

Administration in Higher Education
Higher Education 552
Pennsylvania State University
Fall 2009

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

Office Hours: 1:15 to 2:15 & 5:30 to 6:30 (Tuesday)
12:15 to 2:15 p.m. (Wednesday)
By appointment

Office: 400 Rackley
Telephone: 814-865-8278

I don't care if the United States gets the first man on the moon, if while this is happening on a crash basis we dawdle along here on our corner of the earth nursing our prejudices, flouting our magnificent Constitution, ignoring the central moral problem of our times, and appearing hypocrites to all the world (University of Notre Dame President and Father Ted Hesburgh, in Art Padilla, *Portraits in Leadership*, 2005, p. 138).

The *Los Angeles Times* announced 'Occidental College President John Books 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).

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).

Never let your ego get so close to your position that when your position goes, your ego goes with it (Colin Powell, undated).

Perpetual optimism is a force multiplier (Colin Powell, undated).

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).

Various course Readings Are on Electronic Reserve and/or Angel. Others 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.] In addition, some of the readings are attached to this syllabus and others will be distributed in the seminars. Staff assistant, Ms. Angela Packer and/or the doctoral assistant should have all material on reserve within the next couple of weeks. 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 or Amazon.com.

Required Text: Padilla, Arthur. *Portraits in Leadership: Six Extraordinary University Presidents*. American Council on Education (ACE) Praeger Series on Higher Education. Westport CT: Praeger. 2005. The volume should be in the Penn State bookstore. It can also be ordered via Amazon.com or similar site since past Penn students have requested that they order in this mode because books/journals ordered via Penn State arrived late or never arrived.

Major Course Objectives:

1. Explicate current illustrations of major university administrative issues;
2. Examine standard conceptual tenets of administration from the higher educational, sociological, psychological, and business administration literature;
3. Analyze patterns and styles of leadership and power relations;
4. Explore 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), liberal arts colleges, and two-year institutions;
5. Recognize 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. Present 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 – In all seminars, co-curricular, and communications, rules of etiquette are to be observed. Modifications of material will occur during the semester; and, as possible, notifications will occur one week ahead of time.

The required text, *Portraits in Leadership: Six Extraordinary University Presidents*, highlights the comprehensive roles of college and university presidents. The case studies in the 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.

Readings will also include two chapters focusing on Shirley Jackson, President of Rensselaer Polytechnic Institute and Shirley Strum Kenny, immediate former President Stony Brook University of New York in *Views from the Presidency: Leadership in Higher Education* by Francis L. Lawrence. Shirley Jackson, a physicist, is one of the select women scientists heading a comprehensive research university wherein various broad changes have been initiated amid faculty resistance to various initiatives. Shirley Kenny, was one of the longest serving presidents of a comprehensive research university, focused on scholarship in the humanities.

As in past years, we focus throughout the semester on a president as he assumes his new position. **This semester, we follow President Samuel Leonard Stanley, Jr. of Stony Brook University.** President Stanley’s background is somewhat unique since he is a medical doctor and immediate Vice Chancellor for Research at Washington University in St. Louis, Missouri. He spent much of his career at Washington University and primarily focused on medical and research matters and as a practicing physician, rather than the broader range of issue facing academic administrators who are Provosts and/or Vice Presidents of Academic Affairs.

We will view President Barack Obama’s 2009 Commencement address at Notre Dame University and other important webcasts and videos of speakers addressing university administrative matter. Eminent university/college speakers include those from a comprehensive research university, an urban doctoral university, and a two-year college executive. 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 oral presentation OR December 2nd** if oral presentation made during previous two seminar meetings. Hard copy must be provided.

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, H1N1 influenza, or the spouse/partner has a baby, then that is valid).

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.

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.

At this time, I still do not have access to Penn State e-mail. You may leave telephone voice mail messages that I check several times a week when at the University. If the question regards class materials and related topics please direct inquiries to Mr. Nate Sorber [nms236@psu.edu]. Include your telephone number.

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. If notable modifications occur, normally students will be notified at least one week in advance.

