

What Is the ACE Fellows Program?

A Snapshot

The ACE Fellows Program in Academic Administration (AFP) since 1965 has provided higher education with a unique opportunity to identify and train future leaders. The AFP prepares promising individuals for progressively responsible positions in higher education. It also enables Fellows to test their abilities and interest in administration. Fellows are selected through a national competition for a year-long internship, working closely with presidents and senior administrators who serve as Mentors. Fellows observe and participate in all aspects of institutional administration.

Campus Benefits of the Fellows Program

The Fellows Program brings a substantial return on investment to participating campuses. The need for well trained leaders is more pressing than ever in current times of limited financial resources. Human capital is our greatest resource in higher education and an essential investment for colleges and universities.

The Program has created a pool of highly trained leaders who have both in-depth administrative experience and a broad perspective on higher education. Sponsoring institutions benefit from the knowledge and skills acquired by their Fellows and from the national network of administrators available to them through the Program.

Fellows bring fresh perspectives to their home and host campuses and to their Mentors through their wide range of experiences and professional networks.

ACE Fellows: Track Record

The majority of Fellows who participated in the first 19 classes have moved into administrative positions after their Fellowships. While it is difficult to track all career moves, it is known that of the 814 persons completing the Program from 1966 to 1984, 89 individuals have become presidents, and about 380 others have served as deans and vice presidents.

The ACE Program has served a critical role in preparing new leaders for American higher education. Having been both a Mentor and Fellow, I can personally attest to the quality and value of this unique program. My Fellowship year was instrumental in preparing me to assume a deanship and then a presidency. More recently, as a Mentor, the exchanges with my Fellow gave me a fresh perspective on my own institution.

Daniel H. Perlman
President, Suffolk University
1972-73 ACE Fellow, 1982-83 Mentor

The Fellows Program has made a significant contribution to the advancement of women and minorities into leadership positions.

- Of the 812 Fellows alumni, 28 percent are women and 19 percent are minorities.
- Of the 153 minority alumni, nine have become chief executives of colleges or universities; 40 have served as campus vice presidents (or their associates) and 54 have become deans (or their associates).
- Of the 234 women graduates, 21 have been named chief executive officers of colleges and universities; 44 have assumed the post of vice president or associate, and 67 have served as deans or their associates.

- The concentration of women and minority Fellows has been in recent years. Close to half of all women Fellows have participated in the most recent five classes, and a third of all minority participants have been Fellows during that same period. Women and minorities in this group have moved into deanships and vice presidencies at the same rate as their male majority counterparts.

In a survey of the Fellows, 80% of the group indicated that the Fellows Program had been decisive in their choice of career paths. The Fellows Program has been instrumental in bringing able faculty and junior administrators into the senior administrative ranks.

Through my experience in the Fellows Program, I have developed a network of colleagues whose support, knowledge of the field, and willingness to help have served as a resource for mutual growth. These colleagues have given me a multi-dimensional view of higher education which has helped me to become a better policy maker and administrator. I would like to continue my career in administration and I strongly feel that the Fellows Program has given me the background and confidence to do so.

SUZANNE SWOPE
Former, Vice President for
Administration and Student Services
Emerson College
1981-82 ACE Fellow

Nomination and Selection Process

Candidates are nominated by their college or university's chief executive officer or chief academic officer. Nominees are drawn from the faculty and administrative staff in such areas as academic, student, or business affairs, admissions, financial aid, or external relations. Candidates must have a minimum of five years of college level teaching or administrative experience.

Two candidates may be nominated from each campus.

Colleges and universities are encouraged to publicize the program—to deans, department chairs, and to faculty leaders. Campus competitions for nominees are encouraged.

Nominees face a rigorous two-step selection process:

- Screening by a committee of ACE staff and college administrators.
- Finalists are invited to be interviewed by senior administrators from across the country.

Approximately thirty Fellows are selected each year.

The Fellowship Experience

The Internship. It provides practical, hands-on training in college and university administration. A full academic or calendar year enables Fellows to become well-versed in financial management, faculty personnel issues, organization and administration of curriculum, and other key management areas. The Fellows Program is the *only* professional development program in the national higher education field providing on-the-job learning for an extended period.

The ACE Fellows Program has been the most significant factor in my assuming a college presidency. The opportunity to work closely with the President of a major university and with legislators, campus personnel and private support groups was invaluable. Without the ACE Fellows Program, such opportunities would not have been available. It was during the ACE Fellowship year that I confirmed my desire to continue in academic administration, and to seek a presidency.

James B. Appleberry
President, Northern Michigan University
1973-74 ACE Fellow

Fellows serve as interns either on their home campus or at host campuses. The president and chief academic officer serve as Mentors; other senior administrative officers may serve as Mentors as well. The successful Fellowship year combines observation and active participation in institutional administration. Fellows should have complete access to all aspects of the institutional decision making process.

Fellows are expected to take on projects and assignments that enhance their expertise and understanding and that benefit the institution.

What Do Fellows Do on Campus?

- Attend all key decision making meetings.
- Serve as executive assistants to the chief executive and chief academic officer.
- Work on projects such as the revision of faculty handbooks, development of early retirement policies, conduct admissions and retention studies, chair search committees.
- Write position papers and speeches.
- Using the Fellows network, gather information about institutional practices on other campuses.
- Write a Fellowship paper.

The Host Campus Option. Experience in the Fellows Program shows that the host campus option is preferable. Host assignments are arranged in consultation with the nominator, the Fellow, and participating campuses. The needs of the individual Fellow and the characteristics of the host institution are carefully weighed in the selection of host institutions. Fellows are encouraged to interview in person or by phone with officials at potential host colleges and universities.

The Home Campus Option. If this option is chosen, the president must agree at the time of nomination that the Fellow will be freed from regular teaching or administrative duties during the internship to permit the Fellow to take full advantage of the opportunities presented by the program. In the home campus Fellowship, special effort is required to ensure that Fellows have the time and the latitude to be a "visiting Fellow" on their home campus.

Mini-internships for home Fellows. All home Fellows are encouraged to spend one or two months at a host campus. The

Program Costs

alumni of the Fellows Program, through their contributions to the ACE Fellows Annual Fund, will make available a limited number of stipends to home Fellows for travel and living expenses associated with a mini-internship on another campus. These awards will be made at the beginning of the Fellowship year.

The Mentors. Fellows work with at least two Mentors, who are top administrators on the campus. They are the key teachers, since Fellows learn by doing.

The Mentor helps Fellows plan the year and monitor their progress. The ongoing informal Mentor/Fellow exchange is central to the Fellowship. Experienced and successful administrators who serve as Mentors are both instructors and role models to the Fellows.

Mentors are encouraged to attend at least one Fellows' seminar. Their participation and presence has proved valuable to both Fellows and Mentors, who benefit from the unusual opportunity for informal interactions and discussions.

In healthy academic environments, both teachers and students learn. When I was a Fellow, I thought of myself as an Inquirer. I asked, I prodded, I wondered, and I questioned until I learned what I wanted to know. Yet I suspect my learning was even greater, ten years later, when as a Mentor I was forced to examine my assumptions, explain, and articulate my plans—to another Inquirer.

Charles Olton
*Vice President for Academic Affairs and
Dean of Faculty, Barnard College
1970-71 ACE Fellow, 1980-81 Mentor*

Fellows' Seminars. The three national Fellows Seminars are high points of the Fellowship year. Conducted in September, January and May or June, these five-day seminars deal with issues in higher education, combining lectures, discussions, hands on exercises, and problem solving workshops.

The seminars expose the Fellows to the central issues in higher education and the latest thinking. A free flowing, "off the record" dialogue among Fellows, Mentors, and national leaders provides a unique learning experience.

Seminar Topics

- budgeting and financial management
- financial and academic planning
- collective bargaining
- faculty personnel issues
- theories of management and leadership
- legal issues
- financial aid
- curriculum planning, evaluation, and revision
- future problems
- federal policy

Travel and Regional Meetings. Fellows are encouraged to visit other campuses to broaden their perspective on their own institutions and on higher education in general. Fellows agree that these visits are invaluable to the learning process. Home Fellows often arrange to serve "mini internships" of a week to a month or two to provide a different exposure.

Fellows also conduct regional seminars where current and former Fellows meet in small groups and focus on selected aspects of higher education administration. These meetings allow Fellows to study a cross-section of institutions, meet with higher education leaders, and hold in-depth discussions of topics of their choosing.

Investment in the Future

An intensive high quality program such as the AFP is unavoidably expensive for colleges and universities and ACE. It is an investment in the future of your institution and in all of postsecondary education.

The nominating institution is responsible for interview expenses and continuation of the Fellow's salary and benefits during the Fellowship year.

Institutions sponsoring home Fellows or receiving host Fellows pay their Fellow's expenses for the three national seminars. The total costs of these seminars can be estimated at \$3,000 to \$5,000 depending on the location of the institution. In addition, institutions provide a travel stipend of at least \$2,500 which permits Fellows to visit other campuses and to attend regional meetings.

There are frequently costs to Fellows in commuting, moving, and travel not funded by the institution.

Institutions that are not ACE members are eligible to participate in the Program for a tuition fee of \$1,000. This fee is in addition to other program costs.

The Mentor experience has been both stimulating and rewarding for me. I have found myself in several instances needing to rethink the bases for certain administrative actions so that their rationale would be clearer to me and therefore to the observant intern. In other instances, I have found that my historical judgments and administrative strategies have been gratefully confirmed, even as others have required revision.

Leonard H. O. Spearman
*President, Texas Southern University
1982-83 Mentor*

Foundation Support for ACE Fellows

Grants from the Andrew W. Mellon Foundation. A grant from the Andrew W. Mellon Foundation has enabled the American Council on Education to make grants of \$5,000 to \$7,500 available to institutions that sponsor a Fellow for a host internship. Grants will be awarded to institutions that demonstrate greatest financial need on the basis of an application included with the nomination and application papers. The grants are intended to help institutions hire additional faculty to teach courses that would have been taught by the Fellow and/or to provide funds to carry out administrative duties of a Fellow who is currently an administrator.

Completed grant application forms should be submitted along with the nomination and application papers. ACE member institutions only are eligible for the Mellon grants.

Bush Leadership Fellows Program. Nominees who have lived for one continuous year in Minnesota, North or South Dakota, or the twenty-six northern and western Wisconsin counties which fall within the Ninth Federal Reserve District are eligible to apply to participate in the Bush Leadership Fellows Program, which will provide salary support and moving allowance for successful candidates. The American Council on Education will coordinate with the Bush Leadership Fellows Program in identifying and selecting Fellows, who must compete independently in both programs. The deadline for application to the Bush Fellowship Program is January 1. Further information may be obtained from the Bush Leadership Fellows Program, P.O. Box 24140, Minneapolis, Minnesota 55424.

Other Sources of Support. Nominating institutions are encouraged to explore the possibility of securing support from local foundations for Fellowship expenses or partial salary support.

Participating Institutions

Some of the 1,100 institutions that have participated in the ACE Fellows Program in Academic Administration

Auburn University
Augsburg College
Atlanta University
Boston University
Brown University
Bryn Mawr College
Bucknell University
California State University and Colleges
City University of New York
Dallas County Community College District
Dillard University
Fisk University
Georgetown University
Grand Valley State Colleges
Hampton Institute
Jackson State University
The Johns Hopkins University
Juniata College
Lafayette College
Lehigh University
Loyola University
Macalester College
Memphis State University
Miami-Dade Community College
Montgomery College (MD)
Moorhead State University
Morgan State University
North Carolina State University at Raleigh
North Dakota State University
Oregon State University
Peralta Community College District

Princeton University
Roosevelt University
Shelby State Community College
Smith College
Southern Illinois University, Edwardsville
Southern University
Spelman College
State University of New York at Buffalo
Tufts University
Tulane University
Tuskegee Institute
University of Alabama
University of California, Los Angeles
University of California, Santa Barbara
University of Florida
University of Hawaii
University of Maryland
University of Michigan
University of Nebraska
University of New Mexico
University of North Carolina
University of Pennsylvania
University of Puerto Rico
University of Rhode Island
University of Wisconsin
U. S. Air Force Academy
Wellesley College
Wheeling College

The Council of Fellows

The Council of Fellows is an alumni organization that helps colleagues stay in touch with each other, the Program, and ACE. The Fellows Program continues to provide alumni with information, ideas, and professional assistance throughout their careers.

The AFP Program office annually publishes a directory of former Fellows' current addresses. The Council also publishes a newsletter regularly.

Professional and social activities are held in conjunction with the ACE Annual Meeting and other national higher education association meetings throughout the year.

The Council of Fellows sponsors annual Working Reunions, hosted by former Fellows, at which program alumni give papers and discuss topical issues.

Activities of the Council of Fellows are developed by an executive committee and other volunteers.

Institutions Interested In Hosting Fellows or Receiving Additional Application Forms Should Write or Call:

ACE Fellows Program
American Council on Education
One Dupont Circle
Washington, D.C. 20036-1193
(202) 939-9420

Madeleine F. Green, *Director, Center for Leadership Development*
Irene Itabashi, *Assistant to the Director*
Rosa Lewellen, *Program Assistant*

Calendar of ACE Program Activities

- August:** Institutions invited, through their presidents and chief academic officers, to nominate one or two candidates for the Fellows Program. Nomination and application papers sent to presidents of all ACE member institutions.
- November 15:** Nominations, applications, and references must be postmarked by this date.
- December 15:** Finalists are notified.
- February:** Regional interviews conducted.
- March 1:** Announcement of ACE Fellows.

The American Council

On Education is a membership association of over 1,600 colleges and universities and national and regional education associations. It provides comprehensive leadership for improving educational standards, policies, procedures, and services.

The Center for Leadership Development

provides a national forum for discussion of leadership development needs and issues and sponsors programs to identify new leadership, to improve their administrative skills, and to give administrators an opportunity to reflect on a wide variety of issues facing higher education.

PROGRAM SERVICES OF THE CENTER

Presidential Programs—for college and university presidents and chancellors (call 202-939-9413)

Departmental Leadership Programs—for department and division chairpersons—seminars offered nationally to all chairpersons. (call 202-939-9415)

On-Campus Programs—ACE's successful seminars, including those for department chairpersons, tailored to specific institutional needs; a cost effective means to increase faculty and staff development. (call 202-939-9415)

Winning Grants—a video-taped seminar taught by David G. Bauer to assist colleges and universities in increasing their share of the grants marketplace. (202-939-9410)

68th Annual Meeting—Corporate/Campus Cooperation, October 28-30, 1985. (call 202-939-9410)

ACE Fellows Program—internship program for faculty members and junior staff who have shown promise for responsible positions in academic administration. (call 202-939-9420)

ACE Annual Meeting

Miami Beach, October 28-30, 1985

The 1985 Annual Meeting, with the *Corporate Campus Cooperation* as its theme is co-sponsored by the Council for Financial Aid to Education. Every year, a number of special events are held for ACE Fellows and alumni. This year's include:

- Breakfast Meeting for the 1985-86 Mentors (by invitation).
- Executive Committee Meeting of the Council of Fellows.
- Reception for Fellows, Mentors and guests.
- Luncheon for Fellows, Mentors and guests.
- Business Meeting of Council of Fellows, open to AFP Alumni.

CENTER STAFF

Madeleine F. Green, *Director*

Irene Itabashi, *Assistant to the Director*

Rosa Lewellen, *Program Assistant, ACE Fellows Program*

Donna McDaniel, *Program Secretary*

John B. Bennett, *Director, Departmental Leadership Program*

Joyce Kujawa, *Administrative Secretary*

Daryl Ferguson, *Annual Meeting Manager*

Janice Randolph, *Administrative Secretary*

HIGHER EDUCATION & NATIONAL AFFAIRS

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Senate Approves Reauthorization Bill

The Senate earlier this month voted overwhelmingly to reauthorize the Higher Education Act for another five years, passing by a vote of 93 to 1 legislation to extend student financial aid and other higher education programs. Only Sen. Jesse Helms (R-NC) voted against the measure, S1965, which was cosponsored by 52 senators.

The bill authorizes programs costing up to \$9.4 billion in fiscal 1987, including increases in maximum Pell Grant awards to needy students. An amendment offered by Senate Majority Leader Robert Dole (R-KS) would increase maximum Pell awards from \$2,100 to \$2,300 next year, \$2,500 in fiscal 1988, \$2,700 in fiscal 1989, \$2,900 in fiscal 1990, and \$3,100 in fiscal 1991; the bill originally set the maximum award at \$2,400 for next year.

House and Senate conferees have begun preparing to resolve differences between their two versions of bill. The House, which passed its reauthorization bill last year, would provide \$800 million more in authorizations for education programs than the Senate.

Although both the House and Senate bills contain features that are favorable to higher education, the Senate bill would prohibit students in families earning more than \$30,000 a year from receiving Pell grants.

The Senate measure also requires all applicants for Guaranteed Student Loans (GSLs) to undergo a needs test.

Currently, only students whose families earn more than \$30,000 a year are required to pass the test. The ceiling on GSLs would increase from \$2,500 annually to \$3,000 for freshmen

and sophomores, to \$4,000 for juniors and seniors, and to \$7,500 for graduate students. Interest on GSLs would increase from 8 percent to 10 percent for

(continued on page 6)

Annual Meeting Theme, Speaker Set

What are the implications for society of new family structures and the increasing number of older Americans? How can society best help its members adjust to and master new technologies while still enhancing personal growth? Are there ways society can best nurture future leaders? And how do we educate ourselves and redesign our institutions for a new age in which, for example, minority group members become the majority and non-traditional students are the norm at colleges and universities?

These are some of the questions that the American Council on Education's (ACE) annual meeting will address on Oct. 5-8 in San Francisco. This year's conference on "Change and Challenge: Futures for Education" will look beyond higher education to larger social issues and the role higher education should play in the context of social change.

Thomas H. Kean, governor of New Jersey and 1985-86 chairman of the Education Commission of the States, will give the keynote address. Kean has been New Jersey's governor since 1981. He is also chairman of the National Governors' Association Task Force on Teaching and a member of the Carnegie Forum Task Force on Teaching as a Profession.

After a day of board meetings, Kean will open the conference on Monday, Oct. 6, by describing trends and issues in society and expectations for the future. His talk will set the stage for six discussion sessions on youth and intergenerational issues; work force issues; literacy, learning, and leadership; educating the next generation; America as a multicultural and global society; and the new majority and social change.

The meeting will be held at the Sheraton-Palace and Hotel Meridien. To make hotel reservations, contact Rogal America, 72 Langley Rd., Newton Centre, MA 02159, (617) 965-1000 or (800) 553-0505. (Please note: Registration materials sent out earlier this month listed the 800 phone number incorrectly.)

For more information, contact ACE's annual meeting office at (202) 939-9410.



Thomas H. Kean

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Senate Tax Package Sidesteps Major Amendments

A sweeping Senate tax reform measure remained intact late last week as one amendment after another—on topics ranging from abortion to sales taxes—was either defeated or withdrawn. Senate leaders predicted passage of the tax package early this week; House and Senate conferees then must resolve differences in their two versions.

One of the amendments that was withdrawn would have denied tax-exempt status to institutions that fi-

nance, perform, or provide facilities for abortions. The antiabortion measure would have affected most public and independent universities that operate teaching hospitals.

Senators rejected a series of amendments to preserve Individual Retirement Account (IRA) deductions. These amendments were seen as a major threat to the tax bill, which would eliminate IRA deductions for taxpayers already covered by company retirement pensions. (The House bill

would limit IRAs only for taxpayers who contribute to 401[k] tax-deferred savings plans, a less severe cutback than that proposed by the Senate.)

The Senate bill would lower individual tax rates to either 27 or 15 percent and cut the corporate rate to 33 percent. To compensate, the bill would wipe out numerous tax deductions and credits, including those for IRAs and state and local taxes.

One amendment to restore the de-
(continued on page 5)

OMB Issues New Rule on Indirect Research Costs

The Office of Management and Budget (OMB) recently issued final changes in a provision to limit the amount that colleges and universities receive for administrative costs of conducting federally-sponsored research. The new rule could cost institutions about \$100 million annually in administrative costs, according to OMB estimates.

Revision of "circular A-21" sets a fixed rate for reimbursing universities for the time department heads and faculty spend administering federal research. The rate is now determined through negotiations between the government and individual universities. The new rate will be 3 percent of direct research costs and will compensate universities for salaries and fringe benefits paid to faculty while they administer federal research. Currently universities receive up to 6 percent of direct costs for "faculty effort."

The new rule will be final as soon as it is published in the *Federal Register* unless Congress blocks the revision. The House has passed an amendment that would bar implementation of any changes in circular A-21 before Oct. 30; a similar Senate proposal recently died.

Federal agencies must implement the new policy by July 1, 1987, although they can start using it as soon

Free Copies Limited

The federal government recently began charging the public for multiple copies of bills, reports, calendars, public laws, and other congressional paperwork.

A congressional plan offered earlier this year by Sen. Charles McC. Mathias Jr. (R-MD), chairman of the Joint Committee on Printing, which oversees the printing and distribution of congressional publications, would have halted distribution of free copies of congressional documents to the public. But under the new plan, which took effect June 2, the first copy of each document is free of charge. Additional copies will be individually priced at about two or three cents per page, depending on the size of paper used. Copies can be purchased in the Senate Document Room.

as it is published. Only new grants would be affected.

OMB began efforts earlier this year to lower administrative costs associated with university research. In February, the agency said it would cap at 26 percent federal reimbursement for all administrative costs—a plan that would have cut reimbursable administrative costs by \$200 million. The revised proposal eliminates the cap on all university administrative overhead by focusing only on administrative costs related to faculty effort.

The revised proposal also would eliminate burdensome paperwork and a costly and controversial component of the annual overhead rate negotiation process, OMB said. The revision "continues to permit universities to negotiate an appropriate overhead rate" for administrative costs but provides "no incentive for universities to initiate unwise organizational changes, and minimize disruptions to university accounting systems," OMB said.

Higher education officials, however, opposed the earlier revision and last week questioned the effects of the latest proposal. "It appears that the

[latest] proposal may have unintended consequences," the Association of American Universities (AAU) said in a recent paper on the issue. "While OMB states [that] the revision reduces the effect of the original proposal by half [from \$200 million to \$100 million in administrative savings], university experts believe it may in fact be significantly more costly to institutions than the earlier proposal."

AAU also said that the new proposal will disproportionately harm institutions that conduct biomedical research because of the huge administrative costs of federal reporting requirements in such areas as animal care.

In addition, AAU said OMB did not consult the higher education community before issuing the final regulations. "The new OMB proposal is being put forward by the Administration as a compromise," AAU said. "However, university representatives have not been consulted about this revision and do not believe it reflects a thorough understanding of the problems with the original OMB proposal."

AAU is working to clarify terms of the new rule.

Natural Gas Savings To Be Explored

Colleges and universities can save as much as \$400 million per year through innovative purchases of natural gas, according to three education associations sponsoring an upcoming briefing.

The American Council on Education (ACE), the National Association of College and University Business Officers (NACUBO), and the Association of Physical Plant Administrators of Universities and Colleges (APPA) will brief college and university officials on ways to save significant amounts when purchasing natural gas for their institutions. The session is on June 23 from 10:30 a.m. to 2:30 p.m. in the Rayburn House Office Building in Washington, DC.

