commencement addresses at Barnard College and the Air Force Academy, along with other important webcasts and videos of speakers addressing university administrative matters.

Eminent current and former university/college speakers include those from a comprehensive research university, an urban doctoral university, a liberal arts college, Historically Black College and University (HBCU), and a major English university. The presentations of the college and university executives are based upon their schedules; hence the various topics in the particular seminar do not always coincide exactly with components of their presentations. Objectives of the weekly seminars mirror the general foci and order as presented previously on pages two and three. We will discuss Board of Trustees/Regents/Advisors and private universities, for example, at various times in light of announced Board of Trustees meetings and itineraries of individual university executives.

Requirements and Evaluation:

1. Participate in all seminar and required co-curricular activities.
2. Engage in team projects to address concrete challenges in the academy – team projects begin after sufficient exposure to critical administrative matters and conceptual frameworks -- Team written project submitted by final day of seminar since there is no final examination and/or paper. Hard copy must be provided.
3. Design and/or write and present innovative individual project submitted **no later than two weeks after your oral presentation OR December 4th** if your oral presentation was voiced during the previous two seminar meetings. Hard copy must be provided.

Today, all graduate students in this course/seminar have an "A." Your challenge is to maintain the "A."

Each of the preceding items is evaluated as one-third of the seminar requirement. If it is necessary to miss one graduate seminar, the professor is to be notified. Missing multiple seminars will lower the overall course evaluation. For example, if a student's grade is an A- and s/he misses two seminars, the grade will become a B+. (Missing multiple seminars due to professional work assignments or dormitory problems are not valid reasons. Certainly, if someone has emergency surgery, gives birth to a baby, or similar circumstances, these are valid reasons).

If students arrive more than 10 minutes late on two or more seminar, s/he will be deemed as having attended one-half of the seminar.

For item 2, each team member must contribute to the development and writing of the project and must make notable oral statements during the group presentations. If a team member is not participating fairly and fully, the professor is to be notified of any serious infractions rather than complaints such as arriving at a team meeting 5 minutes late or copying 9 rather than 10 pages of an agreed upon team article. Item 2 Task Forces (Team Projects) will be assigned and commence after sufficient exposure to literature and conceptual frameworks of administration in higher education. Such assignments are normally disseminated five to six weeks or so into the semester.

For items 2 and 3, the evaluation criteria will be based upon those of the American Sociological Association (ASA) and American Educational Research Association (AERA). The criteria are: a) objectives/purposes; b) significance/importance of problem/issue; c) conceptual – theoretical - policy framework; d) data sources; e) findings – conclusions- synthesis – recommendations/summary; f) style of delivery – presentation – clarity; and g) responsiveness to comments and questions.

The use of audio, visual, cyber, and the like technological mechanisms will be utilized for presentations and recorded within this graduate seminar. These recordings will be posted on a web site for the seminar students and the guest presenters for viewing for approximately two weeks – as/if logistical support is provided by the Higher Education program. The professor will not repeat lectures in her office or devote additional seminar time to material that was covered sufficiently when a student(s) arrived tardy.

You may use your notebook, netbook, etc to take notes and to search and/or view material that is directly related to the seminar ONLY. You are **not** to check e-mail, chat, or engage in other digital/electronic modes. Cell phones, text messages, and the like are **not** to be used during the seminars.

You may leave telephone voice mail messages that I check several times a week when at the University. Include your telephone number and the nature of your call. Also, note there is insufficient space and related conditions in my current Penn State office. Hence you may/will have to bring in a chair and/or stand during consultations.

For all endeavors in this course, see the attached statement on academic integrity. All inappropriate discriminatory, defamatory, or the like comments – that I hear or are reported directly to me – will be reported to the Dean of the College of Education, David Monk, and/or other Pennsylvania State University officials, and appropriate others.

Note the following weekly outline that may be modified as appropriate. If readings or assignments are not completed in a particular session, normally they will continue in the following one or two weeks. If notable modifications occur, normally students will be notified at least one week in advance.