August 26th

Explicating Current Illustrations of Major University Issues

Introduction, Syllabi, and Course Evaluation Requirements and Evaluation of Professor Lindsay

“Mystery Donor Give \$5 million to NYC School,”
google.com/hostednews/ap/article/AleqM5jFLD [Retrieved April 30, 2009]

Carroll, Jon. *Failure is a Good Thing*. National Public Radio. *This I Believe*. Aired October 9, 2006). Retrieved August 22, 2007
[<http://www.npr.org/templates/story/story.php?storyId=6196795>]

Dr. Richard Brodhead began his tenure in 2004 as the president of Duke University, after his Yale University career as a professor of literature and Dean of the Undergraduate College.

CD Presentations by: Duke University President Richard Brodhead -- “Public Conference Regarding the Announcement of Selection of Duke University” (December 2003); President Brodhead “News Conference at Eve of Beginning Duke Presidency” (June 30, 2004); “Duke President Calls on Higher Education Leaders to Speak Out about Their Mission,” Presentation on February 6, 2007
http://www.dukenews.duke.edu/2007/02Brodhead_NAICU.html (Retrieved August 15, 2007).

- Salient Generic Issues in University Administration from Perspectives of Various Audiences and Constituencies
- 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

Podcast: Board of Trustees Meeting on the Formal Approval of E. Gordon Gee as President of Ohio State University (Retrieved: August 22, 2007 -- www.osu.edu/presidentelect/video.php)

Readings:

Highlights of United States Declaration of Independence and Constitution

September 11th OR November 6th 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, etc.) Board of Trustees/Regents meeting. Dr. Lindsay will report on her interviews and observations with University Boards and Presidents. One “normally” scheduled seminar will not be convened in lieu of the Board attendance.

September 2nd -----

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 26th
- Public Faces of Board of Trustees/Regents/Visitors

Podcast:

President Barack Hussein Obama, “Obama Notre Dame University May 2009 Commencement Speech.”

Reading:

By Beverly Lindsay – *The Chosen: The Jewish Problem at Harvard University* – Karabel, Jerome pp. 94-97. (Boston: Houghton Mifflin, 2005).

Stony Brook Press Releases on Appointment of Samuel Stanley as President
[<http://stonybrook.edu/pres/>].

Jaschik, Scott. “Happy but Not Looking to Be the Chief,” *Inside Higher Education*, February 9, 2009 [Retrieved April 14, 2009]

Readings:

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

Dill, David D. “The Management of Academic Culture: Notes on the Management of Meaning and Social Integration”

September 9th-----

Presentation by Dr. Dwight Allen, Eminent Scholar Emeritus of Educational Reform at Old Dominion University, who is world-renowned for his work on distance education. He is a former Dean of the School of Education at the University of Massachusetts, Amherst. He has engaged in a range of educational endeavors in over 70 countries. Currently, he is a Senior Consultant with the Bill and Melinda Gates Foundation. He will address a comprehensive range of contemporary and futuristic matters affecting domestic and international higher education. Dr. Allen earned his EdD at Stanford University.

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 Highlights of Interviews with former American Presidents and Chancellors

Readings:

Padilla, Arthur. *Portraits in Leadership*. Chapter Three – “Leadership”
Richardson, F. C., “The President’s Role in Shaping the Culture of Academic Institutions”
NPR Audio Clip for Series “This I Believe” -- Gingrich, Newt. “The Willingness to Work for Solutions,” (June 27, 2005)

You are required to attend the Penn State University Board of Trustees meeting on September 11th or November 6th. This will be in lieu of a future regularly scheduled time. Remember that Board meetings of other college or universities can also be used. For PSU meetings, you should arrive in the Board Room at the Nittany Lion Inn no later than 8:15 a.m. and stay until approximately 10 or 10:30, depending upon the presentations during that time.

September 16th -----

Explicating Current Illustrations of Major University Administrative Issues

Continue Discussions and Readings of September 9th including explication and analyses of Penn State University Board meeting.