C.M. (Mike) Naeve, commissioner of the Federal Energy Regulatory Commission (FERC), will update administrators on FERC's deregulated natural gas policy. Other speakers include representatives of gas marketing

and gas producing industries and attorneys who specialize in the natural gas field.

For more information or to register, contact NACUBO at (202) 861-2500.

World Food Day Set

The National Committee for World Food Day will hold its third annual teleconference on food and hunger issues Oct. 16. The teleconference will be broadcast via satellite to campuses across the country.

Teleconference participants will focus on the issue of continuing world hunger in an agriculturally plentiful society. The participants also will discuss the relationship between policies and practices in aid, trade, and long-term agricultural development.

For more information, contact Elise Storck or Patricia Young, National Committee for World Food Day, 1001 22nd St. NW, Washington, DC 20437, (202) 653-2404.

HIGHER EDUCATION AND NATIONAL AFFAIRS

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U.S.-China Educational Exchange Growing Rapidly

Renewed educational and scholarly exchanges have made the United States a "major partner" in the scientific, educational, and technological development of the People's Republic of China (PRC), according to a new report from a committee of experts on academic exchange between the two nations.

The study was conducted by the Committee on Scholarly Communication with the People's Republic of China, which is sponsored jointly by the National Academy of Sciences, the Social Science Research Council, and the American Council of Learned Societies.

Between 1979 and 1983, about 19,000 students and scholars came to the United States from China; in 1983-84 alone, there were about 12,000 Chinese here. Far fewer Americans went to China for scholarly purposes—about 3,500 between 1979 and 1983, says the report, "A Relationship Restored: Trends in U.S.-China Educational Exchanges, 1978-1984."

In analyzing the strengths and weaknesses of exchange programs, the committee recommended that the two countries concentrate on being responsive to the other nation's exchanges and not on achieving numer-

ical reciprocity. In particular, the committee called on the Chinese government to allow American scholars better access to museums, archives, field sites, and other resources, and to increase stipends for its officially sponsored students and scholars in the United States. The United States, the committee said, should provide better support for Chinese language study so that American scholars in China can make the most of their research and study.

"Today, educational and scientific exchange between the two nations far exceeds anything that was foreseen in the 1970s and constitutes one of America's largest and most rapidly growing academic relationships," the committee said. "Educational and scientific exchanges are and will probably remain pivotal to America's relationship with the PRC."

The committee found that in 1984, more than two-thirds of the Chinese students here were studying physical, life, computer, or health sciences; mathematics; or engineering. That same year, 5 percent were in agriculture and 3 percent in the humanities. A similar pattern prevailed in exchanges before the 1950s, the committee noted.

In contrast, about two-thirds of the American faculty and graduate students who went to the PRC for research from 1979 through 1983 were in the humanities and social sciences, the committee found. Many Americans also went for short-term language study. Both the imbalance in numbers and the emphasis on different fields are characteristic of the United States' academic relationships with other developing nations as well, the committee said.

Chinese exchange participants, particularly those in scientific and technical fields, have received a significant amount of American funding, the committee found. Between 1979 and 1983, American colleges and universities paid more than 40 percent of the estimated cost for officially sponsored Chinese students and scholars. During this same period, the Chinese government's share declined from about one-half to one-third of the total—still a much higher percentage than most foreign governments provide for their official exchanges. The remaining support came from the U.S. government, foundations, corporations, international organizations, and personal sources.

For more information contact Susan Walton at (202) 334-2138.

FACTS IN BRIEF

Enrollment of Nontraditional Students Increases

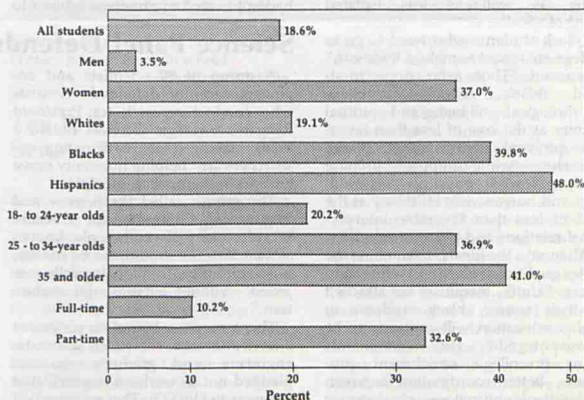
Between 1974 and 1984, the percentage of part-time students, minorities, and adults enrolled in higher education increased considerably. In addition, the enrollment of women in higher education increased at a rate nine times greater than that of men.

The following chart represents percentage increases among different categories of students.

Sources: Data by race and age are derived from U.S. Census Bureau, Series P-20, No. 404. All other statistics are from the fall enrollment surveys of the Department of Education's Center for Statistics.

This profile was compiled by Cecilia Ottinger, research associate in the Division of Policy Analysis and Research, American Council on Education. For more information, call (202) 939-9452.

June 1986



Study Compares Blacks on Black, White Campuses

Black students enrolled in predominantly black higher education institutions do better academically and are happier than their peers at predominantly white schools, according to a recent study sponsored by the Atlanta-based Southern Education Foundation.

The study compares the attitudes and performance of black students enrolled in four-year programs at white and black state universities and is part of a broader five-year exploration of blacks in U.S. higher education, funded by the Ford and C.S. Mott foundations.

The current study finds that black students do better academically where they are happier and satisfied with college life—usually at a traditionally black college. However, three-quarters of black college students attend predominantly white institutions, where they feel isolated and uncomfortable, the study reports. Although these students report adequate relationships with individual white students and faculty, they say that in general race relations are poor.

"In order to counter their stress and isolation, black students on white campuses often divert vital energies away from intellectual pursuits into efforts to fill the interpersonal void created by their status as grossly underrepresented minorities," concludes the report's author, Walter Allen, a University of Michigan sociology professor.

The study found that the psychologically more supportive atmosphere of black colleges helps students adjust to campus life, develop more constructive relationships with faculty and staff, and feel more motivated academically as well as less isolated psychologically.

"Black students who want to go to college are forced to make a trade-off," Allen said. "Those who choose to attend black schools purchase psychological well-being and spiritual affinity at the cost of less than favorable physical circumstances. Blacks who choose white campuses purchase richly-endowed physical surroundings and bureaucratic efficiency at the cost of less than favorable interpersonal relations and peace of mind."

Allen says the ideal is to combine the better qualities of black and white campuses. "Until...inequities are attacked at their source, black students in higher education will continue to be disadvantaged." He recommends more precollege enrichment programs, better coordination between high schools and colleges, coaching for standardized tests, early admission

and financial notification programs, better orientation for incoming black students, and more representation of blacks among faculty.

Among other findings of the survey are:

- Black students on both black and white campuses experienced dramatic drops in their grades, compared with their high school performance.

- Black students on white campuses had higher educational and career aspirations than those on primarily black campuses. However, black students on black campuses were more successful in realizing their career goals. This may be because students at black campuses aspire to lower occupational levels to begin with, while blacks on white campuses aim high and then

shift their aspirations downward as they face competition, Allen suggests.

- Black women seem to be more conservative than black men on campuses. Black women were more opposed to interracial dating than the men and expressed lower academic and occupational aspirations. "Black women are forced to choose between self-assertion and male companionship or between the pursuit of non-traditional careers and personal happiness," concluded Allen.

The study, "Gender and Campus Race Differences in Black Student Academic Performance, Racial Attitudes and College Satisfaction," is available for \$5 from the Southern Education Foundation, 340 W. Peachtree St., Suite 250, Atlanta, GA 30308.

New Science Adviser Nominated

William R. Graham, deputy administrator for the National Aeronautics and Space Administration (NASA), has been nominated to replace John McTague, who resigned recently as acting science adviser for the White House and director of the White House Office of Science and Technology Policy.

Richard G. Johnson, formerly the science and technology office's assistant director for space science and technology, will serve as acting adviser until Graham is confirmed, according to a spokeswoman in the office. No date has been set for hearings on Graham's confirmation, she said.

McTague's resignation fueled allegations earlier this month that the Reagan Administration had downgraded the science office because it had not named a permanent adviser to

head the office. McTague had been acting director since January. George A. Keyworth II, who resigned in December, was the last person to hold the permanent position.

Higher education officials were concerned that a recent White House report on research universities might be shelved if a person within the science office does not back it. The report called for substantial increases in federal support for universities. McTague publicly endorsed the report before he resigned.

The report, "A Renewed Partnership: A Report of the White House Science Panel on the Health of U.S. Colleges and Universities to the Office of Science and Technology Policy," is available from Mary Gant, NEOB Room 5026, Washington, DC 20506, (202) 395-3902.

Science Panel Defends Star Wars Research

A group of 80 scientists and engineers recently defended scientists who conduct research for President Reagan's Strategic Defense Initiative (SDI), saying that participating researchers are "helping humanity move back from the nuclear precipice."

The group, called the Science and Engineering Committee for a Secure World, said SDI—commonly known as Star Wars—"should not be hastily, unscientifically, or ideologically rejected" without a "thorough evaluation."

The committee issued its statement a week after more than 6,500 scientists, engineers, and graduate students pledged not to work on research that is supported by SDI. That group called the missile defense program "ill con-

ceived and dangerous."

Scientists supportive of SDI research, however, said: "New technological breakthroughs have significantly increased the prospect that the [United States] can successfully develop effective systems which will destroy attacking Soviet nuclear missiles long before they can come close to their targets in America, Europe, or elsewhere."

The committee, which currently is chaired by Frederick Seitz, president emeritus of Rockefeller University (NY) and a former president of the National Academy of Sciences, recommended negotiations for a treaty that would encourage the mutual deployment of strategic defense systems, if such systems proved to be feasible.

Liberal Arts Colleges Need \$1 Billion for Science Ed

The nation's top liberal arts colleges must invest \$1 billion more than current commitments over the next decade if they are to maintain and improve their present strong position in basic science, concludes a report on the condition and needs of basic sciences at 50 liberal arts colleges.

The report, "Maintaining America's Scientific Productivity: The Necessity of the Liberal Arts Colleges," was issued at the second national conference

on the future of science at liberal arts colleges held earlier this month at Oberlin College (OH). About 50 college presidents met to assess the quantity and quality of scientists and science educators their schools produce and gauge the investment needed to sustain their efforts in science education.

"There is a crisis in the undergraduate education of science and engineering elite professionals in the

United States," said S. Frederick Starr, Oberlin's president. "We note the large number of foreign nationals in America's graduate schools of science and engineering due to the inadequate number of Americans coming out of undergraduate schools with preparation in basic science." Starr said the nation's leading liberal arts colleges will have to invest more than \$1 billion in instrumentation, facilities, and faculty support over the next 10 years to face the crisis.

The colleges are jointly supporting research that was undertaken last year and is expected to be completed by this fall.

According to this year's findings, the output of basic science majors at schools participating in the study grew slightly in 1986, in the face of a continuing national decline. "Given both the qualitative and the quantitative indicators of the production of scientists at participating colleges, it is clear that these liberal arts institutions make a significant and increasingly important contribution to America's scientific manpower pool at a time when that pool is generally declining," Starr wrote in the report's introduction.

Among other findings of the report are:

- The average age of science faculty members at the participating liberal arts colleges has increased over the last 10 years by 2 years, from 41.6 to 44.1, and there is reason to believe that this trend will continue over the next decade.

- The percentage of women science faculty members at the colleges has nearly doubled in 10 years, from 5.8 percent to 11 percent.

- The percentage of minority science faculty members at the colleges is "shockingly" low. The number declined over the past 10 years, from 10 (or 1 percent) to 9 (or .8 percent); during this period, 5 new black science faculty members were hired, but 6 left.

Oberlin President Starr called on the 50 campuses to "individually and together...launch campaigns to raise the billion dollars needed...and undertake a special effort to train and attract black faculty members in the basic sciences."

A report issued last year concluded that: the colleges award more than three times the national average of bachelor's degrees in the basic sciences; more of the colleges' graduates earn doctorates than do graduates of the Ivy League or 20 top-rated research universities; and although the colleges produce 7 percent of the nation's basic-science bachelor-degree recipients, the campuses receive less than .5 percent of National Science Foundation expenditures.

Greater Use of Assessment Urged

BOULDER—"Assessment in higher education is legitimate and ought to be done at a variety of levels," Chester E. Finn Jr., assistant secretary for educational research and improvement, told more than 250 educators attending the opening session of the 16th annual assessment conference sponsored by the Education Commission of the States (ECS).

Frank Newman, president of ECS, speaking at the opening session with Finn, noted that for the first time "we're seeing a serious state interest in assessment. It is...a dangerous, exciting, and promising time."

"We need to overcome the belief that [assessment] is an intrusion on the autonomy of higher education," Newman said. Rather, appropriate measures need to be developed using the least amount of bureaucracy. Finn said there is still no general indicator of educational performance; assessment "is not serving the needs of legislators and the general public."

While discussing how educational indicators would be developed, Newman said that we "need a whole series of measures." Finn, however, said that "test scores will be used—whether rightly or wrongly...[and the department of education] will continue to publish the wall chart and other indicators that the public understands." (The wall chart is a state-by-state comparison of standardized test results and high school graduation rates.) "The public wants simple gauges and barometers, but we might want to make the barometers better."

Newman emphasized the importance of measuring a person's capacity to be imaginative and the ability to "feel as if we're in charge of ourselves." It is also important for students to understand how the government works, he said. And "because we live in a more international society, [students] need to understand the complexity of world civilizations," Newman said he believes that schools

have gotten away from the notion that they should prepare students for a democratic society. "Schools should encourage students into community service," he added.

On the impact of educational reform, Finn said, "A lot of [state] policy change is either underway or being contemplated" but the impact is still unclear. According to the Congressional Budget Office, he said, educational achievement started improving before the educational reform movement, but "it would be a grave mistake to be too cheerful or sanguine about the [current] state of education."

In discussing the next wave of reform, Finn said that it will be "much more radical than the first one," with decentralization of schools playing a key role. "There will be more of a direct relationship between state departments of education and the individual school," with a diminishing role for local education agencies, Finn predicted. "We need a lot of restructuring to turn education into a system that operates better with its clients."

Among Newman's recommendations were the simplification of rules and regulations and a reduction in the number of management levels in schools.

—Andrew Malizio

Tax Bill Heads for Senate Passage

(continued from page 1)

duction for state and local taxes failed on a voice vote; another amendment to let taxpayers deduct either sales taxes or state and local income taxes was withdrawn. Instead, the Senate passed a nonbinding resolution calling for retention of the full sales tax deduction.

Another defeated amendment would have restored the deduction for charitable contributions for taxpayers who do not itemize; the Senate bill now allows contributions to remain fully deductible only for itemizers.

Labor Group Urges Budget Support for Higher Ed

The steering committee of the Labor-Higher Education Council, an organization of labor and education leaders sponsored by the American Council on Education (ACE) and the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), has called on Congress to "adopt a budget for fiscal year 1987 that will preserve...America's historic commitment to educational opportunities for all."

The steering committee recently issued a joint policy statement requesting that House and Senate appropriations committees "follow the lead of the budget committees by supporting growth in high priority education programs." Both houses of Congress pro-

vide increased ceilings for education in their budget bills; House and Senate conferees must now iron out their differences on the budget resolution.

Labor-Higher Education committee members commended the House and Senate for rejecting the Reagan Administration's budget proposal. The committee said President Reagan repeatedly has recommended policy changes that would deny low- and middle-income people the chance to obtain needed education and training by making it harder for them to get federal financial support.

For example, the President's proposed budget would cut \$16,000 needy students from the Pell Grant program and increase costs and limit eligibility

for student borrowers in the Guaranteed Student Loan program.

"The Administration would dramatically worsen existing imbalances in the federal grant and loan programs by limiting Pell Grant eligibility, forcing the neediest students to pay interest while in school," the policy statement said. "Coupled with its proposals to increase the interest rate for GSL loans and require students to pay interest while in school, these changes would exacerbate the rapidly growing economic and social problems stemming from the crushing burden of student debt.

"The AFL-CIO and ACE...fully recognize the need for deficit reduction. We know also that no solution will be painless and that sacrifices, equitably shared, will be necessary," the statement said. "We also fully support the concept of a strong national defense. But we reject the contention that Americans must choose between the general welfare and the common defense. These concepts are not mutually exclusive. A strong defense requires an enlightened, productive, and constantly learning work force—not just an educated elite.

"In our democracy it must be the norm, not the exception, for citizens of every age and all social and economic classes to have ready access to learning opportunities."

The statement is the first ever issued jointly by a national body composed of representatives of both higher education and organized labor, according to David Stewart, staff director of the labor council. For more information, contact Stewart at the American Council on Education, One Dupont Circle, Washington, DC 20036, (202) 939-9475.

Senate Passes Reauthorization Bill

(continued from page 1)

new borrowers under the Senate bill.

In addition, the bill includes several amendments designed to tighten loan collection procedures. Introduced by Sen. Phil Gramm (R-TX), the amendments would allow the government to sell defaulted student loans to collection agencies and would require the Department of Education to partially garnish the wages of federal employees who default on their student loans.

The Senate bill also would cut the special allowance to lenders on GSLs from 3.5 percent to 3 percent above the Treasury bill rate. But the Consumer Bankers Association (CBA), whose members administer more than 80 percent of all GSLs, says that a significant number of banks would withdraw from the program if the special allowance is reduced. A CBA survey found that 38 percent of the banks that were polled would withdraw if the special allowance was reduced to 3.25 percent.

Conference sessions on the Senate and House reauthorization bills are expected to begin by the end of this month or following the July 4 recess.

In other legislative matters, House and Senate conferees have begun meeting to resolve their different versions of the fiscal 1987 budget resolution. Although both versions provide inflation increases for education programs, the House resolution is \$500 million higher than the Senate proposal. Senate Majority Leader Dole said he expects the conference report to reach the Senate floor this week.

Conferees also began negotiations on a fiscal 1986 supplemental appropriations bill that would add \$146 million to the Pell Grant program to make up part of a \$369 million shortfall. The

American Council on Education and several other higher education groups, in a letter to conferees, asked them to support the increase to prevent serious cuts in Pell awards next fall. The groups also urged conferees to support a Senate provision to strike from the bill research funds earmarked for specific institutions.

In addition, the associations sought support for a House measure that would block until Oct. 1 use of fiscal 1986 appropriations to implement new Office of Management and Budget (OMB) rules. The rules would limit reimbursable costs for administering federal research grants and contracts. The groups said, "We support this [House] provision in order to permit further negotiations between the research community and OMB, which recently issued the new rules without prior consultation."

Personnel Administrators Affirm Their Role

The role of human resource managers in higher education is firmly established, and they are doing highly effective work for their universities, concluded 32 human resource executives from campuses around the country earlier this month.

The occasion was a meeting of the board of directors of the College and University Personnel Association (CUPA), who gathered at the University of Oklahoma to develop a strategic long-range plan for the organization. The executives spent three days discussing CUPA's role in higher education administration as a follow-up to a self-study

Wingspread conference held 10 years ago.

"Ten years ago there was considerable anxiety about what our role was in the university," said Suzanne Forsyth, consultant to CUPA's board and the 1976 self-study as well as director of human resources at the American Council on Education. "But now it is clear that the human resource manager is just as firmly entrenched in academia as in the corporate world. Human resource managers have a defined role in college and university administration and definitely make an important contribution to that administration."

OPINION

South Africa and American Higher Education: Beyond Symbolism

By C. Peter Magrath
President, University of Missouri

Two facts have emerged from months of debate, on campuses and off, over the role of divestiture. First, no one can accurately predict divestiture's long-term impact on South Africa's apartheid system. Second, and more important, there is clearly a need to go beyond symbolism, to act.

Regardless of the pace of progress in solving the political problems in South Africa, U.S. colleges and universities can and must act by joining in the task of developing educational assistance programs that will benefit the black population in South Africa—who are the majority in that unhappy land.

In December 1985, the University of Missouri Board of Curators, after a lengthy study of institutional investment policies and alternatives, created the University of Missouri (UM)-South African Educational Program to support positive and pragmatic educational advancement in South Africa.

We feel this is an appropriate role for any university. We are, after all, educators, not foreign policy specialists or politicians. Our program has three major thrusts.

First, we will promote the exchange of nonwhite and white students and faculty between UM and South African universities and other educational institutions that clearly operate under the principles of racial justice and affirmative action.

Second, in collaboration with nongovernmental educational institutions there, we hope to make available to native South Africans the university's considerable skills in such areas as agriculture, health, nutrition, management, and education.

Third, we will facilitate professional educational exchanges, symposia, workshops, and joint research endeavors with educational



C. Peter Magrath

institutions in South Africa.

To initiate the program a budget was established with nonstate funds as a first step in demonstrating our commitment to helping address some critical needs. (The university also is in the process of selling its holdings in firms that have not signed the Sullivan Principles.)

The program is moving forward. We have established a committee to guide it, and a four-person team selected from among its members visited South Africa for two weeks in May.

There they met with educational leaders who are committed to working for peaceful change—and there are many. We hope to have a formal working relationship with one or more South African universities by fall.

The response to our program from all sectors has been gratifying. I believe this is due to the fact that its focus is on educational development, not political pressure.

It is important to reemphasize that universities do not exist to make foreign policy; they do exist to

carry on the quest for reason, for truth, and for human dignity. If they are to do that, if they are to show the way, they can and must respond to moral concerns by acting in ways that draw on their educational insights and resources.

Obviously, the unequal treatment of the races in South Africa is a deplorable, morally reprehensible situation—one of many in the world. Equally obvious is the fact that simply deploring the situation is not going to improve it.

But we do know that education—through the skills, insights, and understanding it brings—can produce meaningful, long-lasting change. South African universities need help, as do other South African institutions struggling to promote education and foster change and social justice in an atmosphere poisoned by racial injustice.

I believe that supporting such universities is preferable to imposing a solution from the outside, even if that were possible. South Africans understand their straits, their society, and their available options far better than we do.

South Africa's struggling integrated universities need and deserve help—the very kind of assistance that American universities are well-equipped to give—if they are to help reshape their society. In turn, in giving such help, students and faculty from our university will also learn and profit, just as they do from other international educational and technical assistance programs.

To be sure, the path leading to constructive change in South Africa is long. But the path is also wide, wide enough to accommodate many American colleges and universities as they make concrete—not symbolic—efforts to help South African educational institutions help themselves.

(The views expressed in "Opinion" are solely those of the author and do not necessarily represent the position of the American Council on Education.)

Part-timers Helped Stabilize Enrollments Last Year

An estimated 3 percent increase in the number of part-time students attending the nation's public, four-year colleges and universities helped keep overall enrollments at those institutions relatively stable in 1985, according to a report released earlier this month by the American Association of State Colleges and Universities (AASCU) and the National Association of State Universities and Land-Grant Colleges (NASULGC).

American public colleges and universities enrolled an estimated 5.2 million students at the beginning of the 1985-86 academic year—slightly fewer than the number estimated in fall 1984, according to the report. The report also found an unexpected 3 percent increase in the number of first-time, full-time freshmen.

The report, "Public, Four-Year Colleges and Universities: A Healthy Enrollment Environment?," is based on a survey of public colleges and universities conducted by AASCU and NASULGC.

Included in the survey were the nation's 35 public historically black colleges, where overall enrollment increased by about 3 percent. The number of full-time students at public black colleges climbed by 8 percent, while the number of part-time students dropped an unexpected 13 percent.