August 28th -----

and September 4th -----

Explicating Current Illustrations of Major University Issues

Introduction, Syllabi, and Course Evaluation Requirements and Evaluation of Professor Lindsay (Written Evaluations of Dr. Lindsay conducted by Charles Gibson, Teaching Assistant, at end of semester).

National Anthem sung by Whitney Houston

Carroll, Jon. *Failure is a Good Thing*. National Public Radio. *This I Believe*. Aired October 9, 2006). Retrieved August 22, 2012.

[<http://www.npr.org/templates/story/story.php?storyId=6196795>]

DVD: Inauguration of Dr. Mildred Garcia, President of California State University, Dominguez Hills

- Salient Generic Issues in University Administration from Perspectives of Various Audiences and Constituencies – The Penn State Overarching Matter, Jerry Sandusky
- The Public Board of Trustees/Regents/Visitors Meetings
- The Roles of Applied Policy Research in Universities
- The Nature of Communication, Conflict Resolution, and Intellectual and Scholarly/Professional Growth
- Raison d'etre of Universities

Audio and/or Readings:

Highlights of United States Declaration of Independence and Constitution

Podcast: President Barack Obama, “Obama Barnard College May 2012 Commencement Speech.” [www.youtube.com – Retrieved August 15, 2012] and/or “Obama Air Force Academy May 2012 Commencement Speech” [www.youtube.com – Retrieved August 14, 2012]

“A Message from Temple University President Ann Weaver Hart, “ [www.youtube.com/watch?] Retrieved August 14, 2012

“President Ann Weaver Hart Responds to Governor’s Budget Proposal,” [www.youtube.com/watch?] Retrieved August 14, 2012

“Ann Weaver Hart to Step Down as Temple University President” [www.newsworks.org/index/php/the-feed/item/26283] Retrieved August 14, 2012

Penn State University Organizational Chart

September 14th OR November 16th Required Attendance at Penn State Board of Trustees Meeting OR Attendance at the actual Board meeting at Another University-College (e.g., Juanita, Lock Haven, Villanova, Bryn Mawr, Carnegie Mellon, University of Delaware, Harrisburg Area Community College, etc.) Board of Trustees/Regents meeting. You may also opt to participate in an active videoconference live meeting where you can offer comments or raise questions. You cannot simply view an online board meeting; rather this assignment is designed to provide interactive observations. Dr. Lindsay will report on her interviews and observations with University Boards and Presidents, most recently at Dillard University, a liberal arts university in New Orleans. One “normally” scheduled seminar may not be convened in lieu of the Board attendance.

September 11th -----

Explicating Current Illustrations of Major University Administrative Issues

- Conceptual Perspectives of Academic Administration and Organization by Educators
- Conceptual Perspectives of Academic Administration and Organization by Sociologists
- Continuation of Discussions from August 28th
- Public Faces of Board of Trustees/Regents/Visitors

Readings and/or Podcasts:

“Ann Weaver Hart Named as 21st President of UA,” [www.arizona.edu/features/ann-weaver-hart/] Retrieved August 14, 2012

“Hart Shares Immediate Goals, Outlook for UA” (includes salary and benefits package) [www.wildcat.arizona.edu/article/2012/07/Hart-shares] Retrieved August 14, 2012

“Conversation with UA’s New President” [https://originals.azpm./org/p/on-azweek/2012/7/13] Retrieved August 14, 2012.

“New U of A President Eager to Improve Higher Education,” [www.kzz.org/content/1207/new-u-president] Retrieved August 14, 2012

“Economist Christina Hull Paxson Elected 19th President of Brown University,” [news.brown.edu/pressreleases/2012/03/paxson] Retrieved August 14, 2012

“Video of the Announcement and Welcome for Christina Paxson, 19th President of Brown,” [brown.edu/about/administration/president/announcement/video] Retrieved August 14, 2012.