Initial Preliminary Discussion of Team and Individual Projects

Readings:

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

Cameron, Kim S. “Organizational Adaptation and Higher Education”
Etzioni, Amitai. “Administrative and Professional Authority”

NPR Audio Clip for Series “This I Believe,” -- Harry Truman “A Public Man Must Live in the Present” (April 5, 2005)

September 16th and 23rd -----

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”

Birnbaum, Robert. "Understanding Leadership"
Etzioni, Amitai, "Administrative and Professional Authority"
Lindsay, Beverly. "Cross-Cultural Perspectives on Women in Higher Education"
Williams, Damon A. and Wade-Golden, Katrina C. "What Is a Chief Diversity Officer"

September 23rd-----

*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 16th

Readings and Viewings:

The Ohio State University – Office of the President, 2007 – "Gee Take on Gee" Podcast Interview on *Inside Higher Education*. (July 19, 2007)
[<http://insidehighered.com/news/2007/07/19/gee>]

Padilla, Arthur. *Portraits in Leadership*. Chapter Eight – "Lenny, Lefty, and Chancellor Slaughter"

September 30th-----

*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 Cairo University in June 2009

- 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 University of Illinois – Urbana/Champaign
- ❖ Task Force University of Nevada, Las Vegas
- ❖ Task Force Texas A & M University and/or Texas Technological University
- ❖ Task Force Pennsylvania State University
- ❖ Task Force Harvard University – if needed

Continue Discussions and Readings of September 23rd

Readings:

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

Chapter Nine – “Bowen’s Beautiful Mind,” and

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

October 7th

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

Continue Discussions and Readings from September 30th

- 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:

Lawrence, Francis. *Views from the Presidency: Leadership in Higher Education*. Chapter on “Shirley Strum Kenny”

Lawrence, Francis. *Views from the Presidency: Leadership in Higher Education*. Chapter on “Shirley Jackson”

Padilla, Arthur. *Portraits in Leadership*. Chapter Eleven – “Lessons, Conclusions, and Implications”

Moses, Yolanda T. “The Rose of Female Chief Academic Officers in Institutionalizing Cultural Diversity in the Academy”

Lindsay, Beverly “Forging New University Initiatives in the Twenty-first Century: Women Executives and Equity”

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

October 14th-----

Presentation by Dr. Patricia Donohue, President of Mercer County Community College in New Jersey. Dr. Mercer has held a range of executive positions in community colleges to include Interim Chancellor of St. Louis Community College, Vice President for External Affairs and Community Development at Harrisburg Area Community College, and Dean of Business, Engineering, and Technology at the Lebanon Campus. She will provide a comprehensive overview of administration and two-year colleges in different environments. Her PhD was earned from the University of Missouri.

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

Continue discussions from October 7th

Reading:

Moltz, David. "Poking Fun at Community Colleges," *Inside Higher Education*. June 2, 2009.
Moltz, David. "Who are Community College Trustees?" *Inside Higher Education*, April 6, 2009 [Retrieved April 28, 2009]

View: NBC Television Show, *Community*, a comedy about community colleges and a group of students who attend (Hopefully, it will still be on the NBC airwaves).

NPR Audio Clip for Series "This I Believe," -- Errol Morris "There is Such a Thing as Truth" May 2, 2005

Continue Discussions and Readings of October 7th
Individual Student Presentation(s)

October 21st and October 28th -----

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.

October 21st Presentation by Dr. Marcus Martin, who was appointed by Commonwealth of Virginia Governor Tim Kaine to serve on the Secure Commonwealth Panel and as the Vice Chair of the Virginia Tech University Incident Review Panel. He is a Professor of Emergency Medicine at the University of Virginia School of Medicine and the immediate past Chair of the Department of Emergency Medicine. Dr. Martin traveled to Louisiana in the wake of Hurricanes Katrina and Rita to provide emergency medical services. Currently, he is the Vice President and Chief Officer for Diversity and Equity at the University of Virginia. He has a wealth of experience in the academic environment and the larger community on a variety of disasters. He completed his M.D. at Eastern Virginia Medical School.

Preliminary Task Force

- Virginia Polytechnic Institute and State University
- September 11th, July and August 2006 War Between Israel and Hizbollah and Lebanon
- Katrina
- Domestic Disruptions
- Pragmatic Options by Various Internal and External College and University Audiences and Constituencies
- Fiscal and Political Crises

DVD: *Katrina Presentation*

DVD: *Advantage Dillard*

Readings:

Quick Takes, "Virginia Governor Challenges Report on Colleges as Terror Breeding Grounds," *Inside Higher Education*, [Retrieved April 30, 2009]

Sizemore, Bill. "Report: Region May be a Hotbed for Terrorist Recruiting," *Inside Higher Education* [Retrieved April 30, 2009].