Overall, full- and part-time graduate student enrollments increased by 1 percent and 5 percent, respectively, while full- and part-time professional student enrollments dropped by 1 and 5 percent.

"The enrollment spotlight is focusing on adult students as a prospective group which could help offset a decline in traditional college-age students," says the report. However, the report goes on to say that the majority of adult learners are being served by a "second system" of postsecondary ed-

ucation, composed of labor union educational colleges, proprietary schools, community education centers, and government, military, and business training programs. "If the diverse second system of postsecondary education continues to have wide appeal to adult learners," the report states, "colleges and universities may not be able to maintain their stable-to-slightly increasing enrollments over the next decade," since working adults are more likely to turn to a second-system provider for their postsecondary education than to a college or university.

The impact that the increasing numbers of young, minority Americans will have on future college and university enrollments is difficult to predict, says the report. The picture for minority higher education enrollments appears gloomy, given the decline in the

proportion of eligible college-bound minority students, the increasing cost of higher education, and the decline in federal aid to students, among other factors, the report says.

The report also found that full-time freshmen entering public colleges and universities in 1985 were better prepared academically than their counterparts in 1984. "Educational reforms are seemingly beginning to affect the quality of students enrolling...particularly [in] state-assisted institutions," the report says, adding that efforts to improve the academic preparation of students for college may lead to the eventual elimination of the need for comprehensive remedial programs.

Copies of the report are available for \$3 each from AASCU Publications, One Dupont Circle, Suite 700, Washington, DC 20036-1192.

Nominations Open for ACE Board

Nominations are open for new members and officers of the board of directors of the American Council on Education (ACE).

The nominating committee, chaired by Donald M. Stewart, president of Spelman College (GA), will meet to select a slate of officers and board members that will be voted on by the ACE membership on Oct. 7 during ACE's annual meeting in San Francisco.

Other members of the nominating committee are Lattie F. Coor, president, University of Vermont; Brother F. Patrick Ellis, president, La Salle University (PA); Evelyn E. Handler, president, Brandeis University (MA); R. Jan LeCroy, chancellor, Dallas County Community College District; Samuel L. Myers, president, National Association for

Equal Opportunity in Higher Education; and John E. Worthen, president, Ball State University (IN).

A vice chair and secretary will be selected, as well as six new board members who will serve three-year terms. The current vice chair, Frank H. T. Rhodes, president, Cornell University (NY), will become the new board chair on Oct. 7. Three associations also will be selected, each of which will designate a representative to serve on the board for a one-year term.

Nominations should be sent by July 7 to Irene L. Gomberg, Executive Secretary, ACE Board of Directors, One Dupont Circle, Washington, DC 20036, or to Donald M. Stewart, Chair, Nominating Committee, c/o ACE (see address above.)

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Council of Fellows

ACE Fellows Program

NEWSLETTER



American Council on Education One Dupont Circle, Washington, DC 20036, 202-939-9420

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Editor, Madeleine F. Green

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AN UPDATE ON THE FELLOWS PROGRAM...

The Fellows Program is thriving, with its usual activities of Fellows in progress, Fellows under consideration, and alumni becoming increasingly active.

While the times have changed dramatically since the Fellows Program was begun in 1965, the need to identify the leaders and provide them with broad exposure and meaningful training has not diminished. As Paul Magelli (1965-66), President of Metropolitan State College in Colorado, wrote on a 1983 questionnaire, "This is no time to resort to the uninitiated." The support of the Fellows Program by presidents and senior administrators around the country is stronger than ever.

The selection process is underway for the 1986-87 class, the twenty-second class of ACE Fellows. A large and highly qualified nominee group made the first cut more difficult than ever, but those are good problems. After the dossiers of the nominees are screened by a committee, about sixty finalists are interviewed. Each candidate is interviewed by three teams of two. Twenty-five external interviewers are involved in six interview sessions, four of which are held in Washington, one in Chicago and one in San Francisco. Among the former Fellows serving as interviewers this year are: John Bennett (1975-76), Patricia Cormier (1982-83), Joel Cunningham (1976-77), Marjorie Dugan (1982-83), Joseph Fink (1974-75), Carol Kay (1981-82), Irving McPhail (1978-79), Jeanne Neff (1978-79), and Allan Prince (65-66). Six former Fellows served as "Host Fellow" at each interviewing session, answering candidates' questions, providing information about the AFP and creating a relaxed atmosphere for the candidates as they wait. This year, among the many readers for the first stage of the competition were 13 former Fellows. The contributions of alumni in the selection process are greatly appreciated.

A number of new projects are underway or recently completed. A brochure on the Fellows Program designed for fundraising with corporations and foundations has been produced, and we are hopeful that this visually striking piece will help capture attention and funds. The printing firm, Reese Press, has claimed an industry award for its excellent work.

The long-promised history of the Fellows Program was delayed by one unforeseen event after another, but it is on its way to you. Authors Carol Pearson (1980-81) and Harry Marmion have done a first-rate job, and the Fellows Program will be chronicled with yet another fine-looking publication.

An analysis and statistical report on the first twenty years of the Fellows Program is also being developed by Madeleine Green and Thomas Chibucos (1980-81). The report will be based on responses from the 1983 survey and focus on the career paths of the Fellows as well as the perceived outcomes of the program by Fellows and Mentors.

The Council of Fellows has kept up a brisk level of activity, meeting in Miami at the October ACE Annual Meeting and planning the working reunion, Council of Fellows Day, and a special continuing education event this summer. More on those below.

EXECUTIVE COMMITTEE OF THE COUNCIL OF FELLOWS MEETS IN MIAMI.....

Alumni gathered to plan future AFP events and hear program updates at the ACE Annual Meeting in Miami. The first order of business was to elect new members of the Executive Committee: Peggy L. Stock (1979-80), newly named president of Colby-Sawyer College in New Hampshire chairs the Executive Committee, and Frederick Obear (1967-68), Chancellor of the University of Tennessee at Chattanooga, serves as vice chair. New members of the Executive Committee (class of 1988) are: Patricia Breivik (1983-84), Director, Auraria Library and Media Center, The University of Colorado-Denver; Peggy Elliott (1980-81), Chancellor, Indiana University Northwest; Annie Kronk (1982-83), Administrative Coordinator, Office of the Vice President for Finance and Treasurer, The Johns Hopkins University; Paul Magelli (1965-66), President, Metropolitan State College; Irving McPhail (1978-79), Vice President, Academic Affairs, Delaware State College. Continuing members are: Terence M. Brown (1977-78), President, Northern State College; Charlie Nelms (1981-82), Vice President for Student Services, Sinclair Community College; Donald J. Mabry (1978-79), Professor of History, Mississippi State University; Shirley Mow (1980-81), Executive Assistant to the President, Hunter College; Eric V. Ottervik (1968-69), Vice President for Administration and Planning, Lehigh University; David Brown (1966-67), Chancellor, UNC-Asheville; Rita D. Jacobs (1979-80), Chairperson, Department of English, Montclair State College; Roy P. Peterson (1973-74), Interim President, Tennessee State University; and Hilda Richards (1976-77), Dean, College of Health and Human Services, Ohio University.

The members of the Executive Committee were joined at the October 29 meeting by a number of class agents. Present were Otto Bauer, Howard Benoist, David Brown, Arlon Elser, Joseph Fink, Raymond Hass, Barbara Hetrick, Rita Jacobs, Thomas McFaul, Charlie Nelms, Eric Ottervik, Daniel Perlman and Hilda Richards. Strategies for the continued success of the Annual Fund were discussed, and the group accepted the offer of Joseph R. Fink (1974-75) President, College Misericordia, and Annie Kronk (1982-83) to co-chair the 1986-87 Annual Fund.

Many thanks to Annie Kronk for her excellent work during the past year as co-chair for the 1985-86 Fund, and for her continued commitment to the Fellows Program. Thanks are also in order to Ralph Waggoner (1971-72), co-chair of the first and second annual funds. His help in getting started was invaluable.

The Executive Committee also approved plans for the summer seminar for alumni, described in the next item. Rita Jacobs (1978-79), Chair of the English Department at Montclair State, deserves the credit for identifying the program and the seminar leader, Zygmunt Nagorski.

**COUNCIL OF FELLOWS SPONSORS SUMMER RENEWAL PROGRAM AT COPPER MOUNTAIN
IN COLORADO, JULY 27-31**

Do you miss reading great books, thinking about ideas, and discussing them with your colleagues? If so (or if you would like yet another opportunity to do so), you'll want to attend the summer seminar for alumni in Copper Mountain. Through selected readings, Fellows will focus on issues of leadership, ethics and value systems. The preliminary agenda calls for the first day to include excerpts from The Republic, Dostoevski's Grand Inquisitor, and Machiavelli, through which the issue of leadership, its moral (or amoral) basis and the conflict between principles and expediency will be discussed.

Other readings will include essays by Martin Luther King, Mahatma Ghandi and Adam Michnik on leadership to their respective groups. Then, a discussion of The Visit by Friedrich Durrenmatt will highlight the dilemma between economic needs and basic integrity, and finally, readings on education by Lippman, Kant and Monod will cap off the seminar.

It will be led by Zygmunt Nagorski, Vice President of the International Leadership Center and former Director of the Executive Seminar Program at the Aspen Institute. He has wide experience in seminar development and in foreign policy, having served as the director of the Members' Meetings Programs for the Council on Foreign Relations, and as Special Assistant to the President of the Foreign Policy Association. He has also served as embassy attache and has a background in law and journalism. Attendance will be limited to allow the program to be conducted entirely in a roundtable discussion. So please reserve a place early using the form attached. The costs will be subsidized by the Alumni Fund, so the modest registration fee of \$100 will cover direct expenses only--your materials and a few meals.

Spouses, family members and guests are invited to accompany you. Copper Mountain is a lovely resort for the family. We must limit this program to thirty active participants, so regretfully, spouses and guests may attend only as observers. Spouses and guests attending the meal functions and observing the sessions must pay the \$100 registration fee (materials will be included). However, if spouses or guests do not intend to participate as observers, but wish to partake in those meals scheduled as part of the program, arrangements should be made with the AFP office. Also, meal charges for children can be arranged separately with the AFP office.

**MARK YOUR CALENDARS...COUNCIL OF FELLOWS DAY, WEDNESDAY MAY 20 AND THURSDAY,
MAY 21, WASHINGTON, DC**

As in the past the Council of Fellows Day is scheduled during the Closing Seminar for the current class of 1985-86 Fellows. All Fellows alumni are invited. This year's program provides a stimulating opportunity to think about higher education in a larger context:

COUNCIL OF FELLOWS DAY, WASHINGTON, DC
THE SOCIAL AND ETHICAL RESPONSIBILITIES OF LEADERS

May 20, 1986

5:30-6:30 p.m.	Reception
6:30-7:30	Dinner
7:30	Guest Speaker: Arturo Madrid, Director, Thomas Rivera Research Center, University of California; former Director, Fund for the Improvement of Post-secondary Education (invited)

May 21, 1986

9:00-12 noon	Workshop on Ethics and Decision Making: Michael Hooker, Chancellor, University of Maryland, Baltimore County, philosopher and ethicist.
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A REGISTRATION FORM IS INCLUDED AT THE END OF THIS NEWSLETTER

ANOTHER ANNUAL WORKING REUNION...February 12-14. The Working Reunion, attended by some 30 alumni, took place February 12-14 at the University of the District of Columbia. Thanks to host committee members Annie Kronk, Mary Leach, Paula Lewis, Annie Neal, Bob Shoenberg and Ave Tombes and a special thanks to Marie Racine, able and hard working anchor to this whole effort.

ALUMNI FUNDS SPONSOR THREE HOME FELLOWS ON MINI-INTERNSHIPS

Three stipends of \$1,000 have been made available to 1985-86 home Fellows. Jessica Kozloff, of the University of Northern Colorado, spent several weeks in Washington with the American Association of State Colleges and Universities and other associations in a public policy internship; Friedericke Weidemann from Northeastern Illinois University will investigate the undergraduate curriculum at Northwest Missouri State University and the University of Tennessee-Knoxville; Joseph Fink from the University of Kentucky will visit the University of Texas. Two or three additional awards will be made this year. The recipients express their gratitude to the alumni for making their mini-internships possible.

FELLOWS SERVE ON ACE COMMISSIONS, COMMITTEES, AND THE BOARD.

For the second year, James Appleberry, (1973-74), President of Northern Michigan University, will chair the Commission on Leadership Development. Former Fellows also serving on that commission are David Brown (1966-67), Chancellor of the University of North Carolina-Asheville; Kala Stroup (1975-76), President of Murray State University; Eva Hooker, (1979-80), Vice President for Academic Affairs at Saint John's University; and Norma Tucker, (1974-75), President of Merritt College. Charles Olton (1970-71), Vice President for Academic Affairs at Barnard College, recently completed a three year term. Serving on the ACE Board of Directors are William Fulkerson (1972-73), President of Adams State College, and Joyce Tsunoda, (1973-74), Chancellor of the University of Hawaii Community Colleges and Secretary of the Board.

And, as you know, the chair of the executive committee of the Council of Fellows attends the ACE Board meetings as an observer, and the vice chair is an ex officio member of the Commission on Leadership Development. We were very pleased to have Fred Obear attend at the January 29 meeting of the Commission, and Peggy Leiterman-Stock attend the February Board meeting.

CENTER FOR LEADERSHIP DEVELOPMENT CONVENES NEW GROUP...

On December 12, 1985, the Center for Leadership Development convened a newly formed group of program directors and researchers in the field of leadership development in higher education.

The new group includes staff of the Washington higher education associations with leadership development programs as well as directors of such national programs as the Harvard Institute for Educational Management, the Carnegie-Mellon Summer Higher Education Management Institute, Bryn Mawr College's Summer Institute for Women in Higher Education Administration, and the Center for Creative Leadership.

Participants discussed current and future needs for developing higher education leaders. The group will work on creating new models and concepts that can improve programmatic and research efforts. Future meetings will identify research needs and ways to enhance the leadership abilities of higher education administrators.

CENTER FOR LEADERSHIP WINS GRANT FOR RESEARCH ON PRESIDENTS...

The Center for Leadership Development has received a \$10,000 grant from the AT&T Foundation to compile comprehensive data on college and university presidents.

Currently, no such data exist; available information about college presidents is largely anecdotal, according to the Council. Information gathered will provide an ongoing profile of college presidents, identifying patterns in career paths and the backgrounds of chief executive officers.

The information will be useful to college and university governing boards seeking to expand their pools of presidential candidates, to researchers needing the data for further study, and to organizations and institutions interested in identifying and developing new leadership. It will also help women and minorities identify leadership opportunities.

Questionnaires will be sent to all regionally accredited institutions in the spring. The information to be gathered includes: the chief executive's sex, race or ethnicity, age, marital status, date appointed, previous position, previous institution, discipline, highest degree earned, years of full-time experience as a faculty member, and years of full-time experience outside higher education. Data will be available by the end of 1986.

NEWSLETTER FOR DEPARTMENT CHAIRS NOW AVAILABLE...

The Center for Leadership Development, in association with Higher Education Executive Associates, Inc., has launched a newsletter for department chairpersons. Published four times a year, The Department Advisor contains original, substantive articles providing concrete help to department chairs in the conduct of their jobs.

The three issues published to date have included essays on faculty evaluation, reducing the legal liability of the chair, women in academic departments, proactive recruiting strategies, positioning the department, and the complex role of the community college department chair.

Chairs are at the point in the institution where services are actually delivered. They are in a position to do a lot of good or a lot of mischief. The Department Advisor can help them in the right direction. An individual subscription is \$32.50. Multiple subscription prices are available at \$19.50 for copies sent to the same address. A photocopy license is available at a yearly fee of \$195 plus \$5 per photocopy subscriber.

Orders should be sent to The Department Advisor, P.O. Box 12635, Denver, Colorado 80221. Subscriptions can also be placed by phoning (303) 458-4044. John Bennett here at ACE is the editor and he welcomes both manuscripts and suggested topics. His phone is (202) 939-9415.

NEW STAFF MEMBER JOINS THE CENTER FOR LEADERSHIP DEVELOPMENT

Marlene Ross, former Associate Director of the Mid-Atlantic Center for Race Equity at The American University, joins the ACE staff as Assistant Director of the Center for Leadership Development and Manager of the Annual Meeting. Marlene brings wide experience in program development and evaluation in postsecondary and K-12 education. She holds a Ph.D. in Education Administration from The American University, a Masters in Education from Harvard, and a baccalaureate from Barnard College. I hope that you will have the opportunity to meet her soon.

* MARK YOUR CALENDAR NOW *
* * *
* ACE's 69th ANNUAL MEETING *
* * *
* October 5-8, 1986 *
* San Francisco *
* Sheraton-Palace Hotel *
* and *
* Meridien Hotel *
* * *

NOTES ON PEOPLE...compiled by Irene Itabashi

An apology... due to a breakdown in the word processing system, we lost a few information items. If you sent us an item that is not mentioned here, please let us know.

1966-67

Joseph Laggani sends his greetings to his colleagues and additionally provides a new title for 1985-86 as acting chairman of the Department of Italian at Rutgers University.

Bruce MacLachlan's new address is 5400 N. Morgan Street, Alexandria, VA 22312
Roy Stuckey informs us that he is at the National Benevolent Association in St. Louis, Missouri.

Franklin Wallin's mailing address is 10 Hope Lane, Asheville, N.C. 28804. He has been working in Yugoslavia and sailing for the past year and refers to his home abroad as a "pied a mer."

1967-68

Lester Brown is at Miami-Dade Community College at the North Campus as associate dean of Student Services. His address is 11380 NW 27th Avenue, Miami, FL 33167.

Julian Foster has been located at California State University at Fullerton where he is a professor of political science. His number is 714-773-2290. He mentioned that last year he was a visiting professor of politics at the University of Durham in England.

Robert Gutchen writes of an unplanned meeting with Julian Foster in Gatwick Airport (UK), hence an address for Foster.

1968-69

Victor Dates' correct phone number is (301) 621-4600 X402.

John Skelly has left the San Francisco Theological Seminary and can be reached at 31515 Lindero Canyon Road, Unit 7, Westlake Village, CA 91361.

Bruce E. Trumbo is back on our mailing list. He is located at California State University in Hayward. His phone number is 415-881-3000.

1971-72

Preston Dent has resigned his appointments at the University of Southern California to enter private practice at the Community Care Psychology, 4670 Hollywood Blvd., Los Angeles, CA 90027. His phone number is (213) 660-6245.

William (Bill) Sutton was spotted by Juanita Fleming (1977-78) at the Kansas City airport and acquaintances were renewed. She provided this address for us: Kansas State University in Manhattan as vice president for educational and student services. His number is (913) 532-6011.

1973-74

James Appleberry, president of Northern Michigan University, has been appointed for a second year as chair to the Commission on Leadership Development. The Commission is an advisory body to the Center and its activities.

1974-75

Ronald Baker sent in his new address in Florida: Air Training Command (ATC), Training Advisor, USAF Liaison Office (Code 002), Naval Training Systems Center, Orlando, FL 32813-7100. Prior to this move he had been serving at Randolph Air Force Base in Texas.

1975-76

Carlota Baca is here at ACE, with the Council for International Exchange of Scholars as director, academic and university liaison. The address is 11 Dupont Circle, Washington, DC 20036.

Richard Hogg is at Florida A&M University as vice president for academic affairs. His phone number is (904) 599-3000.

1976-77

Gene Sherron has gone to Florida State University as associate vice president for computer/information resources. Phone: (904) 644-5241.

1977-78

Annye Buck retired in September from her deanship at the University of the District of Columbia. Her home address: 1100 Jackson Ave., Takoma Park, MD 20910 (301) 434-1279.

Juanita Fleming has new responsibilities at the University of Kentucky as associate vice chancellor for academic affairs at the Chandler Medical Center.

1978-79

Rich Alpert has accepted a position as senior manager at the National Evaluation Systems. His address is 30 Gatehouse Road, Amherst, MA 01002 (413) 256-0444.

Roger Caldwell writes that his current assignment is split as special assistant to the provost and associate to the dean of the College of Agriculture at the University of Arizona.

Judith Ramaley is now the executive vice president for academic affairs at SUNY-Albany: (518) 457-3300

Jane Swafford is on sabbatical from Northern Michigan University. She is program director for the division of material development and research at the National Science Foundation in Washington, DC. Phone: (202) 357-7069.

New phone numbers: brownell (401) 792-2552; lacy (315)-536-4411.

1979-80

Trudy Bers, former director of research at Oakton Community College, was promoted to senior director of institutional research, curriculum, and strategic planning.

Kathie Gilbert is on loan from Mississippi State University for a year to the Mississippi Research and Development Center in Jackson. Her phone number (601) 982-6412.

Eva Hooker has been a member of the Commission on Leadership Development at ACE since 1984 and will continue through December 1986.

Peggy L. Stock was named president of Colby-Sawyer College in New London, NH. She began in mid-February.

David Potter has a new title and new responsibilities as assistant director for academic programs at the Council of Higher Education in Richmond, VA. (804) 225-2627

1980-81

- Charles Bickford has been named executive director of the New Hampshire Council for the Humanities (eff. March '85).
- Rick Kamber was elected to serve as vice chairman for the Pennsylvania Humanities Council (PHC). The PHC is a private, non-profit organization that serves the Commonwealth as an affiliate of the National Endowment for the Humanities. He is acting Vice President for Academic Affairs at Susquehanna University.
- Shirley Mow's new phone number at Hunter College is (212) 772-4150.
- Sally Springer can be reached at 501 Citadel Drive, Davis, CA 95616. She is on leave from Stony Brook for the year and has a nominal appointment at UC-Davis and a significant appointment at home with her son.

1981-82

- Pat Geadelman was incorrectly listed with the 1980-81 class in the last Newsletter. She was one of five private citizens to receive the National Governors' Association Award for Distinguished Service to State Government last August.
- Myrna Goldenberg's correct phone number at Rockville College is (303) 279-5152. She is in the final stages of getting her Ph.D. at the University of Maryland.
- Betty Overton has moved from acting dean to dean of the Graduate School at the University of Arkansas at Little Rock.
- John Wiorowski, thanks for locating Bruce Trumbo.

1982-83

- Bruce Chin was awarded a \$70,000 grant over three years for a "Health Career Opportunity Program" for the recruitment and support of minority students.
- Marita Davila is now at Alameda College as chairperson of the Foreign Language Department, Division of Arts and Letters. Phone: (415) 522-7221.
- Marjorie Dugan has been named dean, division of educational support services at the Community College of Philadelphia.
- Annie Kronk was on the program at the Opening Seminar for the 1985-86 Fellows as panelist, serving as a session leader on host fellowships and doing individual consultations on financial statements. For the second year Annie will host a group of Fellows in a regional seminar.
- George Lesmes and Jayce have a daughter, Samantha, born in October and joining her three brothers.
- Patti Ota has assumed the duties of associate provost protem at Lehigh University, Alumni Building 27. Phone: (313) 861-3165.
- Mitchell Rice crossed the Texas border into Louisiana where he is now associate professor at the Public Administration Institute at Louisiana State University in Baton Rouge.
- John Schroeder has assumed the position of acting vice chancellor for Academic Affairs at the University of Wisconsin-Milwaukee.
- John Starr was named on to be assistant vice chancellor for academic affairs at the University of Maryland Baltimore County in September.
- Bill Wallisch gave excellent presentations on public speaking to the ACE staff this past September. He reports that there is life after "death," and is happy to be retired from the Air Force and serving as president of St. Mary's High School. In October he held a symposium on private education, attended by parents, community members, legislators, businesspersons and Madeleine Green representing ACE.