Readings:

Padilla, Arthur. *Portraits in Leadership*. Chapter I – “Introduction” and Chapter Two – “The University as a Complex Organization”

You are required to attend the Penn State University Board of Trustees meeting on September 14th or November 16th. This may be in lieu of a future regularly scheduled time. Remember that Board meetings of other college or universities can also be used. Students may wish to attend a Board meeting of their alma mater or a university where they are currently working or were formerly employed. This must be a college and/or university-wide body, not for an entity within the college or university like an Advisory Board for a College of Health Sciences within an overall university.

During recent years, the PSU Board has changed the time for beginning the meetings. We will be able to ascertain this time prior several days before the meeting. Normally you should arrive in the Board Room at the Nittany Lion Inn no later than approximately one-half hour or so before the meeting begins. You must stay for at least one and one-half hours or more in order to listen to at least two to three presentations. As you are aware, the PSU Board continues to face a range of challenges emanating from the Jerry Sandusky situation.

September 18th -----

Explicating Current Illustrations of Major University Administrative Issues with initial emphasis on urban doctoral universities

- Conceptual Perspectives of Academic Cultures *and* Comparative Perspectives of University Matters
- Lay, Sociological, and Political Perspectives of Culture
- Concrete examples and comparisons to current university illustrations cited in the media

Discussion of Penn State University Board of Trustees meeting and Lindsay’s Highlights of Board of Trustee presentations and/or interviews with former American Presidents/Chancellors, Provosts/Vice Presidents for Academic Affairs, and Deans

Readings:

Padilla, Arthur. *Portraits in Leadership*. Chapter Three – “Leadership”
Tierney, William G. “Organizational Culture in Higher Education,” in Harper, Shaun and Jackson, Jerlando

Penn State University Organizational Chart

September 25th -----

Explicating Current Illustrations of Major University Administrative Issues

Guest Speaker: Dr. Antoine Garibaldi, President of the University of Detroit-Mercy, former President of Gannon University of Pennsylvania, and former Provost of Howard University. Dr. Garibaldi was also a Senior Program Director of Higher Education in the United States Department of Education.

Continue Discussions and Readings of September 11th including explication and analyses of Penn State University Board meeting.

Initial Preliminary Discussion Individual and/or Team Projects

Readings:

Padilla, Arthur. *Portraits in Leadership*. Chapter Four – “Prologues to the Cases”

Bower, Beverly and Wolvertnon, Mimi. *Answering the Call*, Foreword and Chapter One – “The Realities of African American Women in Higher Education Leadership”

Birnbaum, Robert, “Problems of Governance, Management, and Leadership in Academic Institutions,” in Harper, Shaun and Jackson, Jerlando, *Introduction to American Higher Education*.

Etzioni, Amitai. “Administrative and Professional Authority” as quoted in Birnbaum, Robert, “Problems of Governance, Management, and Leadership in Academic Institutions,”

September 25th and October 2nd -----

Analyzing Patterns and Styles of Leadership and Power Relations

- Change and Status Quo Leaders
- Overt and Covert Power Deals
- Gender and Sexual Politics
- Equity and Fairness

Readings:

Padilla, Arthur. *Portraits in Leadership*. Chapter Five – “The Berkeley Quaker” and Chapter Six – “The Catcher from Dallas, North Carolina”
And/Or

Bower, Beverly and Wolverton, Mimi. Chapter Five, “Making Things Happen” (Yolanda Moses)

Etzioni, Amitai, “Administrative and Professional Authority”

Lindsay, Beverly (forthcoming 2013). “Alternative Prospects for University Leadership and Perceptions of Career Options by Future Professionals,” *American Journal of Education*.

Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges and Problems for Liberal Arts Colleges;

Analyzing Patterns and Styles of Leadership and Power Relations

Continue Discussions and Readings from September 25th

Readings and Viewings:

Orton, J. Douglas and Weick, Karl E. “Loosely Coupled Systems” in Harper, Shaun and Jackson, Jerlando

October 9th -----

Analyzing Patterns and Styles of Leadership and Power Relations;

Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges and Problems for Comprehensive Research Universities

Video Presentation of Commencement Address of President Barack Hussein Obama at the Air Force Academy

- Internal and External Factors Affecting Governance (e.g., Boards, State Legislatures, Governors, City Council)
- The Landscape with Other University Partners and/or Competitors
- Professional Organizations and Accrediting Bodies
- Covert and Overt Political Realities and Nuances

- ❖ Task Force Florida A&M University
- ❖ Task Force Pennsylvania State University
- ❖ Task Force Syracuse University
- ❖ Task Force Emory University and/or University of Colorado-Medical Center Denver – if needed

Continue Discussions and Readings of October 2nd

Readings:

Padilla, Arthur. *Portraits in Leadership*. Chapter Seven – “God, Country, Notre Dame, Father Ted” and

Chapter Ten – “Hanna Holborn Gray: The Second Woman”

Bowen, Beverly and Wolverton, Mimi. Chapter Six – “Choosing a Commitment to Change” (Beverly Daniel Tatum)

October 16th

Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges and Problems for Comprehensive Research Universities and Federal Agencies

Guest Speaker: Dr. John Brooks Slaughter, former Chancellor of the University of Maryland-College, Park, former President of Occidental College – Los Angeles, and former Director of the National Science Foundation (NSF). Currently, Dr. Slaughter is Professor of Higher Education and Engineering at the University of Southern California. Dr. Slaughter is one of the featured presidents in Arthur Padilla’s volume, *Portraits in Leadership*. Dr. Slaughter was at the helm of the University of Maryland and at the NSF when a number of challenging situations emerged.

Readings: Padilla, Arthur. *Portraits in Leadership*. Chapter Eight – “Lenny, Lefty, and Chancellor Slaughter”

Continue Discussions and Readings from October 9th

- Salience of Race, Gender, and Other Visible and Invisible Demographic Characteristics
- The Illusion of Inclusive Agendas and Processes and Moving Beyond Illusions
- Viable Leadership Options
- Athletic Challenges

Readings:

Views from the Presidency: Leadership in Higher Education.

Padilla, Arthur. *Portraits in Leadership*.

Chapter Eleven – “Lessons, Conclusions, and Implications”

Lindsay, Beverly (2001) “Forging New University Initiatives in the Twenty-first Century: Women Executives and Equity” Lindsay, Beverly and Justiz, Manuel J. (Eds.), *The Quest for Equity in Higher Education*, 229-255. Albany, NY: SUNY Press.

Presentation of Individual Oral Projects and Preliminary Task Force Plans of Action for Task Forces

October 23rd -----

Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges and Problems at Two-Year Colleges

Continue discussions from October 16th

Readings and Videos:

White House Summit on community Colleges and Dr. Jill Biden
[www.whitehouse.gov/communitycollege] Retrieved August 20, 2012
American Association of Community Colleges 21st Century Initiative [www.aacc.nche.edu – Retrieved august 1, 2011]

Bower, Beverly and Wolverton, Mimi, Chapter Seven “Energized for the Hard Work of Leadership” (Cuyahoga Community College)

Moltz, David. “Who are Community College Trustees?” *Inside Higher Education*, April 6, 2009 [Retrieved August 22, 2012]

View: NBC Television Show, *Community*, a comedy about community colleges and a group of students who attend (This endeavor occurs outside the seminar).

Continue Discussions and Readings of October 16th
Presentations of Individual Oral Projects

October 23rd and October 30th -----

Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges at a range of two-year, baccalaureate, and doctoral universities in light of disasters and emergencies.