Wood, Peter. "Free to Agree," *Inside Higher Education*. March 17, 2009. [Retrieved April 28, 2009]

Quick Takes, "Trustees' Group Clashes with a Board Member," *Inside Higher Education*, April 8, 2009 [Retrieved April 28, 2009]

Anne D. Neal (President of American Council of Trustees and Alumni) Open Letter to John R. Lawson, II a Board of Visitors member at Virginia Tech

Lindsay, Beverly. "Democracy, Terrorism, and University Engagement"

Report of an AAUP Special Committee. *Hurricane Katrina and New Orleans Universities*.

Hasten, Mike. "Universities Preparing for Disasters"

Strom, Stephanie. "Qatar Grants Millions in Aid to New Orleans"

Williams, Marcelette G. "Turning Toward Each Other: The Renewed Commitment of the Land Grant Research University"

November 4th -----

In lieu of attendance at Penn State University Board of Trustees meeting and/or other appropriate College/University Board meeting, this will not be a regularly scheduled seminar.

Readings:

Continue Discussion and Readings of October 21th and 28th and work on Task Forces assignments

Brush, Silla. "Why Race and Education are Still Up in the Air"
Silverstein, Stuart. "Blacks Call UCLA Biased, Seek Overhaul of Admissions"
Powers, Elia. "Reprimand at Penn State"
Redden, Elizabeth. "Racism, Rears Its Head," *Inside Higher Education*, November 16, 2007.

Task Force Informal meetings.

November 11th -----

Exploring and Presenting Administrative challenges at a World Renowned Research University and an Eminent Historically Black College and University (HBCU)

NPR Audio Clip: "Summers Looks Back At Harvard Presidency," June 30, 2006.

Readings:

Hexter, Ralph. J. "Being an 'Out' President," *Inside Higher Education*, January 25, 2007
Pope, Justin. "Summers Discusses Stormy Harvard Tenure"
Bombardieri, Marcella. "Harvard's Major Gifts in Limbo Without Summers: Talk on Donations Worth \$275 Stall"
Stripling, Jack. "Texas Showdown," *Inside Higher Education*, June 15, 2009.
Jaschik, Scott. "Turmoil Over 70 Faculty Layoffs at Clark Atlanta," *Inside Higher Education*, February 9, 2009 [Retrieved April 14, 2009]
Clark Atlanta University Web Pages and Electronic Newsletters

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 18th -----

Comprehending Current and Future Administrative Roles and Challenges

Presentations of Individual Oral Projects
Presentations of Penultimate Task Force Report(s) on Comprehensive Research 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:

Angelo, Jean Marie, "Aiming for 'Higher Ground': Former Duke President Nannerl O. Keohane Looks Back at the Challenges of Leadership in Her New Book -- *Higher Ground: Ethics and Leadership in the Modern University*"

December 2nd -----

Comprehending Current and Future Administrative Roles

- Final Task Force Presentation(s)
- Final Comments, Questions, and Review of Contemporary Administrative Matters in Higher Education – The Return to President Richard Brodhead of Duke University
- Summary Musings: Media Coverage of Pressing University Matters in the United States and International Venues

Reading:

Jaschik, Scott. "Gordon Gee's Call for 'Reinvention' of Higher Education," *Inside Higher Education*, February 9, 2009 [Retrieved April 14, 2009]

Reminder: Written Team Projects are due December 9th and Individual Student Projects are due on December 2nd at the end of the seminar.

December 9th -----

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

Presentation by Dr. E. Gordon Gee, President of The Ohio State University and Professor of Law, who will articulate distinctions among major private and public universities and innovative paradigms for postsecondary education. He has held six university presidencies/chancellorships including Brown University and Vanderbilt University along with land-grant universities in West Virginia, Colorado, and Ohio. As a co-author of *Higher Education in the Internet Age*, he explores new forms of educational technology and ensuing administrative matters. He completed his EdD and JD from Columbia University, after which he was a judicial fellow and assistant for Chief Justice of the Supreme Court, Warren Burger.

- Final Task Force Presentation(s)
- Summary and Synthesis of Seminar

- Evaluation of Professor Lindsay
- Reception by/for Seminar Students

Task Force Reports are due on December 9th no later than the close of the seminar.