1983-84

- Judith Albino provides a more current address at SUNY-Buffalo, Associate Provost, 562 Capen Hall, Buffalo, NY 14260.
- Tom and Pam Chibucos have a new daughter, Elizabeth, born September 23.
- Steve Diner is now acting vice provost for academic programs at George Mason University (VA) and also teaching history.
- Dell Felder's corrected address is Arizona State University-West Alhambra, 4510 North 37th Avenue, Phoenix, AZ 85019. Phone number: (602) 279-5484.
- Margaret Lucas has assumed the chair of the Department of Arts at North Texas State University; her phone number is (817) 565-4003.
- Jim Renick was one of the "former Fellows" in residence at the 1985-86 Fellows Opening Seminar, sharing his fellowship experiences as a home Fellow.
- Jon Whitmore moved to SUNY-University at Buffalo as dean of the Faculty of Arts and Letters, 810 Clemens Hall, Buffalo, NY 14260. His phone number (716) 636-2713. Congratulations to Jon on his recent marriage.

1984-85

- Bill Coffey has been assigned a dual role: at the West Virginia Board of Regents as associate director of research and at Marshall University as assistant to the vice president for academic affairs.
- Clarence Davis is full professor and chair, Department of History at the College of Charleston.
- Tara Davis has reclaimed her maiden name of Elyssa. She is now the executive director of the New England Consortium of Colleges and Universities (NECCUM), 51 Lawrence Street, Lawrence MA 01841 (617) 686-3183.
- Don DeRosa and Karen have a son, Michael Anthony, born on Jan. 22. Don's new phone number at UNC-Greensboro is (919) 379-5596.
- Marge Faulwell is now associate dean of academic affairs at Saint Xavier College in Chicago; her phone number is (312) 779-3300 X 281.
- Monica Hamill sends her best wishes and appreciation to all that have cheered her on. It worked! She is on the road to a complete recovery.
- Paula Gilbert Lewis's new title and phone number at George Mason University are Acting Associate Dean of the College of Arts and Sciences, (703) 323-3573.
- Bernard Parker provided insights on being a host Fellow and how to go around the USA on hardly any money at the 1985-86 Opening Seminar. Also, on Sept. 30, he was named Vice President for Academic Affairs at Saint Leo College.
- Santiago Wood had a monograph published in AACJC's Issues Series, #2, International Trade Education: Issues and Programs. His paper is titled "A Comprehensive International Business Education Program."

DOES ANYONE KNOW WHERE THESE FELLOWS ARE?

- 1966-67 Joyce Rowland
- 1967-68 John Cartwright, Irving DeKoff
- 1968-69 James Ballantyne, Richard Brien, Richard Cunningham, Charles Follett, Carolyn Lassek
- 1969-70 Patrick Distasio, Ralph Moorhead, Gary Silcott
- 1970-71 George Mace
- 1972-73 Samuel Davis, Kenneth Goode, Charles Holbrow
- 1973-74 Ronald Bailey, Sandra Warden McDavid
- 1975-76 Joyce Griffin, Gwen Jones-Davis

We are still looking for these Fellows; please let this office know of their whereabouts.

COUNCIL OF FELLOWS DAY INFORMATION AND REGISTRATION FORM

Location: Park Terrace Hotel, 1515 Rhode Island Avenue, NW, Washington, DC 20007. Telephone (202) 232-7000.

Dates: May 21-22, 1986

Registration Fee: \$50.00 for Council of Fellows Day must be sent to the AFP office before April 26, 1986. Please indicate your name, address, etc. and Fellows class year. The registration fee includes materials, reception and dinner. The registration fee will be fully refunded if a cancellation is received before May 1; a \$35.00 refund before May 12; and no refund after May 12. Please address to: ACE Fellows Program, American Council on Education, One Dupont Circle, Washington, DC 20036 (202) 939-9418.

Rooms Rates: Single - \$79.00; Double - \$95.00; Triple - \$110.00. A ten percent District Sales Tax and a one dollar occupancy charge will apply daily per room.

Special Instructions for Reserving a Room: If you request double occupancy accommodations, you must provide the name of the person with whom you wish to room. If you do not specify a roommate, you will be assigned a single room. The same applies for triple occupancy room rates and it should be noted that the third bed is a cot. Please call the AFP office as soon as possible if you would like the name of another person wishing to share a room. We will give you a name, but you must contact that person yourself and handle the reservations directly with the hotel.

Parking Facilities: Overnight guests pay \$7 per day, and non-guest parking is \$5 up to the first four hours.

Cut-off Date for Hotel Reservations: April 26, 1986

Hotel Cancellation Policy: 24 hour notice is required.

HOTEL REGISTRATION FORM

Please detach and return this portion to: Reservations, Park Terrace Hotel,
1515 Rhode Island Avenue, NW, Washington, DC 20005

ACE Fellows Program - Council of Fellows Day - May 20-21, 1986

Please reserve a _____ room for the night(s) of _____
(single/double/triple)

Name _____

Address _____

Daytime phone: area code _____

Name(s) of person(s) sharing room _____

Arrival time _____ am/pm For a guaranteed late arrival, please provide
credit card name, number, expiration date, and signature: _____

Signature _____

Cut here

ACE REGISTRATION FORM

Please return this portion only to AFP Office:

AFP, American Council on Education
One Dupont Circle, NW
Washington, DC 20036

____ Yes, I plan to attend Council of Fellows Day, May 20-21, 1986.

Name _____

Title _____

Address _____

Phone _____

My guest is: _____

____ I'm looking for a roommate.

____ Registration fee of \$50.00 is enclosed.

Information on Registration for Fellows Copper Mountain Program

Location: Copper Mountain Resort, Copper Mountain, CO 80443

Servicing Airport: Denver, CO

Dates: July 27-31, 1986

Room rates: (Per room not per occupant)

1 to 2 people: Lodge Room-----	\$55 per night
1 to 2 people: Deluxe Studio with Kitchen-----	\$70 per night
1 to 4 people: One bedroom Condominium-----	\$85 per night
1 to 6 people: Two bedroom Condominium-----	\$100 per night
1 to 8 people: Three bedroom Condominium-----	\$125 per night

Rates are subject to a 5.1 percent tax per night.

Bus transportation: You need to arrange your transportation to and from the Copper Mountain Resort by calling collect Apex Travel at (303) 968-2882. Apex will make arrangements with Resort Express bus for \$25 each way or with Trailway Buses for \$25 round trip. However, if a number of you arrive simultaneously, a hotel van will pick you up (still coordinated by Apex) and your rate will be greatly reduced, depending on the number of riders (the cut off date is July 20).

An alternative to bus transportation is group shared car rental, Alamo has to good car rental rates.

Registration Fee: \$100.00 includes reception and dinner Sunday night and dinner Wednesday evening and conference materials.

Special Instructions: The registration form cannot be processed unless registration fee is enclosed. Because of the interactive nature of the seminar, we must limit participation to 30. Registration will be first come first served.

Please note: When we receive your registration form, we will send you a card to reserve your room directly with the hotel, and other travel/hotel information. Once you have received this information from us and to expedite matters, you may wish to reserve your room directly by calling (1)800-525-3878 (cut off date is July 7).

Please return this portion to: Irene Itabashi, Fellows Copper Mountain Program,
American Council on Education, One Dupont Circle, Washington, DC 20036.

I will attend the Fellows Copper Mountain Program.

My registration fee of \$100 is enclosed.

Enclosed is a spouse/guest registration fee of \$100.

Name: _____ AFP Year: _____

Title: _____

Institution: _____

Mailing address: _____

Business phone: _____

Summer address and phone number (if different): _____

Name(s) of roommate(s) _____

Please provide me with the name of a person looking for a roommate.



(?) ACE American Council
On Education

Council of Fellows NEWSLETTER

ACE Fellows Program American Council on Education One Dupont Circle, Washington, DC 20036, 202-939-9420

Volume XII, Number 1

Editor, Madeleine F. Green

1985

August 1985

A Message from ACE President, Robert H. Atwell....

Dear Fellows,

In my six years at the American Council on Education, I have been fortunate to be an active participant in the ACE Fellows Program. My association with the Fellows at the seminars and during their Fellowship years has been a learning experience for me as well as a rich source of friendships.

In my recent paper to the ACE Board of Directors on the future of ACE, I have reaffirmed our commitment to leadership development and to the importance of the Fellows Program. The program is an enduring success, and a great source of pride for ACE. The enormous support of the Program from institutional leaders and from the alumni is indeed gratifying, and ample corroboration that ACE must continue its commitment to this important investment in the future of our nation's colleges and universities.

I have been particularly impressed with the Program's ability to continue to attract financial support from foundations and corporations, most recently with the willingness of the alumni to contribute to its future health and vitality. Your eagerness to support the Fellows Program has made a powerful statement to me, to the Commission on Leadership Development, and to the ACE Board of Directors.

It is a great pleasure to welcome the ACE Fellows Program into its third decade. I look forward to my continuing involvement in the Program, to the rich associations with the Fellows, as well as to working with you and Madeleine Green on this stellar ACE activity.

Sincerely,

Robert H. Atwell
Robert H. Atwell



1985-86 FELLOWS IN PLACE....

The twenty-first class of ACE Fellows has been selected, and are beginning their Fellowship years. Of the 31 Fellows, 14 (45 percent) are women, and 7 (23 percent) are minorities; 6 (19 percent) are from community colleges and 10 (32 percent) are from private institutions. The newly named Fellows are:

- Livingston Alexander, associate professor, Psychology, Western Kentucky University,
Thomas D. Beck, associate professor, History, Chapman College,
Lee A. Bender, professor of Economics, Montgomery County Community College,
Mary E. Benjamin, director, Alcohol/Drug Studies, Jackson State University,
J. Patout Burns, Jr., associate professor and chair, Theology Department, Loyola University of Chicago,
Cecilia H. Cantrell, chairman, Department of Nursing, Georgia State University,
Jordan L. Cohen, associate professor and coordinator, School of Pharmacy, University of Southern California,
Dario A. Cortes, associate professor, Foreign Languages, North Carolina State University,
Donald A. Cress, chair, Philosophy, Northern Illinois University,
Gregory T. DeCinque, director, Student Life and Activities, Brookdale Community College,
C. Irvin Drew, director, Occupational Education, Laney College,
Joseph L. Fink, III, assistant dean, College of Pharmacy, University of Kentucky,
Joseph C. Forte, assistant professor, Art History, Sarah Lawrence College,
Judith A. Johnson, head, English Language, Eastern Michigan University,
Jessica Kozloff, assistant to vice president, Academic Affairs, University of Northern Colorado,
Estela R. Lopez, assistant professor, Inter American University of Puerto Rico,
Janet McHughes, assistant chair, Communications Department, Arizona State University,
Susan P. McNamara, associate professor, English, William Paterson College,
Anne S. McNutt, dean of Instruction, Nashville State Technical Institute,
Elsa Nunez-Wormack, associate professor, English, Ramapo College of New Jersey,
James Pence, English instructor, Yavapai College,
Kathleen M. Redd, acting assistant dean, College of Social Sciences, St. Cloud State University,
Kenneth L. Schwab, dean of students, Guilford College,
Michael A. Smyer, associate professor, Individual/Family Studies, Penn. State University,
Robert A. Snyder, interim dean, Business College, Northern Kentucky University,
Henry N. Tisdale, associate professor, Mathematics, Delaware State College,
Edward J. Valeau, director, Instructional Services, Skyline Community College,
Kristen Wenzel, chair, Division of Social Sciences, College of New Rochelle,
Friederike Wiedemann, professor/coordinator, Language Testing and GED Program, Northeastern Illinois University,
Herma B. Williams, professor of Human Ecology, Morgan State University.

Seventy-five percent of the new class will have host Fellowships. In last year's class, 80 percent were host Fellows for at least one semester. The percentage of host Fellows is up sharply from 1983-84, when 59 percent went to host campuses. This is a very encouraging trend, and perhaps indicates that in spite of the considerable investment, presidents are recognizing the significant advantages of host vs. home Fellowships. Interestingly enough, relatively few institutions applied for the grants made available by the Andrew W. Mellon Foundation to help offset the costs of replacing the Fellow at the host institution. As word of the grant gets around, applications will undoubtedly increase.

SIX GRANTS AWARDED TO INSTITUTIONS SPONSORING 1985-86 FELLOWS

The first grants from a three year \$330,000 grant from the Andrew W. Mellon Foundation were made to six institutions sponsoring 1985-86 Fellows. The \$5,000 grant will help institutions hire additional faculty to teach courses that would have been taught by the Fellow and/or to carry out duties of a Fellow while he or she is interning at a host institution. The institutions are the College of New Rochelle (NY), Inter-American University of Puerto Rico, Jackson State University (MS), Morgan State University (MD), Ramapo College of New Jersey and Sarah Lawrence College (NY). Grants of up to \$7,500 will be made available to the 1986-87 class.

A NEW GRANT FROM THE CIGNA CORPORATION FUNDS MINORITY FELLOW.....

In early August the Fellows Program was awarded a \$10,000 grant from the CIGNA Corporation, \$7,500 of which will be given to the nominating institution to help offset the costs of replacing the Fellow going to a host institution. The grant was designated to assist a minority Fellow, and the selection of the institution in the 1985-86 class to receive the award is underway. The selection committee consists of Robert H. Atwell, president of ACE, Daniel H. Perlman, president of Suffolk University (AFP 72-73) and chair of the Council of Fellows, Peggy Leiterman-Stock, vice president of the University of Hartford (AFP 79-80) and vice chair of the Council of Fellows, and Sarah Melendez, associate director of the Office on Minority Concerns, ACE.

The grant is the first in what we hope will be a series of grants to support one or more Fellows by providing a stipend to their nominating institution. I have visited more than a dozen foundations since late 1984, and am targeting especially foundations with special regional focus or other interests compatible with the goals of the Fellows Program.

FELLOWS ON THE MOVE....

Of course, everyone reads the "Notes on People" section first, but the ongoing effort to collect information about the career paths of the ACE Fellows continues to yield interesting information. For example, of the graduates of the first 18 classes (through 82-83), 426 (57 percent) have held the position of dean or higher; 92 (12 percent) have held college presidencies; 131 (18 percent) have been vice presidents; 74 (10 percent) have become assistant or associate vice presidents; and 128 (17 percent) have served as deans.

Particular attention has been paid to the 1979-80 through 1982-83 classes and the careers of those 220 graduates have been looked at separately. Already, 45 percent of that group hold the positions of full dean or higher:

20 percent are deans, 7 percent are assistant or associate vice presidents, 15 percent are vice presidents and 3 percent are presidents. A striking finding about the careers of this group is the rapid advancement of women and minority Fellows: 35 percent of the women are deans, assistant or associate vice presidents or vice presidents, compared with 45 percent of the men; 46 percent of the minority Fellows hold these positions, compared to 39 percent of the majority Fellows. The advancement of minority men is notable: 44 percent are deans or higher vs. 32 percent of their majority counterparts. And finally, the data show that the Fellows Program is benefitting the sponsoring institution, since the majority (64%) of Fellows taking new positions at the dean, vice presidential and presidential levels are doing so at their nominating institutions.

MARK YOUR CALENDARS FOR THE ACE ANNUAL MEETING ...

This year's Annual Meeting will be held in Miami Beach, October 27-30. Cosponsored by the Council for Financial Aid to Education, the theme is "Corporate/Campus Cooperation." Plenary session speakers include Theodore Hesburgh CSC, President of the University of Notre Dame, James Ferguson, Chairman, General Foods Corporation, Louis Cabot, Chairman, Cabot Corporation, Judith Eaton, President, Community College of Philadelphia, Edward Donley, Chairman, Air Products and Chemicals, and Steven Muller, President, the Johns Hopkins University.

A number of special events for Fellows will be held:

- Meeting of the Executive Committee of the Council of Fellows, Monday, October 28, 4:00 p.m.
- Reception for Fellows, Mentors, and friends of the Program, October 28, 5:30-7:00 p.m.
- Luncheon for Fellows alumni and guests on October 29, 12:30 p.m. (you must sign up with your registration form.)
- Business Meeting of the Council of Fellows (all welcome), October 29, 5:00 p.m.

You should have already received preliminary programs and registration forms. If you need another copy, call (202)833-4750 or after August 23, (202)939-9410. Please do not call this office.

OTHER EVENTS FOR ALUMNI ... MARK YOUR CALENDARS AGAIN

The working reunion will be held in Washington D.C. in February 1986, hosted by the University of the District of Columbia. More details to follow in the next newsletter.

Council of Fellows Day, a special program for alumni held as part of the closing seminar, will be held once again this year in Washington D.C., beginning on Wednesday evening, May 21 with a reception and dinner, and continuing through early afternoon on Thursday, May 22.

AND A BRAND NEW EVENT FOR ALUMNI, JULY 1986

At its March meeting, the Executive Committee of the Council of Fellows decided that a portion of the 1984 and 1985 alumni fund be used to support a special continuing education event for alumni. So, from July 27-31, 1986, tentatively at the Copper Mountain Resort near Denver, a new kind of program will be offered to alumni. It will be a three or four day program, and will provide Fellows with an opportunity to step back and read and think about larger social issues and gain new perspectives on their work and daily lives. A highly successful new program of this type was offered to presidents this summer, "The 6,000-Minute Sabbatical," dealing with such issues as global interdependence, changing social and family patterns, the impact of the media on youth and society. A suggestion for the Fellows event theme is ethical issues, including both historical readings and contemporary case studies.

Rita Jacobs (79-80) will be working with me and other interested alumni in developing this program. Let me hear from you please, if you would like to help or have suggestions for topics, speakers, facilitators. We especially want to avoid too many traditional lecture/discussion sessions--this program should be a dialogue, and attendance will be limited to forty. Since the program will be subsidized by the Annual Fund, the registration fee will be minimal. You will be pleased to know that rooms at this first-class resort will be placed at \$55; one-bedroom condominiums will be \$75; and two- and three-bedroom condominiums will be \$100 and \$125 respectively.

MATCHING GRANT MADE TO 1985 ALUMNI FUND ...

By now, you should have all received Ralph Wagoner's and Annie Kronk's request to contribute to the 1985 Annual Fund. As the flyer you received indicated, the 1984 Annual Fund was a great success, totalling nearly \$23,000. Our goal for 1985 is \$30,000, and a second matching grant from the Phillips Petroleum Corporation should help us meet the goal. If you haven't already done so, please write a check or pledge today so that we can be sure to earn the grant. Don't wait for your class agent to call. The 1985-86 class began the campaign with a generous contribution of \$1,600. Won't your class match that?

HOW ARE YOUR ALUMNI DOLLARS BEING SPENT?

The July 1986 program is not the only activity sponsored by the alumni. In 1985-86, at the request of the Executive Committee, stipends of up to \$1,000 will be made to home Fellows to permit them to do a "mini-internship" on a host campus. All agree that a host experience, even a short one, is invaluable, and these extra monies will allow home Fellows not only to travel to national and regional meetings and make campus visits using the travel funds provided by their institutions, but also to experience a host Fellowship.

Half the contributions in any given year will be used as quasi-endowment, thus providing for the future vitality of the program as well as for important "extras" in the ongoing operations.

FORTHCOMING PUBLICATIONS ON THE FELLOWS PROGRAM ...

The history of the Fellows Program will be off the press in September and all alumni will receive copies. Written by Harry A. Marmion, former ACE staff member and former president of Xavier University and Southhampton University and Carol Pearson, former Visiting Associate at ACE and now vice president and dean of faculty at Goucher College, this history has been more consulted, and we finally put together a number of pieces of the puzzle ...

Also close to completion is an analysis of the 1984 survey. Begun by Carol Pearson during her year at ACE and completed by Thomas Chibucos (1983-84), associate professor and coordinator of the Division of Family and Child Study at Northern Illinois University, the report will analyze the Fellows' perceptions of the usefulness of the Fellows Program to their careers and professional development as well as other interesting items ...

FELLOWS GET HIGH VISIBILITY AT ACE ...

This year, for the first time, the chair of the Executive Committee of the Council of Fellows has been invited to serve as an observer on the ACE Board of Directors. Daniel Perlman attended the May board meeting and reported on the recent activities and status of the Council of Fellows. In addition, the vice-chair sits *ex officio* on the Commission on Leadership Development. Peggy Leiteman-Stock attended the June 18th Commission meeting and her presence as an active contributor was welcomed. Peggy will represent Dan and the Council of Fellows at the August 20 ACE Board Meeting.

In another capacity, four ACE Fellows are conducting workshops for department chairs on behalf of ACE. The Department Leadership Program, directed by John B. Bennett (75-76), offers workshops on campuses around the country for department chairs. Last year, 25 were conducted, many of them by consultants selected and trained by John. Myrna Goldenberg (81-82), Wayne Sheley (78-79), Tony Iadarola (80-81), and Margaret Lucas (83-84) are among the approximately ten deans and department chairs conducting workshops for ACE.

A FINAL WORD ... WON'T YOU HELP IDENTIFY FUTURE FELLOWS

A good sized, diverse, and high quality nominee pool is the cornerstone of the program's quality. Won't you make a special effort to talk about the program on your campus, encourage a campus-wide competition for the nomination, and in general help the program identify good candidates? How about calling the office to get a stack of brochures to bring to the next disciplinary or higher education meeting you go to?

A mailing to all ACE member presidents and chief academic officers complete with nomination papers will be sent to all ACE members at the end of August. Non-members will receive brochures only. Won't you help to be sure that these materials get circulated widely and that information about the Fellows Program is made available to potential candidates?

DOES ANYONE KNOW WHERE THESE FELLOWS ARE?

67-68 Lester Brown, John Cartwright, Irving DeKoff, Julian Foster
68-69 James Ballantyne, Richard Brien, Richard Cunningham, Charles Follet,
Carolyn Lassek, Bruce Trumbo
69-70 Patrick Distasio, Ralph Moorhead, Gary Silcott
70-71 George Mace
71-72 William Sutton
72-73 Samuel Davis, Kenneth Goode, Charles Holbrow
73-74 Ronald Bailey, Sandra McDavid
75-76 Joyce Griffin, Gwen Jones-Davis

We are still looking for these fellows, please let this office know of their whereabouts. A special "thank you" for those who wrote in addresses for Marvin DeBoer, Pierre Hart and Robert Krupp.

NOTES ON PEOPLE

1965-66

James Connor has completed eleven years as chancellor of the University of Wisconsin - Whitewater. Time flies.

Frank Farner received the Distinguished Alumni Award for 1984 from Claremont Graduate School. Dr. Farner serves as coordinator of World Bank lending to China in education. This has involved eight projects in the past four years, totalling nearly \$1 billion in assistance - nearly all to higher education.

Paul Magelli is now president of Metropolitan State College in Denver, Colorado.

1966-67

David Brown was inaugurated as chancellor at the University of North Carolina-Asheville this past March.

Charles Hayes is now chairperson of the Education Department at North Carolina A&T State University.

Bruce MacLachlan is serving as special assistant to the chief of staff in the Army Reserve Personnel Center in St. Louis, Mo.