Podcast:

“Presidential Wisdom from Harry S. Truman,” [www.npr.org/player/v2/media/player.html]
Retrieved August 14, 2012

Presentations of Individual Oral Projects

Preliminary Task Force

- Hurricane Katrina and New Orleans Universities
- Domestic/International Disruptions – July 2005 in London and 2011 in Oslo, Norway
- Pragmatic Options by Various Internal and External College and University Audiences and Constituencies
- Fiscal and Political Crises

DVD: *Katrina Presentation*

Readings:

Bower, Beverly and Wolverton, Mimi. Chapter Four, “Finding Purpose Through Meaningful Leadership,” (Marvalene Hughes, Dillard University-New Orleans)

Lindsay, Beverly. “Universities and Global Diversity in a Geopolitical Era,” Sections on universities in New Orleans [www.bristol.ac.uk – Retrieved July 20, 2011]
Report of an AAUP Special Committee. *Hurricane Katrina and New Orleans Universities*.

November 6th -----

Presentation by Professor Sir Peter Scott, Institute of Education-University of London and former journalist for *The Guardian*. Professor Scott is the former Vice Chancellor (equivalent to an American university president) of Kingston University and former Editor of *The Times Higher Education Supplement*. He is Chair of the Council of the University of Gloucestershire.

Readings:

Continue Discussion and Readings of October 30th and work on Task Forces assignments

Presentations of Individual Student Oral Projects

November 13th -----

Exploring and Presenting Administrative challenges at World Renowned Research University

Readings:

Schmidtlein, Frank a. and Berdahl, Robert O. “Autonomy and Accountability: Who Controls Academe?” in Harper, Shaun and Jackson, Jerlando

Lindsay, Beverly and Blanchett, Wanda. “Preface to the New Decade,” in Beverly Lindsay and Wanda J. Blanchett (2011). *Universities and Global Diversity*. New York and London: Routledge.

Blanchett, Wanda and Lindsay, Beverly (2011). “Universities and Global Diversity: Movement Toward Tomorrow”

Presentations of Individual Oral Projects
Continue Discussions and Preliminary Task Force Plans for Action for Public and Private Doctoral Universities

Preliminary Task Force Presentations

November 27th -----

Comprehending Current and Future Administrative Roles and Challenges

Presentations of Individual Oral Projects
Presentations of Penultimate Task Force Report(s) on Comprehensive Universities
Discussions Regarding Students’ Desired Career Options and Their Ability to Pursue the Subsequent Challenges

- Penultimate Task Force Presentation(s)
- Public Engagement Roles of Colleges and Universities

Reading:

Mortimer, Kenneth and Sather, Colleen (2010) *The Art and Politics of Academic Governance*. Lanham, MD: Roman and Littlefield – Preface, Introduction, and Chapter One – Online with Amazon.com and American Council on Education. These chapters provide comprehensive perspectives on administrative and governance matters that affect “Administration in Higher Education.” Dr. Mortimer was previously a professor of Higher Education at Penn State and has

been the President of two universities – the University of Hawaii and Western Washington University.

December 4th and December 11th -----

*Comprehending Current and Future Administrative Roles
Eliciting Illustrations of Desired Career Options and the Specific Challenges Therein
Presenting Humanistic, Equity, and Social Justice Perspectives for New Paradigms and Applied
Policies and Programs within the Academy*

- Final Task Force Presentation(s)
- Final Comments, Questions, and Review of Contemporary Administrative Matters in Higher Education
- Evaluation of Professor Lindsay
- Reception by/for Seminar Students and Guests

Reading:

Mortimer, Kenneth and Sather, Colleen (2010) *The Art and Politics of Academic Governance*. Lanham, MD: Roman and Littlefield – Preface, Introduction, and Chapter One – Online with Amazon.com and American Council on Education. These chapters provide comprehensive perspectives on administrative and governance matters that affect “Administration in Higher Education

Podcast:

“I am Still the Greatest,” by Mohammed Ali. National Public Radio, Aired April 6, 2009. [www.npr.org/template/story] Retrieved August 23, 2012.

Reminder: Written Team Projects are due December 11th. Individual Student Projects are due on December 4th at the end of the seminar in light of the guidelines pertaining to submission of individual paper. For example, if a student presents on October 30th her/his paper is due no later than November 13th. If s/he presented on November 27th, the project is due on December 4th.

Task Force Reports are due on December 11th no later than the close of the seminar. Late reports are not accepted!