Joseph Laggini has returned to full-time teaching of history at Rutgers.

Mary Magdala Thompson has left Auburn University to enter private practice as a marriage and family therapist in Mobile, AL. Her home address is 3700 Whispering Pine Road, #47C, Mobile, AL 36608.

1967-68

Kenneth Bader, with the American Soybean Association, has been giving speeches at universities around the world and to date, he has travelled to 60 countries. He now chairs a Congressional Export Commission.

William Baxter has returned to full time teaching of music at Birmingham - Southern College.

Victor Dahl has become director of International Programs at Portland State University, Oregon. He held this position once before, prior to 1970.

Victor claims to accumulate minor titles like Poobah in the Mikado.

Monty Davenport has returned to teaching mechanical engineering at Texas Tech University.

Marvin DeBoer has been located at the University of Central Arkansas where he is professor of Speech. (Thank you, Fred Obear.)

67-68 continued

- Robert Gutchen's new assignment for the 84-85 academic year is acting associate coordinator of Research at the University of Rhode Island.
- Jacinta Mann writes her overriding interest is now in teaching rather than in administration; she is pleased she can keep in touch with the class through some of these tidbits in the Newsletter.
- William Martin is now chairperson and professor of chemistry at Lake Forest College.
- Donal Myer's correct title is dean, School of Sciences, Southern Illinois University at Edwardsville.
- Richard Netzel leaves the Consortium of State Colleges in Colorado to be professor of physics at Metropolitan State College.
- Fred Obeare received an honorary doctor of humane letters degree from the University of Lowell.
- Barrie Richardson left Hope College to go to Centenary College as dean of the School of Business.

1968-69

- Donald Darnton left Missouri to be a special assistant at West Virginia Board of Regents in Institute, WV.
- Frank Kerins, thank you for Robert Krupp's address.
- Robert Krupp, glad to learn, through Frank Kerins, that you have been located in Chicago; if you prefer that we mail to a business address, please let our office hear from you.
- Thomas Pinson is chairing the Department of Dentistry at Howard University Hospital.

1969-70

- Lewis Marcuson changed hats again at Wilmington College, formerly assistant to the provost, now assistant to the dean of the College.
- George Morgan has gone back to faculty at Colorado State University. He is a professor of Human Development as well as professor and head of Textiles and Clothing.
- Wilmarth Mott reports that he has been totally bogged down in negotiations with faculty union (AFT of AFL-CIO) since April--with six arbitration hearings in the last eight months.
- Augustine (Gus) Silveira, Jr. has been appointed a lifetime SUNY faculty exchange scholar, an honor which enables him to give visiting seminars and classes and make written evaluations of other colleges and universities in New York State.

1970-71

- Arnold Allentuch moved from dean to associate vice president for Academic Affairs at the New Jersey Institute of Technology.
- Donald Bender moved from Washington State University to Gonzaga University as professor of Civil Engineering.
- Cathleen C. Real, president at Siena Heights College, wondered if someone should do a study on why so few women have attended the Working Reunions. She also wondered if that pattern of attendance is present at other national meetings. Barbara Hill (79-80) in response to that query in the last newsletter, conjectured that limited travel funds and family conflicts for some could be cited.
- Richard Robe's correct title is dean, College of Engineering and Technology at Ohio University.
- Steven Sample writes that, as he looks back, "the AFP was an excellent opportunity for me to gain valuable skills and training in administration." He has come to appreciate more and more what he learned as a Fellow.

70-71 continued

- Cleon Thompson leaves the University of North Carolina in Chapel Hill for the presidency of Winston-Salem State University.
- Herman Totten is professor of Library and Information at North Texas State University.
- Joseph Valenti has left the N.Y. State Civil Service Commission for the vice presidency of the New York Power Authority in Albany.

1971-72

- Jerry Anderson has accepted the position of vice president for Development at Concordia College in Minnesota, leaving University of Wisc.-Stout after three years.
- Peter Buzanski's most recent address shows that he is professor and chair, of the History Department at San Jose State University.
- Harold Deutschman's title at the New Jersey Institute of Technology is associate vice president of Academic Affairs and Extension Programs.
- Meneve Dunham (former president at Clarke College) assumed the presidency at Fontbonne College in Missouri July 15.
- Thomas Stauffer has been active on the Governor's Council on Science and Technology; has chaired the Houston Task Force on World Trade and Houston Committee on Economic Diversification. He's obviously been quite busy during the past few months. The Stauffers are expecting their third child in August.

1972-73

- Lewis L. Bird, Jr. is now executive assistant to the executive vice chancellor at University of California - Irvine.
- Charles Blair received a J.D. from the University of Akron in May 1983, was admitted to practice law in Ohio, May 9, 1983, and now practices with the firm of McDowall & Whalen (Cayahoga Falls), representing 70 Ohio public school districts either as general counsel, principal negotiator, or both. He was designated charter vice provost emeritus, Northeastern Ohio Universities College of Medicine in 1982.
- Walter Emge left Morehead State University to go to Manhattan College as provost.
- Paul Harman has left the Worcester area and is now in Boston as vice provincial for formation for the Society of Jesus in Boston.
- Joel Jones is now vice president for Planning and Organizational Development at the University of New Mexico.
- Joan North has taken the position of dean of the College of Professional Studies at the University of Wisconsin-Stevens Point. Her phone number is (715)346-3169.

1973-74

- Wallace Honeywell has gone into private practice as director of Family Life Services in Houston, TX.
- Roy Peterson has new responsibilities as interim president of Tennessee State University.
- Tom Reese provides the following: the Class of 1973-74 is planning an annual get-together. Bob Smith of VPI is in charge of planning. Interested? Contact Bob Smith (VPI) or any of the following: Dick Alter (Cal State, Stanislaus); Joyce Tsunoda (Hawaii Community Colleges); Don Alexander (Allegheny Community College); Patrick Sullivan (SRI); Warren Smith (Southeastern Louisiana U); Bert Bach (State Univ. and College System, Tennessee).

73-74 continued

Barbara Seelye mentions "the president's job is quite different than anticipated but it is going well."

Jonathan Snead has moved on to Gunter Air Force Station (Air University) in Alabama as installation commander and air base squadron commander.

1974-75

Joseph Fink, president of College Misericordia, has been elected president of the Association of Mercy Colleges. These colleges educate over 25,000 students and have total operating budgets approaching \$100 million.

Robert Jefferson is now dean of the College of Business at Western Illinois University.

Norman Lasca has gone back to the classroom as teacher and chair of the Department of Geological and Geophysical Sciences at University of Wisconsin-Milwaukee.

1975-76

Carlota Baca has accepted a position with the Council for International Exchange of Scholars (CIES) as executive associate. CIES is affiliated with ACE.

Congratulations to John Bennett on his recent marriage to Elizabeth Dreyer at Catholic University.

William Bennett, as you all know, is Secretary of Education; just open your local newspaper for more details.

Robert Greene's correct title at J. Sargeant Reynolds Community College is provost - Downtown Campus.

Grant Hammond has two changes to report: he is now chairman of the International Studies Department, and that Southwestern at Memphis is now called Rhodes College.

Donald Hartman left Juniata College for the University of Charleston as senior vice president for Academic Affairs.

Robert McArthur is acting vice president for Academic Affairs and dean of faculty at Colby College, Waterville, Maine.

Norman Mohl, after 12 years in administration, has returned to teaching at the School of Dental Medicine at SUNY-Buffalo. He will continue to be program director for the Oral Sciences as well as for graduate programs.

Daniel Reedy changed hats at the University of Kentucky from chairman, Department of Italian and Spanish, to associate dean for Academic Affairs of the Graduate School.

Roy Ward reports he was on leave for six months in Europe; he continues as professor of religion and affiliate in women's studies at Miami University.

1976-77

Joel Cunningham has been named the 13th president of Susquehanna University, where he had been acting president since June 1984.

William Hogan, on leave from the University of Kansas, is now at Honeywell, Inc. in Minnesota as vice president for Marine Systems Group.

Walter Jewell is back in the classroom as professor of management at the University of New Haven. He travelled to India this summer on a tea buying expedition.

Ben McClelland is a full professor of English at Rhode Island College.

Bennie Reeves has changed chairs, from social sciences to the department of history at Jackson State University.

Richard Von Dohlen now chairs the Division of Humanities and teaches philosophy at Lenoir-Rhyne College.

76-77 continued

Eddie Williams is acting vice president for Administrative Affairs and director, office of Budget and Planning at Northern Illinois University.

1977-78

Juanita Fleming (University of Kentucky) has received the Woman of Achievement Award from the YWCA, and named associate vice-chancellor for Academic Affairs at the Medical Center. She continues her appointment in the College of Nursing.

Richard Lorenzen is now vice provost and director, University Extension and Summer Quarter at the University of Washington.

Tamar March mentions that a number of folks at Hobart and William Smith Colleges are wondering about the AFP version of the "old boy network." (See December 5, 1984 article in the Chronicle). Two former fellows hold the academic reins: Tamar as associate provost and Minor Myers (81-82) as provost. Surprisingly enough, neither knew that the other had been a Fellow! Also, we gave you Tamar's home phone number in the directory (sorry) -- her office number is (315)789-5500.

Anne Pruitt is now associate provost at Ohio State University.

Charles Rutherford is assistant provost of Arts and Humanities at the University of Maryland, College Park.

Bernie Solon's listing in the Directory should be vice president, Academic Affairs.

1978-79

Ron Boyce is now dean, School of Social and Behavioral Sciences at Seattle Pacific University.

Gerry Brownlee is back in the classroom at the University of Illinois at Chicago.

Roger Caldwell's new title at the University of Arizona is coordinator, Information Systems and Communications.

Pierre Hart is now chairman of German and Classics at Louisiana State University. We had lost track of him; a 1975 Fellow located him.

Grace Ann Hovet continues to incorporate critical theories into classroom practice. She helped develop several courses, and one of them is "The Profession of English."

Aaron James is at the Maricopa Technical Community College as professor of biology.

Gregg Lacy became the academic dean at Keuka College in New York in January 1985.

Irving McPhail went to Delaware State College as vice president for Academic Affairs.

Annie Neal returns to the University of the District of Columbia as associate dean of Research and Planning at the College of Education and Human Ecology after a year's leave to work for the government.

John Nies has moved on to dean and vice president for Academic Affairs at Illinois College.

Sandra Packard is the new provost at the University of Tennessee, Chattanooga (led by president Fred Obear (1967-68)).

Wayne Sheley went west to California State University-Long Beach as dean, School of Fine Arts.

1979-80

- Sara Dinham has provided us with an address (good through 8/86) while her husband serves in the U.S. Congress: 600 Independence Ave., SE, Washington, DC 20003.
- Thomas R. McFaul is now senior vice president for Academic and Student Affairs at George Williams College, Downers Grove, Illinois.
- David Potter organized a state wide conference with over 400 participants for the Council of Higher Education in Richmond, Virginia.
- Edith Swan has assumed responsibility for all student academic affairs at Oberlin as associate dean, Student Academic Affairs.

1980-81

- Artin Arslanian has been cold long enough; he will fly south to join President John Dempsey (80-81) as vice president for Academic Affairs at Belmont Abbey College.
- Fernand Brunschwig is enjoying fatherhood and teaching tremendously.
- Jeanne Budig is now assistant to the president and director of Research and Planning at Vincennes University, Indiana.
- Phyllis Franklin has done it! First woman executive director in the Modern Language Association's history.
- Pat Geadelmann has received the Iowa Award for Distinguished Service to state government and the arts. She has also been nominated by the governor for the National Governors' Association for Distinguished Service.
- Rick Kamber is wearing two hats, assistant to the president and acting vice president for Academic Affairs at Susquehanna University.
- Steve Permuth will be speaking with a southern drawl shortly; he is off to Bellarmine College (Kentucky) as vice president for Academic Affairs.
- Alan Price is interim associate vice president for Research at the University of Michigan.
- Diane Rudnick has accepted the academic deanship at Central New England College, Massachusetts.
- Sally Springer joyfully announces the birth of Erik Jacob Hope on July 6.
- Ken White left California for Arizona to be associate dean at Pima Community College-West Campus.

1981-82

- Ann Covington leaves D.C. for Tougaloo College as their newly-selected academic vice president. Her phone number is (601)956-4941.
- Dexter Burley gave the Council of Fellows a wonderful birthday gift last November at the Annual Meeting in Denver. A photographer was contracted by Dexter and a photo album will be ready for the next gathering of Fellows. Thanks Dexter.
- Bob Carrubba has accepted the dean of the Graduate School position at University of North Carolina - Charlotte.
- Channing Cox leaves Yavapai College for Peru State College as vice president.
- JoAnn Gora has written a book entitled Emergency Squad Volunteers: Professionalism -- Unpaid Work to be published by Praeger this year. Also moves from the Rutherford Campus to the Madison Campus to her new responsibilities as dean of Arts and Sciences.
- Pete Middleton has gone to Southern University in Baton Rouge as dean of Education.
- Michele Myers has been promoted to associate vice president for Academic Affairs at Trinity University.

81-82 continued

- Sue Nebel will be the Career Development Director for Women Employed; she is getting a good send-off at Loyola University of Chicago.
- Norma C. Noonan served as special assistant for Budget Planning to the vice president for Academic Affairs this past year at Augsburg College. She is also working on a book on Russian women revolutionaries.
- Betty Overton moved from associate dean to acting dean of the Graduate School at the University of Arkansas at Little Rock.
- Suzanne Swope's home address is 55 Fiske Rod, Wellesley, MA 02181, she prefers her mail to be directed there while on sabbatical leave.
- John Wiorkowski has become assistant vice president for Academic Affairs at University of Texas - Dallas.

1982-83

- Claire Etaugh wears three hats: acting associate dean of the Graduate School; acting director of the Office of Research and Sponsored Programs; and chairperson of the Department of Psychology at Bradley University.
- JoAnn Flora keeps her title as vice president for Academic Affairs, however, moves on to Villa Maria College in Erie, PA.
- Earl Higgins is now assistant vice president for Academic Affairs at Auburn University.
- Ron Millard has returned to teaching at the College of Medicine at the University of Cincinnati.
- Mary Otto is director of Research and Academic Development at Oakland University.
- Joyce Randolph announces the birth of Elizabeth Mayeda Randolph on 4/2/84.
- Don Schmeltekopf began as vice president for Academic Affairs at Mars Hill College in July.
- Marlene Springer is associate vice chancellor for Academic Affairs and Graduate Studies.
- William J. Wallisch, Jr. is now president of St. Mary's High School, Diocese of Colorado Springs (effective March 1985), raising much money and generally reenergizing the school. Watch "Good Morning America" on October 18, 1985 for a glimpse.
- John Wolfe became provost and vice president for academic affairs at Bowie State College in July.
- Marie Wunsch was in town this past April for the National Identification Program's activities. Dropped in to say "hello" and catch up on state side happenings.

1983-84

- Susan Belmore and Stanley Feldman were married under blue skies on June 12.
- Wanda Bigham has gone to Boston to be the executive assistant to the president at Emerson College.
- Walker Breland reports that he is working half-time as assistant to the provost and teaching half-time in the music department.
- Tom Chibucos returned to Northern Illinois University in July.
- Dick Coughlin is off to Minnesota as the dean of Liberal Arts at Winona State University.
- Steven Diner has become acting director of the Center for Applied Research and Urban Policy, University of the District of Columbia.
- Dell Felder moved to Arizona State University - West Campus as dean of faculty in July.
- Roger Gafke is now vice chancellor for Development, University and Alumni Relations at University of Missouri - Columbia.
- Bill Harvey returns to SUNY-Stony Brook this summer to work in the Research Group for Human Development and Educational Policy.

83-84 continued

- Dorothy Helly has turned in her associate deanship to coordinate the women's studies program at Hunter College.
- Barbara Hetrick has been named dean of the college at Hood.
- Jim Renick moves up to assistant dean of the graduate school at the University of South Florida. He attended Harvard's IEM this summer.
- Richard Simms is associate dean for Academic Affairs at the College of Education at North Texas State University.
- Tony Travis is now dean of Social Sciences at Grand Valley State Colleges.
- Judy Trent, after completing her Fellowship, remained at the University of Cincinnati as associate vice president for Graduate Studies and Research.
- Jon Whitmore has accepted the position of dean of the Faculty of Arts and Letters at SUNY-Buffalo.

1984-85

- Eric Hovland will return to the University of Maryland at Baltimore as chair, Department of Endodontics.
- Carolyn Jacobs' new title is associate dean of the faculty at Smith College.
- Paula Lewis will be acting associate dean at George Mason University.
- Bernard Parker has been promoted to assistant vice president for Academic Affairs at Saint Leo College.
- Beate Schiwiek is now on staff at the New Jersey Department of Higher Education as assistant to the vice chancellor for Academic Affairs for special academic programs.
- Conrad Stanitski is staying at Franklin and Marshall College as assistant to the president.
- Larry Thacker will be going to Maxwell Air Force Base at the Air University's Squadron Officer School as director of Curriculum.
- Santiago Wood has been named acting dean of instruction at Vista College. This appointment happened shortly after the Mid-year seminar.

(7) ACE
AMERICAN COUNCIL ON EDUCATION

Center for Leadership Development

July 15, 1985



Dear ACE Fellow:

At last! A directory of alumni with phone numbers, as so many of you have requested. It was no small undertaking, I assure you.

As you know, Fellows move around so much and so fast that any directory is out of date the moment it is printed. But since most of you have been very helpful in keeping us posted of your whereabouts, do call the AFP office for an update if you need to. Also, watch the newsletter for new information.

I hope that this summer brings you some rest and vacation.

Sincerely,

Madeleine F. Green
Director

IMPORTANT NOTE: As of August 23, our telephone numbers will be changed. The new numbers will be:

939-9417/18/19/20

ACE
FELLOWS PROGRAM

1965-1986

CENTER FOR LEADERSHIP DEVELOPMENT
AMERICAN COUNCIL ON EDUCATION

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ACE

FELLOWS PROGRAM

1965-1986

CENTER FOR LEADERSHIP DEVELOPMENT
AMERICAN COUNCIL ON EDUCATION

Class of 1965-88

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 305-439-3379

Dr. David G. Brown
 Executive Director
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Class of 1965-66

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Dr. Frank Farner
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President
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303-629-3220

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919-757-2635

Dr. Patricia J. Manion
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502-865-2621

Dr. Charles W. Monson
Deceased 1974

Dr. Kenneth D. Patterson
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AMERICAN COUNCIL ON EDUCATION

Council of Fellows

The Alumni Organization of the ACE Fellows Program

June 24, 1985

Dr. Lawrence M. Clark
Associate Provost
North Carolina State University
Holladay Hall
Raleigh, NC 27607

Dear Dr. Clark:

Last year, we celebrated the Twentieth Anniversary of the American Council on Education's Fellows Program. We marked that occasion in a very important way: we launched a very successful Council of Fellows Annual Fund Program, raising close to \$23,000 to support and enrich the Fellowship opportunity. We are writing now to ask for your support in the second year of our Annual Fund effort. We are delighted that the 1984-85 class has launched this effort with a contribution of \$1,600 and 100% participation.

The enclosed brochure outlines our ambitious but achievable plan for the 1985 Annual Fund. Our goal is \$30,000. Half of the amount raised will be allocated to the permanent endowment established last year. The rest of the funds will be used to enhance the Fellowship Program in several ways: to provide stipends of \$1,000 each to home Fellows, to cover costs of a month-long, off campus "mini-internship"; and to provide additional continuing education programs for alumni/ae, and to add some instructional "extras" programs for current Fellows and alumni.

Your Class Agent will contact you during the summer to ask if you will support the 1985 Fellows Annual Fund. Please make a contribution to the Fund, and tell your Class Agent how you will help in other ways. The results of our collective efforts will be announced at the ACE Annual Meeting, October 28-30, in Miami. With your assistance, we can announce another successful Fund drive. Won't you help?

Sincerely,

Annie K. Kronk
AFP 1982-1983
Co-Chair

Sincerely,

Ralph H. Wagoner
AFP 1971-72
Co-Chair

PS: An updated Fellows directory with phone numbers is on the way to you. We are pleased that the AFP office was able to produce it and know it will be helpful to you in keeping in touch with your fellow Fellows.

**American Council
on
Education
Fellows Program**

**Council
of
Fellows
Annual Fund
1985**

**Center for Leadership Development
One Dupont Circle, N.W.
Washington, D.C. 20036
202-833-4764**

The Fellowship Experience Today

The Fellowship experience continually grows and evolves to meet the increasingly sophisticated demands of institutions and Fellows. The central experiences of the Fellowship continue to be the mentor relationship and three week-long seminars. The Fellow's home campus provides salary and benefits, and the host campus pays the cost of the seminars and some additional travel.

The curriculum reflects a variety of teaching and learning activities. The Fellows' seminars are enriched with specific reading and data gathering assignments, which serve as the basis for hands-on, interactive learning exercises. Computer simulations are a regular feature of the seminars. As in the past, Fellows continue to meet with educational leaders to discuss the administrative, philosophical and educational issues.

Fellows have institutionalized an active pattern of regional seminars, which Fellows plan themselves. They spend considerable time visiting new campuses to broaden their experience.

Fellows continue to report that the Fellowship year has no parallel in higher education. No other experience has had the impact that the Fellowship has of broadening the Fellows' horizons and deepening their understanding of higher education.

What do former Fellows and Mentors say about the Program?

"The ACE FELLOWS Program afforded me a global perspective on higher education that only a national program could provide. It not only gave me the opportunity to strengthen my gifts and clarify my goals, but it situated me in a network that was and is life-giving."

Sister Matthew Anita MacDonald, SSJ
President, Chestnut Hill College
1974-75

"As I look back, the Fellows Program was an excellent opportunity for me to gain valuable skills and training in administration. I have come to appreciate more and more what I learned as a Fellow."

Steven B. Sample
President
State University of New York at Buffalo
1970-71

"The experience was the singularly best learning opportunity of my life . . . and I took every advantage of it I could. Without it, I do not believe I would hold the responsibility I do nor lead as I try to lead. It has made that much of a difference."

Steve Permuth
Dean, College of Education
Bradley University
1980-81

"Penn has had six ACE Fellows during the twenty-year history of the Fellows Program. The Program has benefited them as much as it has profited us. For the Fellows, it has meant an extraordinary opportunity to combine experience and study in higher education administration. Home and host institutions gain the service of bright, enthusiastic people and the advantage of drawing upon their experience in the ACE network. The result is a working and learning relationship that has all the earmarks of a mutual admiration society. We will continue to support and participate in the program because, in a word, it works."

Sheldon Hackney
President
University of Pennsylvania
Mentor

The ACE Fellows Program

An Education for Leadership Leadership for Education 1965-1985

The American Council on Education Fellows Program in Academic Administration is the only national program that educates leaders for all segments of the higher education community. In the past twenty years, 813 men and women have participated in the program's year-long curriculum of seminars, visits, work with education leaders, and study of campus higher education administration.

ACE Fellows are achievers. Nearly 85 percent hold administrative positions and most of the rest are faculty leaders. Your success reflects the program's contribution to higher education leadership. For example, of the first eighteen classes' 748 alumni:

- 90 have become college or university presidents; 17 have served at two institutions, 2 at three.
- 203 have been appointed vice presidents or associate vice presidents;
- 212 have become deans or associate deans;
- 85 percent hold administrative positions, and most of the rest have faculty leadership roles;
- 219 are women and 120 are minorities.

While numbers tell one side of the Fellows story, the program's greatest strength lies in the personal contributions of participants. You bring high levels of insight, skill, commitment, and concern to higher education. Your creativity and imagination, your support for colleagues, and your effect on students have an immeasurable impact.

Nowhere is the Fellows' continuing commitment to leadership excellence more evident than in the Council of Fellows. All alumni are members of the Council, which exists to enable you to stay in touch with each other, with the Program, and with ACE. In 1981, a dozen Fellows volunteered to come together to create the Council of Fellows. The Council's activities continue to expand, and now include sponsoring sessions at the ACE Annual Meeting and at other professional meetings, organizing the Fellows Annual Working Reunion and coordinating the ACE Council of Fellows' Annual Fund.

Madeleine F. Green
Director

The ACE Fellows Annual Fund

Financing the Fellows Program

The Fellows Program is a keystone of the array of ACE programs and services to higher education and receives major support in the ACE budget. ACE covers the costs of operating the office that serves the program, conducting seminars, selecting the Fellows, and managing public relations and alumni services. In addition, the office takes an active role in recommending fellows for administrative positions throughout their careers.

From time to time, foundations have funded program activities, and have also provided "scholarships" for Fellows' costs. Last year, the Andrew W. Mellon Foundation awarded a grant of \$330,000 for 1984-87. A portion of this grant is intended to assist institutions in sponsoring placement of Fellows at host institutions. This aid comes in the form of ten grants of \$5,000 per year.

Founding the Annual Fund

In 1983, the Council of Fellows created the Fellows Annual Fund to enhance the Fellowship Program. The goals are to create a permanent endowment, to raise funds to expand resources for the fellowship year, and to offer ongoing services to Fellows Program alumni. Sparked by a \$5,000 matching grant from the Phillips Petroleum Corporation, the fellows Annual Fund raised \$22,735 in the first year. Half of this sum will fund the endowment. A modest amount will cover fund raising. The balance will provide support for visits to other campuses by home campus Fellows in the Class of 1985-86 and for the development of an ACE Council of Fellows professional development program to be offered during the summer of 1986. As the fund grows, its enhancement of the fellowship experience will grow.

How You Can Help?

ACE and the Council of Fellows are heartened by your support of the 1984 Fund: 263 Fellows, 34 percent of the alumni, contributed an average gift of \$65.15 to the Fund. An admirable beginning, with room for improvement.

This year we want to do better, to encourage each and every person who has benefited from the Fellows Program to support its continued growth. Your gift will provide new resources, and extend the Fellowship to individuals who need support to participate. Our goal for 1985 is \$30,000, which will enable you to provide \$1,000 stipends to all home Fellows for the costs of a month long off-campus "mini-internship." We estimate the need for ten such grants. Other funds will be used to develop new materials and case studies for the seminars as well as additional continuing education programs for alumni. Half of the fund will continue to be used as endowment. The Fund will not support the normal day-to-day operations of the Fellowship.

A group of class agents is forming to ask for your support. We'll continue to bring you the story of the Fellowship experience and its importance for American higher education. We know you're committed to strengthening educational leadership. We hope you'll welcome your classmate's call. Higher education needs your help and support. The time to act is now.

**American Council on Education
Council of Fellows**

I enclose my contribution to the 1985 Annual ACE Fellows Fund

I pledge a contribution to the 1985 ACE Fellows Fund

\$500.00

\$100.00

\$250.00

\$ 50.00

Other

Name: _____ Class Year: _____

Ronald W. Roskens, Board Chair,
ACE, President, University of
Nebraska System

Robert H. Atwell, President, ACE

Daniel H. Perlman, Chair,
Executive Committee, Council
of Fellows, President,
Suffolk University



AMERICAN COUNCIL ON EDUCATION

Center for Leadership Development

*American Council
on Education
(ACE)*



April 17, 1985

Dr. Lawrence M. Clark
Associate Provost
North Carolina State University
Holladay Hall
Raleigh, NC 27607

Dear Larry:

We are in the final stages of analyzing the data from the Fellows Questionnaire administered to all former Fellows last year. The results of the survey and recommendations for programatic changes based upon it will be published in booklet form in the next few months. It is most important that the findings reported reflect the views of all the Fellows and not just some of them.

I notice that we never received a questionnaire from you. As important as the Fellowship experience has been to your life and career, **I'm certain that you would want to have your experience and your views included in this important study.** I've enclosed another copy of the questionnaire for your convenience. Please help the program and get it back to me by return mail. It should take no more than 15 minutes. An addressed envelope is enclosed. The information gathered through this survey will have a major impact on future directions of the Program.

Sincerely,

Madeleine
Madeleine F. Green
Director

Encl.

FELLOWS QUESTIONNAIRE

I. Background Information

1. Name: _____
2. Title: _____
3. Name of Current Institution: _____
4. Type of Institution:
 Private Four Year
 Private Two Year
 Public Four Year
 Public Two Year
 Other: _____
5. Business Address: _____

Business Phone: _____
6. Sex: ____ (m) ____ (f)
7. Race: ____ (Black); ____ (Asian); ____ (Native American); ____ (Hispanic);
____ (Caucasian)
8. Year of Fellowship: _____
9. Type of Fellowship ____ (home); ____ (host); ____ (home/host)
10. State(s) in which you have resided (repeat when necessary)
 - a. Prior to Fellowship Year: _____
 - b. During Fellowship: _____
 - c. After Fellowship Year: _____
11. Nature of position held just prior to Fellowship year:
 Full-time faculty; no administration
 Full-time faculty and department chair
 Part-time Faculty/Part-time Administration (e.g., Major Division Head or Asst./Assoc. Dean with teaching responsibilities)
 Full-time administration (including full-time acting position);
 Other (e.g. Research Associate, Graduate Student, etc): _____

12. Your perception of the amount of academic administrative experience you had prior to your fellowship year:

- Substantial
- Quite a bit
- Some, but not a great deal
- None

13. How did you come to learn about the AFP? Check more than one if applicable.

- My Supervisor or President
- Another Campus Colleague
- ACE literature
- The Chronicle
- A Former Fellow
- Someone from an Area College
- A Visit to One Dupont Circle
- Don't recall
- Other: _____

Continued....

II. LEARNING OUTCOMES

14. How much did you learn about each of the following during your fellowship year)?

	A Great Deal	Quite a Bit	A Moderate Amount	Little	None	Not Appli-
a. Board governance and its relationship to internal mgmt. and admn.						
b. Top level admn. decision making patterns and leadership styles						
c. Institutional long range planning						
d. Budgeting & financial management						
e. Faculty governance, evaluations, and professional development						
f. Enrollment planning/marketing/retention						
g. Obtaining Gov't grants						
h. Fund raising: obtaining private gifts						
i. Personnel issues						
j. Understanding of other campuses, types of insts.						
k. History of higher education issues in American Society						
l. Legal and ethical issues						
m. Higer education issues at federal and/or state levels						

15. How helpful was the Fellowship year in enhancing your administrative skills in the following areas?

	Ex- tremely	Very	Some- what	Not very	Not at all	Not appli- cable
a. Identifying the kinds of data needed for administrative decision-making analysis						
b. Researching, analyzing and writing administrative reports.						
c. Managing administrative projects						
d. Preparing and recommending management actions						
e. Making administrative decisions						
f. Developing leadership skills with subordinates						
g. Improving your collaborative skills with administrator peers						
h. Enhancing self-confidence in your administrative abilities						

16. Would it have been possible to acquire the same understanding of issues or to develop these same skills in other ways?

- No, not as effectively or as efficiently.
 Yes, there are alternatives that are at least as effective and efficient.

Please feel free to explain briefly: _____

17. Do you think the institutional investment of human and financial resources in the Fellowship year is defensible in these economic times?

- for all or most institutions
 only for institutions that have identified particular leadership development needs.
 only for institutions that have financial resources to spare
 only for institutions that have identified particular leadership needs ~~and~~ ~~not~~ have resources to spare
 for no or very few institutions, regardless of leadership needs or resources.
 please feel free to explain briefly: _____

18. From your current perspective is the overall benefit of the Fellows Program (including and subsequent to the Fellowship Year) realized:

- more by the individual Fellows than their sponsoring institutions
 more by the sponsoring institutions than the Fellows
 about equally by both

III. EVALUATION OF TRAINING

19. How helpful to you was the ACE fellows program in terms of:

	Ex- tremely	Very	Some- what	Not very	Not at all	Not appli- cable
a. The value of your internship on a home/host campus						
b. The value of your one week AFP seminars						
c. The value of any regional seminars sponsored by the Fellows.						
d. The value of the reading you did.						
e. Other: _____						

20. For you, what were the single most and least valuable learning experiences provided by the ACE Fellowship year; Please explain briefly for each if you can:

a. Most Valuable: _____

_____ Can recall none.

b. Least Valuable: _____

_____ Can recall none.

21. How helpful was the AFP in developing your ability to perform effectively at the first new higher education administrative position you may have assumed after your Fellowship year?

_____ Extremely helpful

_____ Very helpful

_____ Somewhat helpful

_____ Not very helpful

_____ Not helpful at all

_____ Not applicable: have not taken a new position in higher education administration since AFP year.

Can you add a brief example of how AFP training had a specific impact on your subsequent on-the-job administrative performance: _____

_____ Can recall none.

22. If you have held more than one new higher education administrative position since your AFP year, how helpful has the AFP been in developing your ability to perform effectively in the subsequent course of your administrative career?

_____ Extremely helpful

_____ Very helpful

_____ Somewhat helpful

_____ Not very helpful

_____ Not helpful at all

_____ Not applicable; have not held more than one such position

23. In calculating the personal costs of the AFP Fellowship year, can you recall having incurred out-of-pocket expenses of approximately:

- \$0-\$99
- \$100-\$499
- \$500-\$999
- \$1000-\$2999
- \$3000-\$5000
- \$over \$5000
- Not applicable; cannot recall

24. How were these expenses incurred? Check as many as apply,

- Books
- Travel
- Costs associated with Seminar attendance
- Commuting to Fellowship
- Moving my place of residence
- Cost of maintaining two residences
- Loss of spouse's income due to move
- Other: _____
- Not applicable: I cannot recall having incurred personal expenses.

IV. EVALUATION OF CAREER/LEADERSHIP OUTCOMES

25. When you entered the program to what extent had you already decided to pursue an administrative position or continue in higher education administration:

- Quite certain
- Leaning toward administration
- Not at all sure about an administrative career

26. Among the factors that may have influenced you to pursue a career in higher education administration, how important was your AFP experience?

- Extremely important
- Very important
- Somewhat important
- Not very important; I was headed there anyway
- Not important; I did not choose an administrative career in higher education

27. If you have not moved into a full-time higher education administrative position since your Fellowship year, please indicate why:

- Have stronger interests in other area(s):
- Have not yet obtained a position of my choice despite some efforts to do so
- Have not tried to find a position but plan to do so at a future time
- Other: _____
- Not applicable; I have moved into full time academic administration

28. How important have the following been in advancing your career:

	Ex- tremely	Very	Some- what	Not very	Not at all	Not appli- cable
a. Your primary mentor						
b. Your secondary (or other) mentor(s)						
c. Other home institution colleagues						
d. Fellows from your class						
e. Fellows from other classes; the Council of Fellows						
f. People you met at the AFP seminars						
g. People you met at the regional seminars						
h. AFP Director and/ or other ACE staff						
i. Other: _____						

29. For those who are interested in higher education administration, how important is the AFP as a credential for career advancement?

- Extremely important
 Very important
 Somewhat important
 Not very important
 Not at all important

30. What is the highest postsecondary administrative position you have held since your fellowship year?

- President (or equivalent)
 Vice President (or equivalent)
 Associate/Assistant Vice President
 Dean
 Director/Executive Director
 Associate/Assistant Dean
 Program/Division/Department Head
 Other: _____

31. What is the highest postsecondary administrative position you eventually hope to hold? Check more than one if two or more positions seem equally appealing.

President (or equivalent)
 Vice President (or equivalent)
 Associate/Assistant Vice President
 Dean
 Associate/Assistant Dean
 Program/Division/Department Head
 Other: _____
 I do not think of my career in terms of attaining the above positions

32. Can you offer a brief example or illustration of a career gain and/or disappointment derived from your participation in the ACE Fellows Program:

Any Gain: _____

 Can recall none

Any disappointment: _____

 Can recall none

33. Overall, in light of all costs and benefits, how important to your career advancement do you believe the time you spent with the AFP will prove to be?:

Extremely important
 Very important
 Somewhat important
 Not very important
 Not at all important; I do not expect my career to be advanced by my participation in the AFP.

V. FELLOW AND THE COMMUNITY

34. For purposes of generating national awareness of the major achievements of ACE Fellows, we would like any information you can list (please do not attach vita) with regard to significant honors or awards you may have received and/or any notable professional, business or civic contributions you might have made since your AFP year:

1. _____
2. _____
3. _____
4. _____
5. _____
 None that would have publicity value for the AFP

VI. NEW DIRECTIONS

35. Do you have a suggestion for shaping or modifying the curricular/learning content of the AFP: _____

Nothing of significance comes to mind.

36. Do you have a suggestion for improving the career enhancement activities of the AFP: _____

Nothing of significance comes to mind

VII. ASSISTING THE ACE FELLOWS PROGRAM

37. Would you assist the AFP in any or all of the following ways:

- Giving time to work on a project
- Giving time to solicit gifts for an annual giving program
- Identifying foundation or corporate leaders who might be willing to support the Fellows Program
- Introducing an ACE representative to a potential donor.

38. ACE will be seeking a wide base of small grants support from corporations and foundations, primarily in the form of grants to institutions to offset the costs of sponsoring a Fellow. Please list any corporations or foundations that might be likely to support the Fellows Program:

1. _____
 2. _____
 3. _____
 4. _____
 5. _____
- Can think of none

39. Please list below any individuals you know who may be able to "open doors" to corporations or foundations for ACE (either in the institutions listed above or elsewhere).

	<u>NAME</u>	<u>TITLE</u>	<u>INSTITUTION</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____

Can think of none

**AMERICAN
COUNCIL ON
EDUCATION**

One Dupont Circle
Washington, D. C. 20036

*American Council on Education
Fellows Program
One Dupont Circle, N.W.
Washington, D.C. 20036*





UNIVERSITY OF SOUTH FLORIDA

TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA

ACADEMIC AFFAIRS
OFFICE OF THE PROVOST
TAMPA, FLORIDA 33620

813: 974-2154



January 4, 1985 *g*

ACE Fellows Working Reunion

Dear Colleague:

This is your formal notice that the Council of Fellows Working Reunion will be held here at the University of South Florida, Tampa, Florida on Wednesday, Thursday, and Friday, February 13, 14 and 15, 1985. We are looking forward to your attendance and hope that as many of you as possible will come and join in the activities.

The working reunion was established in 1969 by David Brown. He felt it was important that alumni of the Fellows Program should have an opportunity to interact in a systematic way about academic administrative problems with which we were working. Consequently, Dave and his colleagues organized the first Fellows Working Reunion at Miami University in Oxford, Ohio.

About 35 of the Fellows came with this common expectation. We each brought from our desk a particular problem of academic administration which we shared with the others in the Seminar. After a ten-minute presentation the group asked questions, made suggestions, and reflected upon similar circumstances from their own institutional setting. So bring a problem of interest to share and discuss.

The general format is an opening session on Wednesday evening. Depending upon the number of registrants we may start the presentations that night. We will continue the session through Thursday with free time on Thursday evening for dinner. The session is finished at noon on Friday. The last item of activity is the invitation to one of us in attendance to volunteer to be host for the Working Reunion next year.

The attached sheet of information provides you with what you need to know with regard to registration fees and making arrangements for your hotel rooms. We look forward to seeing you. Give us a call at 813-974-2075 if you have any questions. Your early response would be appreciated with some indication of your topic so we can organize the presentations accordingly. See you in February.

Sincerely,
Jim

James B. Heck (65-66)
Associate Vice President
for Academic Affairs

E/8412/069

Attachment

cc: J. Brown
G. O'Brien

Jim
James C. Renick (83-84)
Assistant to the President

ACE Fellows "Working Reunion"

February 13-15, 1985

Registration and Fee

Advance registrations submitted on the attached form are important to the organization of this program. Interested persons should register by February 1, 1985. Should it become necessary to cancel or make major program changes, persons registered in advance would be notified promptly.

The registration fee of \$70 includes program materials, coffee breaks, reception and dinner on Wednesday evening, and lunch on Thursday. All other meals and lodging are the responsibility of the registrant.

To enroll, complete the program registration form and mail with a check or money order to: Continuing Education, University of South Florida, CEB 012, Tampa, FL 33620; telephone (813) 974-2403.

If it becomes necessary to cancel your registration, a refund of fees minus \$10 administrative charge will be given for cancellations received by February 6, 1985. No refunds can be offered for cancellations after that date.

Accommodations

Conference participants are asked to make their own lodging arrangements. A block of rooms has been reserved at the Holiday Inn - Tampa Northeast. For reservations, complete the enclosed reservation card or phone Holiday Inn - Tampa Northeast, 2701 East Fowler Avenue, Tampa, FL 33612; telephone (813) 971-4710. To receive the conference rate of \$52/single room occupancy or \$62/double room occupancy (plus 7% tax) please indicate that you are attending this program.

over

UNIVERSITY OF SOUTH FLORIDA

PROGRAM REGISTRATION

CONTINUING EDUCATION

SOCIAL SECURITY NUMBER

(Right to privacy laws prohibit release of information on this form)

NAME

(Last)

(first)

(middle initial)

HOME ADDRESS (street)

(city)

(state)

(zip code)

DAYTIME TELEPHONE (area code number)

EMPLOYER

EMPLOYER ADDRESS (street)

(city)

(state)

(zip code)

The following information is requested for statistical purposes only.

ETHNIC ORIGIN

(W) White (not of Hispanic origin)

(B) Black (not of Hispanic origin)

(H) Hispanic

(I) American Indian or Alaskan Native

(A) Asian or Pacific Islanders (includes China, Japan, Korea, Philippine Islands, Samoa)

SEX (M) Male (F) Female

HIGHEST DEGREE EARNED

YEAR OF BIRTH

(Office Code)

COURSE TITLE ACE Fellows "Working Reunion"

COURSE DATES February 13, 14, 15, 1985

COURSE NUMBER

\$70.00

NOTE: Checks or purchase orders payable to UNIVERSITY OF SOUTH FLORIDA. (U.S. Dollars drawn on U.S. Banks)

RETURN TO: Continuing Education, University of South Florida, Tampa, Florida 33620 telephone (813) 974-2403.

CEU PROGRAM NUMBER

OFFICE USE ONLY

CEU's

RECEIPT NUMBER

DATE RECEIVED

FEE PAID BY

Participant

Other

Awarded

Recorded

How to Reach the University

University of South Florida is located in Tampa, Florida. The Tampa campus of the University is located on Fowler Avenue (State Road 582) approximately two miles east of Interstate 275 and Nebraska Avenue (U.S. Route 41) and seven miles north of Interstate 4. Persons flying should make their reservations into Tampa International Airport; limousine service is available to the Holiday Inn - Tampa Northeast.

For More Information

Regarding the Program, contact:
James B. Heck
University of South Florida
226 Administration Building
Tampa, FL 33620

(813) 974-2075

Regarding Registration, contact:
Mary Ann Solic
University of South Florida
CEB 012
Tampa, FL 33620

(813) 974-2403

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Tampa, Florida 33612

Attn.: Sales Office

RESERVATION CARD

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Tampa, Florida

Please print, stamp and return to address on back.

Name _____

Address _____

City, State _____

Arrival Date _____ Single

or

Departure Date _____ Double

Will you arrive before 6 p.m.? Yes or No

If no, please guarantee to major credit card number:

Kind of Card and Number

Group Name ACE Fellows

or

Name of Meeting _____

(7) ACE

AMERICAN COUNCIL ON EDUCATION

Council of Fellows
The Alumni Organization of the ACE Fellows Program



November 26, 1984

Dear ACE Fellow,

We have great news to share with you. To date, the Fellows Annual Alumni Fund has achieved \$13,000 toward its 1984 goal of \$20,000. Thanks to Madeleine Green's efforts, the Phillips Petroleum Foundation has provided matching funds for each dollar secured over \$10,000 up to \$15,000. The announcement of the gift at the Twentieth Anniversary Celebration at the annual meeting last week generated a new round of giving, and we are already more than halfway toward the required matching gifts.

If you haven't as yet made a contribution, please do so before December 31, for every dollar you give will generate another one. We are very pleased with the results of the campaign thus far, but we know that there are still many of you who have not yet contributed. As we mentioned in the last letter to you, the annual fund will provide a margin of excellence in the Fellows Program--new initiatives to improve the seminars for the current class, better services and special programs for Fellows Alumni, and on-going research, analysis, and evaluation of the Fellow's Program.

The Fellows Program is stronger than ever after 20 years, filling a national need for leaders with broad horizons and solid training.

We thank the many Fellows on the attached list who have contributed. Won't the rest of you join us in assuring the future strength of the Fellows Program?

A card and envelope are enclosed for your convenience. Remember, the deadline is December 31.

Sincerely,

Bob Shoenberg
Robert E. Shoenberg (67-68)
Co-Chair

Sincerely,

Ralph Wagoner
Ralph H. Wagoner (71-72)
Co-Chair

P.S. Won't your class match the gift of the class of 1983-84 of \$1,525.00?

CONTRIBUTORS TO THE ACE ANNUAL FUND

CLASS 65-66

James Heck
Robert Maier
Allan Prince
Richard Swenson

CLASS 66-65

David Brown
Archie Dykes
Raymond Haas
Herbert Kells
Harry Swanhart
Mary Magdala Thompson
Kenneth Wheeler

CLASS 67-68

Stanford Cazier
Billy Mac Jones
Fred Obear
Morrette Rider
Robert Shoenberg

CLASS 68-69

Donald Darnton
Eric Ottervik

CLASS 69-70

Otto Bauer
Patricia Graham
Charles Holmes
George Morgan
Stanley Rives

CLASS 70-71

Kathleen Cohen
Arnold Tew
Joab Thomas

CLASS 71-72

Thomas Davis
Peter Hertz-Ohmes
Edward Jenkins
Robert Loo
Ralph Wagoner

CLASS 72-73

Mark Davis
William Fulkerton
Daniel Perlman

CLASS 73-74

Douglas Alder
Richard Alter
James Appleberry
Bert Bach
Barbara Seeley
Thomas Reese
Joyce Tsunoda

CLASS 74-75

Grady Bogue
Joseph Fink
Robert Hatala
Mary Metz
Kenneth Wing

CLASS 75-76

Carlota Baca
John Bennett
Lucius Ellsworth
Conney Kimbo
Kala Stroup
Russell Warren

CLASS 76-77

Lamore Carter
Joel Cunningham
Daniel Felicetti
Leila Fraser
Walter Jewell
Gerald Kauvar
Hilda Richards
Gene Sherron
Neil Thorburn
Hilda Richards

CLASS 77-78

Annye Buck
Blake Cherrington
Charles Cherry
Lewis Drew
Tamar March
Guadalupe Quintanilla
Jerry Robbins

CLASS 78-79

Abbott Brayton
Winifred Brownell
Geraldine Brownlee
Jeanne Dowdall
Thomas Henry
William Holley
Judith Kuipers
Francis Lazarus
Donald Mabry
Francis Masat
Robert Mrtek
Jeanne Neff
Sandra Packard
Piedad Robertson
Benjamin Shepherd
Patricia Skarda
Jane Swafford
Joyce Verrett

Continued over.....

CLASS 79-80

Trudy Bers
James Conely
Raymond Devettere
Eugene Eubanks
Barbara Hill
Rita Jacobs
Thomas McFaul
Donald Mouton
Edith Young
Rita Jacobs

CLASS 80-81

Karen Bacon
Rosina Chia
Peggy Elliott
Phyllis Franklin
Shirley Mow
Steve Permeth
Averett Tombes
Roy Weinstock
Peggy Elliott

CLASS 81-82

Patricia Bartlett
Dexter Burley
Ronald Childress
Bernice Coar-Cobb
Ann Covington
Ricardo Fernandez
Patricia Geadelmann
Myrna Goldenberg
Antoinette Iadarola
Terrence Jones
Jill McGovern
Charlie Nelms
Thomas Porter
John Wiorkowski

CLASS 82-83

Patricia Cormier
Marita Davila
Marjorie Dugan
Jo Ann Flora
Rachel Fordyce
Elsa Gomez
Billy Hamilton
Earl Higgins
Satoru Izutsu
Vern Johnson
Antoinette Jones
Delores Kelley
Annie Kronk
Mary Leach
George Lesmes
William Madsen
Ronald Millard

CLASS 82-83 (continued)

Mary Otto
Robert Reggio
Donald Schmeltekopf
John Schlegel
John Schroeder
Marlene Springer
Richard Stanislaw
John Starr
John Wolfe
Wunsch, Marie

CLASS 83-84

Judith Albino
Susan Belmore
Delores Benton
Wanda Bigham
Patricia Breivik
Walker Breland
Shirley Browning
Thomas Chibucos
Edward Cody
Richard Coughlin
Steven Diner
Bernice Felder
Roger Gafke
Faye Gary-Harris
Dagmar Guardiola
William Harvey
Dorothy Helly
Barbara Hetrick
Babette Inglehart
Theo Kalikow
Margaret Lucas
Brian McKnight
Luis Proenza
Benjamin Quillian
James Renick
Charnoh Sesay
Richard Simms
Anthony Travis
Judith Trent
Lois Vander Waerdt
Winston Van Horne
Jon Whitmore
Paul Zingg

OTHER

Madeleine Green

THANK YOU ALL!

*American Council on Education
Council of Fellows*

I enclose my contribution to: 1984 Annual ACE Fellows Fund

_____ \$500.00

_____ \$250.00

_____ \$100.00

_____ \$ 50.00

_____ Other

Name: _____ Class Year: _____

Annual ACE Fellows Fund

American Council on Education

One Dupont Circle

Washington, D.C. 20036-1193



Virginia Commonwealth University



Dr. Lawrence M. Clark
201 Holladay Hall
Box 7101
North Carolina State University
Raleigh, North Carolina 27650

Dear Dr. Clark:

As per our telephone conversation of 2 January 1985, the ACE Fellows Class of 1984-85 will be meeting in the Triangle Area on 27 and 28 February, 1985. Prior to this two-day meeting, my wife Cheryl and I plan to entertain the fellows at our home with an evening meal at 7:00 p.m. on 26 February 1985. It was the planning committee's desire that all former fellows from North Carolina State University be invited to this gathering for an informal interchange with the current class.

Please let me know (at my School of Veterinary Medicine-North Carolina State University address) whether you can join us for an evening of food, fun and fellowship. I will provide a map for each of you. You may want to ride-share since we live a considerable distance west of Raleigh. I look forward to hearing from you.

Sincerely,

Donald Simmons
ACE Fellow

January 3, 1985

DSswj

② ACE

AMERICAN COUNCIL ON EDUCATION

Office on Educational Credit and Credentials

mm

August 6, 1984

Dr. Anna Keller
Director of Admissions
North Carolina State University
Raleigh, NC 27650

Dear Dr. Keller:

Recently I sent you a letter based on your responses to two questions that were reported in the seventh edition of the Policies of Senior Colleges and Universities Concerning Transfer Students from Two-Year Colleges in North Carolina. The letter was sent to you in error. It should have been sent only to those colleges and universities that do not award credit for standardized examinations such as CLEP and that do not award credit based on recommendations made in the American Council on Education's guide series.

I apologize for this error and for any inconvenience I may have caused you. Please accept my apology.

Sincerely,

Henry A. Spille

Henry A. Spille
Director, Office on
Educational Credit
and Credentials

HAS:bw

cc: **Vice President for Academic Affairs**
Robert Atwell, Executive Vice President, ACE
Jerry Miller, Vice President, Division of Academic Affairs and
Institutional Relations



AMERICAN COUNCIL ON EDUCATION

Council of Fellows
The Alumni Organization of the ACE Fellows Program

September 20, 1984



Dear ACE Fellow:

We are throwing a birthday party for you. It's important that you be there; I can't believe you would let us down.

We are celebrating our 20th anniversary, two decades of helping college and university men and women to attain leadership positions.

But when I say "we," I don't mean me or my staff in Washington. The meaning of "we" is all of us, and that includes you. The Fellows Program has been highly successful, but that success would not have been achieved without you, the participants and graduates.

So, the celebration is not only to recognize the Program, it is to recognize you, and that's why it's important that you be there.

The celebration will be held during the ACE annual meeting in Denver, November 11-14. Former Fellows and Mentors have already indicated they will attend the special events that are planned, and there will be plenty in store for everyone:

- Luncheon roundtables (Monday, November 12), sponsored by the Council of Fellows. Tables will be organized around issues and led by Fellows and others;
- Business meeting of the Council of Fellows (Monday, 4:00-5:00 p.m.);
- A reception at the Auraria Center for Fellows, Mentors, and Guests (Monday, 6:00-9:00 p.m.);
- "The American Presidency: Different Paths, Different Perspectives" (Tuesday, November 13 at 2:30 p.m.), sponsored by the Council of Fellows; and
- A banquet and celebration. This will be an evening of fellowship, conversation, memorabilia, and music by the Moods in Blue Air Force Band. **THIS IS FOR FELLOWS, MENTORS, GUESTS, AND FRIENDS OF THE PROGRAM.** This is a party you won't want to miss!

The banquet, Tuesday evening, November 13, at the Marriott Hotel, will be a good occasion to renew ties with your mentors and others. We are sending invitations to as many past mentors as we can find, but we need your help. We encourage you to contact your mentors to extend a personal invitation. A registration form is enclosed for your use. **DON'T MISS THIS IMPORTANT EVENT!**

ACE Fellow Letter
9/20/84 - p. 2

The Fellows Program is thriving, but the full potential of the Program can only be reached by your outreach to others worthy of the experience. You know what the Fellows Program is all about, and you are the best sales representatives we have. Please pass along the enclosed brochure and help spread the word on your campus. If you know a person on your campus who is right for the Program, let him or her know about the AFP; help that person as you were helped.

Don't forget to mark your calendars for Denver, NOW! Remember: November 11-14 is the ACE annual meeting; but it also is your time to shine, the 20th anniversary of your Fellows Program.

See you in Denver.

Sincerely,

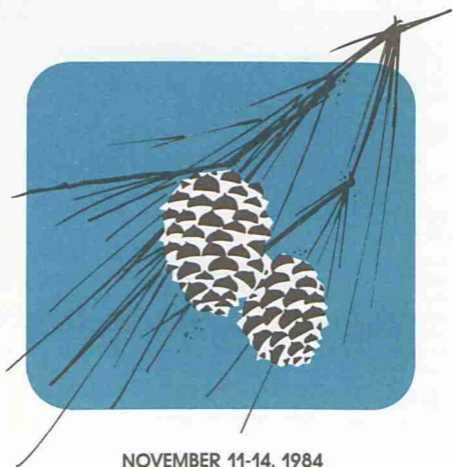


Madeleine F. Green
Director

P.S. If you have already registered for the Annual Meeting and have not yet reserved a place at the Banquet, simply send in a check for \$35.00 and note that you are registered for the meeting.

American Council on Education
and the
National Association of State
Universities and Land-Grant Colleges

JOINT ANNUAL MEETING



NOVEMBER 11-14, 1984

DENVER

Hilton, Brown Palace, Fairmont, and Marriott Hotels



JOINT ACE/NASULGC ANNUAL MEETING

WELCOME

President J.W. Peltason of the American Council on Education and President Robert L. Clodius of the National Association of State Universities and Land-Grant Colleges join in inviting you to take part in the first joint annual meeting of the two organizations—the 67th for ACE and the 98th for NASULGC.

Our meeting brings together more than 2,000 educators from all sectors of American higher education, presenting us with a unique opportunity to work together on mutual problems. The topics addressed at our general sessions—"The Public-Private Debate" and "A Look at 1984 Election Results"—are of interest to all. We plan to share as much of our traditional meeting formats as we can, while fulfilling our organizations' charter and by-laws requirements.

This brochure includes some detail to help you in scheduling your participation. Come to Denver in November and be a part of this very special meeting.

We look forward to seeing you there.

OPENING RECEPTION

All registrants are cordially invited to attend an opening reception on Sunday evening, 6-7:30 p.m., in the Grand Ballroom of the Hilton Hotel.

GENERAL SESSIONS (Hilton)

Speakers for the First General Session, on "The Public-Private Debate," are Timothy Healy, S.J., President, Georgetown University (and ACE Chair) and Frank H.T. Rhodes, President, Cornell University.

The speaker for the Second General Session, on "A Look at 1984 Election Results," is Charles McDowell, columnist with the *Richmond Times-Dispatch* and television panelist, PBS's *Washington Week in Review*.

General Sessions are from 11 a.m.-Noon, Monday and Tuesday.

ANNUAL MEETING BUSINESS (Fairmont)

The ACE Board of Directors and the NASULGC Executive Committee meet separately on Sunday. There is a joint luncheon at noon, Sunday, for both groups. The NASULGC Executive Committee meets Monday, 7:15-8:15 a.m., for a breakfast session.

The ACE Business Meeting and the NASULGC Senate are held separately on Tuesday morning.

ACE AND NASULGC COUNCILS OF PRESIDENTS/CHANCELLORS (Fairmont)

On Monday, November 12, the NASULGC Council meets from 8:30-10:30 a.m. The Herman B Wells Reception and Dinner are on Monday evening.

At noon, there is a joint luncheon meeting for ACE Presidents/Chancellors and the NASULGC Presidents/Chancellors. Program highlights for the joint afternoon session include Clark Kerr, Program Director, Carnegie Corporation's Strengthening Presidential Leadership Project, on strengthening presidential leadership, and a follow-up session with university presidents addressing the "Implications for Leadership: Past, Present, and Future."

NASULGC COMMITTEE OF PRESIDENTS/CHANCELLORS SPOUSES (Fairmont)

The two days of programming—Monday and Tuesday—feature presentations by Jean Lipman-Blumen, Public Policy Program, Claremont Graduate School, and William E. Davis, Chancellor, Oregon State System of Higher Education, and a panel on the question of remuneration chaired by Sue Young of The University of California, Los Angeles. Spouses of ACE's Presidents/Chancellors are invited to attend these sessions, including the Monday joint luncheon.

The Committee's closed business session meets from 8:30-10:30 a.m., Tuesday. At noon, Tuesday, the NASULGC Presidents/Chancellors and their spouses have a luncheon with Jean Lipman-Blumen as speaker.

On Tuesday afternoon at the Marriott Hotel, the Committee hosts a "Meet the Authors" party to introduce to the annual meeting participants the book *The President's Spouse: Volunteer or Volunteered*. All registrants are invited.

SPOUSES/PARTNERS/GUESTS

All spouses/partners/guests are invited to attend the opening general reception, the two General Sessions, the Tuesday Luncheon at the Marriott, and other program sessions. In addition, the special programs below are offered.

An informal coffee at the Fairmont Hotel opens the program planned for ACE's partners and guests on Monday at 8:30 a.m., followed by a session on use of the microcomputer in the president's home featuring a system used at UCLA on an IBM personal computer. Marguerite Corbally talks about the "Spouse Evolution" at a luncheon on Monday at the Marriott Hotel.

ACE DISTINGUISHED SERVICE AWARD FOR LIFETIME ACHIEVEMENT

ACE honors David Dodds Henry, President Emeritus, University of Illinois, at the First General Session of the joint meeting on Monday at 11 a.m.

TUESDAY LUNCHEON

On Tuesday at 12:30 p.m., Senator Dan Quayle of Indiana and Congressman Timothy Wirth of Colorado speak. Everyone attending this meeting is encouraged to come hear these two prominent Congressional leaders talk about their perspectives on the state of the union and higher education.

ACE AND NASULGC COUNCILS OF CHIEF ACADEMIC OFFICERS (Marriott)

The Councils jointly discuss the relationship between postsecondary institutions and the nation's public school systems on Monday morning. Following the General Session, academic officers gather for luncheon at the Marriott Hotel. Monday afternoon sessions include research libraries, new developments in colleges of education, new approaches to the curriculum and to the teaching of foreign languages. Case studies of college/public school partnerships are also presented.

On Tuesday morning, Admiral Bobby Inman, President and Chief Executive Officer, Microelectronics and Computer Corporation, is the featured speaker discussing "New Structures to Meet the Challenges of the Future."

The NASULGC Council on Academic Affairs holds its business session on Monday afternoon and the ACE Chief Academic Officers Executive Committee meets on Tuesday afternoon.

OTHER NASULGC COUNCILS

The Councils on Business Affairs, Extension and Continuing Education, Student Affairs, and Research Policy and Graduate Education meet Monday and Tuesday at the Marriott Hotel. The Council on Student Affairs Executive Committee meets on Sunday, 5-7 p.m., at the Hilton Hotel. The Council on University Relations and Development meets Monday and Tuesday at the Brown Palace Hotel. The Council on Extension and Continuing Education Executive Committee meets on Sunday, 5-6:30 p.m., at the Hilton Hotel. Council of 1890 Presidents meets Sunday, 4-6 p.m., at the Hilton Hotel. The preliminary program will contain information about meals and receptions for the Councils.

ACE COUNCIL OF FELLOWS (Marriott)

The Twentieth Anniversary Celebration dinner is the highlight of Fellows' activities for the 1984 joint meeting. The dinner is sponsored by the alumni organization of the Fellows Program and the Council of Fellows. All alumni, Mentors, and friends of the Fellows Program are invited Tuesday evening. The Moods in Blue Air Force Band accompanies the festivities.

Annual Meeting registrants may reserve tickets for the dinner with their registration forms. A check for \$35, payable to ACE, should be included with the registration fee.

Thousands have participated in the Fellows Program as Fellows, Mentors, and program speakers. Join the Fellows and help them celebrate.

TUESDAY CONCURRENT SESSIONS (Marriott)

9 a.m.

- Alternative Measures for Determining College Potential
- Tax Reform 1985
- Specialized Accreditation: Friend or Foe?
- Educational Priorities for the Foundations

2:30 p.m.

- Different Paths to, Different Perspectives on the College Presidency
- The Integrated Planning Process
- Howard Bowen on the Status of the American Professoriate
- Conflict of Interest Issues Affecting Faculty, Business/Industry, and Institution Relationships
- Comparable Worth: The Equal Employment Issue of the '80's.

WEDNESDAY WORKSHOPS (Marriott)

9 a.m.

- Implications of the "Quality" Reports for Independent Colleges—with Council of Independent Colleges
- Alternative Approaches to Meeting University Research Equipment Needs—with Association of American Universities
- Clark Kerr on Strengthening Presidential Leadership—with Association of Governing Boards
- Financial Planning and Preparation for Retirement with Teachers Insurance and Annuity Association

COMMISSIONS

ACE Commission on Minorities in Higher Education (Marriott)

Tuesday, 5-7 p.m. Reception

Wednesday, Noon-3 p.m. Meeting

ACE Commission on Women in Higher Education

Wednesday, Noon-3 p.m.

NASULGC Commission on the Arts (Marriott)

Sunday, Noon-3 p.m., Luncheon/Tour (outside hotel); 3-5 p.m. Meeting

Monday, 8:30-10:30 a.m. & 12:30-5 p.m., includes Luncheon

Tuesday, 8:30-10:30 a.m. & 12:30-2 p.m., includes Luncheon

NASULGC Commission on Arts and Sciences (Hilton)

Monday, 8:30-10:30 a.m., with International Affairs Committee

NASULGC Commission on Home Economics (Hilton)

Sunday, 4-6 p.m.

Monday, 7-8:15 a.m. Breakfast

Tuesday, 8:30-10:30 a.m. with International Affairs Committee and Commission on International Agricultural Programs

NASULGC Commission on International Agricultural Programs (Hilton)

Sunday, 8 a.m.-1:30 p.m. CIAP/AUSUDIAP Executive Committee

Monday, 3:30-5:30 p.m., with International Affairs Committee and Board for International Food and Agricultural Development

Tuesday, 8:30-10:30 a.m. with International Affairs Committee and Commission on Home Economics

NASULGC Commission on Veterinary Medicine (Hilton)

Sunday, 1:30-5 p.m.

NASULGC DIVISION OF AGRICULTURE (Hilton)

The Division of Agriculture holds plenary sessions Monday and Tuesday from 8:30 to 10:30 a.m. The Monday plenary session includes the Seaman Knapp Lecture and focuses on international issues. The plenary session on Tuesday examines the relationship of the Humanities and Agriculture. The Division Reception and Banquet is on Monday from 6 to 9 p.m. There is a Business Session on Tuesday from 1 to 3 p.m. Other Division of Agriculture meetings are as follows:

Sunday	1986 Budget Committee	5-6 p.m.
	Board of Directors	7.30-9 p.m.
Monday	Committee of Administrative Heads of Agriculture	1-4 p.m.
Tuesday	1987 Budget Committee	4-6 p.m.

Experiment Station Section

Sunday	9 a.m.-3 p.m. (ESCOP Home Economics Subcommittee); 2-5 p.m. (ESCOP 1986 Budget Subcommittee) 2-6 p.m. (ESCOP Legislative Subcommittee)
Monday	1-4 p.m. (Business Meeting) 4-6 p.m. (Regional Meetings)
Tuesday	6:45-8:15 a.m. (1890 Research Directors Breakfast); 3-6 p.m. (ESCOP 1987 Budget Subcommittee) 3-6 p.m. (Regional Meetings) 5-6 p.m. (1890 Research Directors) 6-7:30 p.m. (.Reception)
Wednesday	8:30 a.m.-5 p.m. (Northeast Regional Directors) 8-Noon (ESCOP)

Cooperative Extension Section

Saturday	1-5 p.m. (ECOP)
Sunday	8:30 a.m.-4 p.m. (ECOP Budget Subcommittee) 8:30 a.m.-4 p.m. (ECOP Business Meeting) 2-4 p.m. (1890 Extension Administrators)
Monday	12:30-2 p.m. (National Panel of Extension Directors Luncheon, By invitation only) 2-5 p.m. (Business Meeting)
Tuesday	3-6 p.m. (ECOP Legislative Subcommittee) 3-6 p.m. (Regional Meetings)
Wednesday	8:30 a.m.-3 p.m. (Western Regional Meeting)

Resident Instruction Section

Sunday	9 a.m.-Noon (National Committee on Higher Education) 1:30-5 p.m. (RICOP)
Monday	12:30-2 p.m. (Recognition Luncheon)
Tuesday	3-5 p.m. (Business Meeting)

Council on Agricultural Research, Extension and Teaching (CARET) (Brown Palace)

Saturday	9 a.m.-6 p.m. Registration 10 a.m.-Noon (Budget Committee) 10 a.m.-Noon (Users Advisory Board Committee) Noon-1:30 p.m. (Executive Committee Luncheon) 1:30-5 p.m. (General Session) 6-9 p.m. (Reception and Dinner) 9-10 p.m. (Regional Caucuses)
Sunday	7:30-9 a.m. (Executive Committee Breakfast) 9 a.m.-Noon (Business Session)

National Extension Advisory Council (Brown Palace)

Friday	Noon-1:30 p.m. (Board of Directors Luncheon) 2-5 p.m. (Board of Directors)
Saturday	8:30 a.m.-Noon (Board of Directors Meeting)

NASULGC DIVISION OF URBAN AFFAIRS (Marriott)

Sunday	2-5 p.m. Executive Committee
Monday	8:30-10:30 a.m. with Chief Academic Officers 5-6:30 p.m. Cash Bar Reception
Tuesday	8:30-10:30 a.m. Program Session

NASULGC MARINE DIVISION (Brown Palace)

Sunday	10:30 a.m.-1 p.m. (Committee on Federal Legislation, includes Luncheon) 1-5 p.m. (Board of Directors)
Monday	8-10:30 a.m. (Committee on Federal Budgets, includes Continental Breakfast) 12:30-2 p.m. (Luncheon with International Affairs Committee) (Hilton) 2:30-4:30 p.m. (Committee on Fisheries Education) 2:30-5:30 p.m. (Committee on International Marine Science) 3-5 p.m. (Committee on Membership) 6:30-9:30 p.m. (Dinner)
Tuesday	9-10:30 a.m. (Agenda Committee) 2:30-4:30 p.m. (with International Affairs at Hilton) 5-6 p.m. (Annual Meeting Program Planning Committee)

COMMITTEES AND OTHER TOPICS

ACE National Identification Program (Marriott)

Wednesday, 7:30-8:45 a.m., Continental Breakfast

ACE Office of Minority Concerns

Sunday, 7-9 p.m. Colloquium on Minorities and Disadvantaged (Fairmont)

Monday, 9-10:30 a.m. Colloquium on Access (Marriott)
2:30-4 p.m. Workshop (Marriott)

Educational Telecommunications

Sunday, Noon-5 p.m. (Fairmont)

Wednesday, 9 a.m.-Noon. Telecommunications, including Integrated Planning, Technology Demonstrations, And Computer Teleconferencing Networks (Marriott)

Federal Student Financial Assistance Committee (Marriott)

Monday, 7:30-11 a.m. Breakfast

Monday, 1:30-5 p.m. Subcommittee on Student Financial Aid

Health Policy Committee (Fairmont)

Sunday, 7-10 p.m., Dinner (By invitation only)

Institutional Planning Committee (Marriott)

Monday, 7:30-9 a.m. Breakfast

Intercollegiate Athletics (Hilton)

Sunday, 4-6 p.m.

International Affairs: Higher Education and World Affairs, 1984 (Hilton)

Saturday, 2-6 p.m., Special BIFAD Workshop

Sunday, 8 a.m.-1:30 p.m. (including Luncheon) Commission on International Agricultural Programs and AUSUDIAP Executive Committees

8:30-10:30 a.m., Agricultural Deans Workshop on India (By invitation only)

2-6 p.m., Common Concerns, ACE and NASULGC International Committees

Monday, 8:30-10:30 a.m., with Commission on Arts and Sciences

12:30-2 p.m., Luncheon with Marine Affairs Division

2-3:30 p.m., Special Session on Current Issues in International Education

3:30-5:30 p.m., with Commission on International Agricultural Programs and BIFAD

Tuesday, 8:30-10:30 a.m., with Association of International Education Administrators

8:30-10:30 a.m., with Commission on International Agricultural Programs and Commission on Home Economics

2:30-4:30 p.m., with CIAP—Workshop on Communication

2:30-4:30 p.m., with Marine Affairs Division

Legal Affairs Committee (Fairmont)

Tuesday, 7:30-10 a.m., Breakfast

Legislative Topics

Sunday, 3-5 p.m. Legislative Network: An Update on Federal Legislation presented by Charles Saunders, ACE, and Jerold Roschwalb, NASULGC (Hilton)

Monday, 9-10:30 a.m. Age Discrimination and Employment-at-Will Litigation (Fairmont)

Tuesday, 2:30-4 p.m., Higher Education Act Reauthorization Hearing (Fairmont)

Office for the Advancement of Public Black Colleges Advisory Committee (Hilton)

Monday, 1:30-3:30 p.m., Update on AID

4:30-6 p.m., Business Meeting

AFFILIATED ORGANIZATIONS

Air University

Tuesday, 5-6:30 p.m., Reception (By invitation only) (Marriott)

Association of International Education Administrators (Hilton)

Sunday, 9 a.m.-5 p.m.

Tuesday, 8:30-10:30 a.m. with International Affairs Committee

Council on Interinstitutional Leadership (Marriott)

Tuesday, 10 a.m.-Noon Board Meeting

1-2:30 p.m. CIL Keynote

3-4:30 p.m. Program session

Wednesday, 8:30 a.m.-3:30 p.m., Concurrent Sessions, includes Luncheon

Epsilon Sigma Phi (Hilton)

Saturday, 1:00-10:30 p.m., National Board of Directors

Sunday, 8 a.m.-Noon, National Board of Directors

1-5 p.m., National Council Meeting

6-10 p.m. Reception and Dinner

Monday, 8 a.m.-4 p.m. National Workshop

Higher Education Colloquium (Hilton)

Sunday, 7:30-9 p.m.

Kettering Foundation

Sunday, 7-11 p.m. Reception and Dinner (Fairmont)

Midwest International Agricultural Consortium

Sunday, 3-6 p.m. (Hilton)

Monday, 7-9 a.m. Breakfast. (By invitation only) (Hilton)

National Association of Professional Forestry Schools and Colleges Executive Committee

Tuesday, 3-5 p.m. (Hilton)

National Center for Higher Education Management Service (NCHEMS)

Monday, 6-7 p.m. Reception. (By invitation only) (Hilton)

Sea Grant Association Executive Committee

Sunday, 7:30-10 p.m. (Brown Palace)

Urban 13

Saturday, 9 a.m.-5 p.m. (Hilton)

NASULGC PROCEEDINGS

Chairpersons and secretaries of the various units of the Association are responsible for providing the NASULGC Office of Communications Services with minutes of all business meetings and with copies and summaries of papers presented at meetings for inclusion in the *Proceedings* of the Annual Meeting. Representatives of the Communications Office will be present in the Press Room (Hilton Hotel) throughout the meeting.

REGISTRATION AND REGISTRATION FEE

This is a joint meeting—you may register with either ACE or NASULGC and attend sessions of both associations. The registration fee is \$150 and includes the opening reception and two meals. The two meals are not deductible from the registration fee. Additional meal tickets may be purchased on site. Details concerning meal and social functions will be available in the preliminary program.

PRELIMINARY PROGRAM

Registrants will receive a preliminary program in late September.

PROGRAM ARRANGEMENTS

Most of the Division, Commission, Council and Committee meetings have already been scheduled. For additional meetings or food functions, please contact Ruth N. Smith at NASULGC, 202/293-7120, or Daryl Ferguson at ACE 202/833-4750.

Names of speakers, presiding officers, program chairpersons and session titles for the preliminary program must reach ACE/NASULGC by **August 15**. Changes and additions for the final printed program must reach ACE/NASULGC no later than **October 15**.

DENVER



1984

AIRLINE FARES

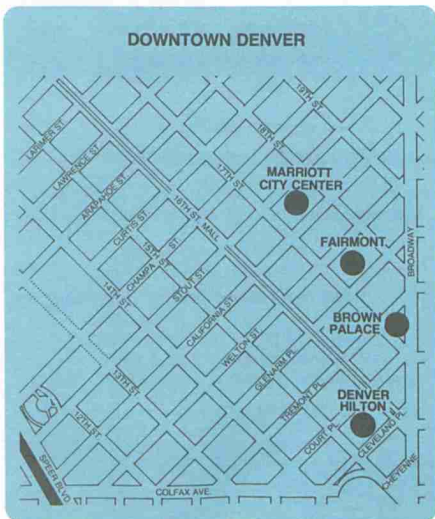


American Express Group Office will handle ticketing for United Airlines very special offer of 45% off coach fares to Denver. Call (800) 521-5344 and ask for the ACE/NASULGC Desk. Some sample airfares (May 11, 1984):

Boston	\$427
Chicago	\$291 day; \$232 night
Los Angeles	\$281
New Orleans	\$325 day; \$260 night
Washington, DC	\$381
San Francisco	\$303
Miami	\$418

By planning to arrive in Denver on Saturday, November 10, you may be able to get an even better fare. Consult the American Express Group Office.

DOWNTOWN DENVER



HOTEL RESERVATIONS

The four participating hotels are located within a six-block area. Free bus transportation is available along the 16th Street Mall—no more than two blocks from the participating hotels.

DENVER HILTON: General/Plenary Sessions; NASULGC Division of Agriculture meetings; NASULGC International Affairs Committee meetings; and registration for the joint NASULGC/ACE Annual Meeting.

FAIRMONT: Board and Executive Committee meetings; ACE and NASULGC Council of Presidents activities; Committee of Presidents/Chancellors Spouses; ACE Partners/Guests program. Facilities include outdoor pool, jogging track, and tennis court.

MARRIOTT: Councils of Chief Academic Officers sessions; most ACE and NASULGC Councils; ACE concurrent sessions and workshops; ACE Fellows 20th Anniversary Celebration Dinner. Facilities include indoor pool, hydrotherapy pool, saunas, and health equipment.

BROWN PALACE: NASULGC Council on University Relations and Development and Marine Division meetings.

	Single	Double
FAIRMONT	\$85	\$97
MARRIOTT	\$72	\$86
BROWN PALACE	\$70	\$85
DENVER HILTON	\$64	\$79

All rates are subject to a 9.2% tax.

Suite information and reservations may be obtained from NASULGC or ACE.

The Housing Bureau, located at 225 W. Colfax Avenue, Denver, CO, 80202, will accept reservations **only by mail** and **only with this hotel reservation form** or a photocopy. THE CUTOFF DATE FOR RESERVATIONS IS **OCTOBER 19**.

Hotel reservations will be held until 6 p.m. on the date requested. Instructions for guaranteeing rooms for late arrival will be given by each hotel on its confirmation form. You must make arrangements with your hotel to guarantee your room for arrival after 6 p.m.

To obtain your first choice of hotel, please make your reservation early.

HOTEL RESERVATION

Name _____

Institution _____

Mailing Address _____

(City/State/Zip) _____

Office Telephone Number _____

Please reserve the following accommodations. (Indicate first, second and third choice):

Hotel

(1) _____

(2) _____

(3) _____

Single _____ Double _____ Handicapped _____

Arrival Date and Time _____

Departure Date and Time _____

Name(s) of Person(s) Sharing Accommodations _____

RESERVATIONS MUST BE RECEIVED BY OCTOBER 19, 1984.

SEND TO THE ACE/NASULGC HOUSING BUREAU,

225 WEST COLFAX AVENUE

DENVER, COLORADO 80202

American Council on Education and the
National Association of State
Universities and Land-Grant Colleges

One Dupont Circle, N.W.
Washington, D.C. 20036



**JOINT
ANNUAL
MEETING**

NON-PROFIT
ORGANIZATION
THIRD-CLASS BULK RATE
U.S. POSTAGE PAID
Washington, D.C.
Permit No. 2223

ACE Fellows Program

IN ITS *20th* YEAR

84 85
80 81 82 83
76 77 78 79
72 73 74 75
68 69 70 71
1965 66 67

AMERICAN COUNCIL ON EDUCATION

What Is the ACE Fellows Program?

A Snapshot

The ACE Fellows Program in Academic Administration (AFP) since 1965 has provided higher education with a unique opportunity to identify and train future leaders. The AFP prepares promising individuals for progressively responsible positions in higher education. It also enables Fellows to test their abilities and interest in administration. Fellows are selected through a national competition for a year-long internship, working closely with presidents and senior administrators who serve as Mentors. Fellows observe and participate in all aspects of institutional administration.

Campus Benefits of the Fellows Program

The Fellows Program brings a substantial return on investment to participating campuses. The need for well trained leaders is more pressing than ever in current times of limited financial resources. Human capital is our greatest resource in higher education and an essential investment for colleges and universities.

The Program has created a pool of highly trained leaders who have both in-depth administrative experience and a broad perspective on higher education. Sponsoring institutions benefit from the knowledge and skills acquired by their Fellows and from the national network of administrators available to them through the Program.

Fellows bring fresh perspectives to their home and host campuses and to their Mentors through their wide range of experiences and professional networks.

ACE Fellows: Track Record

The majority of Fellows who participated in the first 19 classes have moved into administrative positions after their Fellowships. While it is difficult to track all career moves, it is known that of the 814 persons completing the Program from 1966 to 1984, 89 individuals have become presidents, and about 380 others have served as deans and vice presidents.

The ACE Program has served a critical role in preparing new leaders for American higher education. Having been both a Mentor and Fellow, I can personally attest to the quality and value of this unique program. My Fellowship year was instrumental in preparing me to assume a deanship and then a presidency. More recently, as a Mentor, the exchanges with my Fellow gave me a fresh perspective on my own institution.

Daniel H. Perlman

*President, Suffolk University
1972-73 ACE Fellow, 1982-83 Mentor*

The Fellows Program has made a significant contribution to the advancement of women and minorities into leadership positions.

- Of the 783 Fellows alumni, 26 percent are women and 19 percent are minorities.
- Of the 148 minority alumni, seven have become chief executives of colleges or universities; 33 have served as campus vice presidents (or their associates) and 45 have become deans (or their associates).
- Of the 209 women graduates, 19 have been named chief executive officers of colleges and universities, 36 have assumed the post of vice president or associate, and 62 have served as deans or their associates.

- The concentration of women and minority Fellows has been in recent years. Close to half of all women Fellows have participated in the most recent five classes, and a third of all minority participants have been Fellows during that same period. Women and minorities in this group have moved into deanships and vice presidencies at the same rate as their male majority counterparts.

In a survey of the Fellows, 80% of the group indicated that the Fellows Program had been decisive in their choice of career paths. The Fellows Program has been instrumental in bringing able faculty and junior administrators into the senior administrative ranks.

Through my experience in the Fellows Program, I have developed a network of colleagues whose support, knowledge of the field, and willingness to help have served as a resource for mutual growth. These colleagues have given me a multi-dimensional view of higher education which has helped me to become a better policy maker and administrator. I would like to continue my career in administration and I strongly feel that the Fellows Program has given me the background and confidence to do so.

Suzanne Swope
*Vice President for Administration
and Student Services*
Emerson College
1981-82 ACE Fellow

Nomination and Selection Process

Candidates are nominated by their college or university's chief executive officer or chief academic officer. Nominees are drawn from the faculty and administrative staff in such areas as academic, student, or business affairs, admissions, financial aid, or external relations. Candidates must have a minimum of five years of college level teaching or administrative experience.

Two candidates may be nominated from each campus.

Colleges and universities are encouraged to publicize the program—to deans, department chairs, and to faculty leaders. Campus competitions for nominees are encouraged.

Nominees face a rigorous two-step selection process:

- Screening by a committee of ACE staff and college administrators.
- Finalists are invited to be interviewed by senior administrators from across the country.

Thirty-five Fellows are selected each year.

The Fellowship Experience

The Internship. It provides practical, hands-on training in college and university administration. A full academic or calendar year enables Fellows to become well-versed in financial management, faculty personnel issues, organization and administration of curriculum, and other key management areas. The Fellows Program is the *only* professional development program in the national higher education field providing on-the-job learning for an extended period.

The ACE Fellows Program has been the most significant factor in my assuming a college presidency. The opportunity to work closely with the President of a major university and with legislators, campus personnel and private support groups was invaluable. Without the ACE Fellows Program, such opportunities would not have been available. It was during the ACE Fellowship year that I confirmed my desire to continue in academic administration, and to seek a presidency.

James B. Appleberry
*President, Northern Michigan University
1973-74 ACE Fellow*

Fellows serve as interns either on their home campus or at host campuses. The president and chief academic officer serve as Mentors; other senior administrative officers may serve as Mentors as well. The successful Fellowship year combines observation and active participation in institutional administration. Fellows should have complete access to all aspects of the institutional decision making process.

Fellows are expected to take on projects and assignments that enhance their expertise and understanding and that benefit the institution.

What Do Fellows Do on Campus?

- Attend all key decision making meetings.
- Serve as executive assistants to the chief executive and chief academic officer.
- Work on projects such as the revision of faculty handbooks, development of early retirement policies, conduct admissions and retention studies, chair search committees.
- Write position papers and speeches.
- Using the Fellows network, gather information about institutional practices on other campuses.
- Write a Fellowship paper.

The Host Campus Option. Experience in the Fellows Program shows that the host campus option is preferable. Host assignments are arranged in consultation with the nominator, the Fellow, and participating campuses. The needs of the individual Fellow and the characteristics of the host institution are carefully weighed in the selection of host institutions. Fellows are encouraged to interview in person or by phone with officials at potential host colleges and universities.

The Home Campus Option. If this option is chosen, the president must agree at the time of nomination that the Fellow will be freed from regular teaching or administrative duties during the internship to permit the Fellow to take full advantage of the opportunities presented by the program. In the home campus Fellowship, special effort is required to ensure that Fellows have the time and the latitude to be a "visiting Fellow" on their home campus.

The Mentors. Fellows work with at least two Mentors, who are top administrators on the campus. They are the key teachers, since Fellows learn by doing.

The Mentor helps Fellows plan the year and monitor their progress. The ongoing informal Mentor/Fellow exchange is central to the Fellowship. Experienced and successful administrators who serve as Mentors are both instructors and role models to the Fellows.

Mentors are encouraged to attend at least one Fellows' seminar. Their participation and presence has proved valuable to both Fellows and Mentors, who benefit from the unusual opportunity for informal interactions and discussions.

In healthy academic environments, both teachers and students learn. When I was a Fellow, I thought of myself as an Inquirer. I asked, I prodded, I wondered, and I questioned until I learned what I wanted to know. Yet I suspect my learning was even greater, ten years later, when as a Mentor I was forced to examine my assumptions, explain, and articulate my plans—to another Inquirer.

Charles Olton

*Vice President for Academic Affairs and
Dean of Faculty, Barnard College
1970-71 ACE Fellow, 1980-81 Mentor*

Fellows' Seminars. The three national Fellows Seminars are high points of the Fellowship year. Conducted in September, January and May or June, these five-day seminars deal with issues in higher education, combining lectures, discussions, hands-on exercises, and problem solving workshops.

The seminars expose the Fellows to the central issues in higher education and the latest thinking. A free flowing, "off the record" dialogue among Fellows, Mentors, and national leaders provides a unique learning experience.

Seminar Topics

- budgeting and financial management
- financial and academic planning
- collective bargaining
- faculty personnel issues
- theories of management and leadership
- legal issues
- financial aid
- curriculum planning, evaluation, and revision
- future problems
- federal policy

Travel and Regional Meetings. Fellows are encouraged to visit other campuses to broaden their perspective on their own institutions and on higher education in general. Fellows agree that these visits are invaluable to the learning process. Home Fellows often arrange to serve "mini internships" of a week to a month or two to provide a different exposure.

Fellows also conduct regional seminars where current and former Fellows meet in small groups and focus on selected aspects of higher education administration. These meetings allow Fellows to study a cross-section of institutions, meet with higher education leaders, and hold in-depth discussions of topics of their choosing.

Program Costs

Investment in the Future

An intensive high quality program such as the AFP is unavoidably expensive for colleges and universities and ACE. It is an investment in the future of your institution and in all of postsecondary education.

The nominating institution is responsible for interview expenses and continuation of the Fellow's salary and benefits during the Fellowship year.

Institutions sponsoring home Fellows or receiving host Fellows pay their Fellow's expenses for the three national seminars. The total costs of these seminars can be estimated at \$3,000 to \$4,000 depending on the location of the institution. In addition, institutions provide a travel stipend of at least \$2,500 which permits Fellows to visit other campuses and to attend regional meetings.

There are frequently costs to Fellows in commuting, moving, and travel not funded by the institution.

Institutions that are not ACE members are eligible to participate in the Program for a tuition fee of \$750. This fee is in addition to other program costs.

The Mentor experience has been both stimulating and rewarding for me. I have found myself in several instances needing to rethink the bases for certain administrative actions so that their rationale would be clearer to me and therefore to the observant intern. In other instances, I have found that my historical judgments and administrative strategies have been gratefully confirmed, even as others have required revision.

Leonard H. O. Spearman
President, Texas Southern University
1982-83 Mentor

Foundation Support for ACE Fellows

Grants from the Andrew W. Mellon Foundation. A grant from the Andrew W. Mellon Foundation has enabled the American Council on Education to make grants of \$5,000 available to ten institutions that sponsor a Fellow for a host internship. Grants will be awarded to institutions that demonstrate greatest financial need on the basis of an application included with the nomination and application papers. The grants are intended to help institutions hire additional faculty to teach courses that would have been taught by the Fellow and/or to provide funds to carry out administrative duties of a Fellow who is currently an administrator.

Completed grant application forms should be submitted along with the nomination and application papers. ACE member institutions only are eligible for the Mellon grants.

Bush Leadership Fellows Program.

Nominees who have lived for one continuous year in Minnesota, North or South Dakota, or the twenty-six northern and western Wisconsin counties which fall within the Ninth Federal Reserve District are eligible to apply to participate in the Bush Leadership Fellows Program, which will provide salary support and moving allowance for successful candidates. The American Council on Education will coordinate with the Bush Leadership Fellows Program in identifying and selecting Fellows, who must compete independently in both programs. The deadline for application to the Bush Fellowship Program is January 1. Further information may be obtained from the Bush Leadership Fellows Program, P.O. Box 24140, Minneapolis, Minnesota 55424.

Other Sources of Support. Nominating institutions are encouraged to explore the possibility of securing support from local foundations for Fellowship expenses or partial salary support.

Participating Institutions

Some of the 1,100 institutions that have participated in the ACE Fellows Program in Academic Administration

Auburn University
Augsburg College
Atlanta University
Boston University
Brown University
Bryn Mawr College
Bucknell University
California State University and Colleges
City University of New York
Dallas County Community College District
Dillard University
Fisk University
Georgetown University
Grand Valley State Colleges
Hampton Institute
Jackson State University
The Johns Hopkins University
Juniata College
Lafayette College
Lehigh University
Loyola University
Macalester College
Memphis State University
Miami-Dade Community College
Montgomery College (MD)
Moorhead State University
Morgan State University
North Carolina State University at Raleigh
North Dakota State University
Oregon State University
Peralta Community College District

Princeton University
Roosevelt University
Shelby State Community College
Smith College
Southern Illinois University, Edwardsville
Southern University
Spelman College
State University of New York at Buffalo
Tufts University
Tulane University
Tuskegee Institute
University of Alabama
University of California, Los Angeles
University of California, Santa Barbara
University of Florida
University of Hawaii
University of Maryland
University of Michigan
University of Nebraska
University of New Mexico
University of North Carolina
University of Pennsylvania
University of Puerto Rico
University of Rhode Island
University of Wisconsin
U. S. Air Force Academy
Wellesley College
Wheeling College

The Council of Fellows

The Council of Fellows is an alumni organization that helps colleagues stay in touch with each other, the Program, and ACE. The Fellows Program continues to provide alumni with information, ideas, and professional assistance throughout their careers.

The AFP Program office annually publishes a directory of former Fellows' current addresses. The Council also publishes a newsletter regularly.

Professional and social activities are held in conjunction with the ACE Annual Meeting and other national higher education association meetings throughout the year.

The Council of Fellows sponsors annual Working Reunions, hosted by former Fellows, at which program alumni give papers and discuss topical issues.

Activities of the Council of Fellows are developed by an executive committee and other volunteers.

Institutions Interested In Hosting Fellows or Receiving Additional Application Forms Should Write or Call:

ACE Fellows Program in Academic
Administration
American Council on Education
One Dupont Circle
Washington, D.C. 20036-1193
(202) 833-4764

Madeleine F. Green, *Director, Center for
Leadership Development*
Irene Itabashi, *Assistant to the Director*

Calendar of ACE Program Activities

- August:** Institutions invited, through their presidents and chief academic officers, to nominate one or two candidates for the Fellows Program. Nomination and application papers sent to presidents of all ACE member institutions.
- November 15:** Nominations, applications, and references must be postmarked by this date.
- December 15:** Finalists are notified.
- February:** Regional interviews conducted.
- March 1:** Announcement of ACE Fellows.

The American Council On Education

is a membership association of over 1,600 colleges and universities and national and regional education associations. It provides comprehensive leadership for improving educational standards, policies, procedures, and services.

The Center for Leadership Development

sponsors a series of programs for administrators and faculty leaders to provide timely information on cutting edge issues, improve administrative skills, and encourage dialogue and debate on current higher education issues.

PROGRAM SERVICES OF THE CENTER

- *Leadership Development Programs*—for all types of administrators and faculty and department chairpersons
- *Presidential Programs*—for college and university presidents and chancellors
- *Departmental Leadership Institute*—for department and division chairpersons, including seminars offered nationally to all chairpersons or brought to individual campuses or groups of cooperating campuses
- *On-Campus Programs*—tailored to specific institutional or consortia needs
- *Video Teleconferencing and Video Tapes*
- *ACE Fellows Program in Academic Administration*—internship program for faculty members and junior staff who have shown promise for responsible positions in academic administration

ACE Annual Meeting

Denver, November 12-13, 1984

The 1984 Annual Meeting is for the first time being held jointly with the National Association of State Universities and Land Grant Colleges. This year, The Fellows Program will celebrate its twentieth anniversary at the annual meeting with a number of special events.

- Luncheon roundtables, Monday, November 13, organized around issues, sponsored by the Council of Fellows, open to all.
- Reception for AFP alumni, Mentors, and guests at the Auraria Center, Monday, November 12, 6:00-9:00 p.m.
- Special session sponsored by the Council of Fellows, Tuesday, November 13, 2:30 p.m., "The American College Presidency: Different Paths, Different Perspectives."
- Reception and Banquet, Tuesday, November 13; Former Fellows, Mentors, and all friends of the Fellows program are invited. The evening will feature music, memorabilia, and good Fellowship.

CENTER STAFF:

Madeleine F. Green, *Director*
Irene Itabashi, *Assistant to the Director*
Donna McDoniel, *Senior Secretary*
Joan M. McCall, *Director of Administration*

**AMERICAN
COUNCIL ON
EDUCATION**

One Dupont Circle
Washington, D. C. 20036

FALL 1984 PROGRAMS

Center for
Leadership
Development



ON-CAMPUS
PROGRAMS

PRESIDENTIAL
PROGRAMS

CHAIRING THE
ACADEMIC DEPARTMENT

FACULTY HANDBOOK
REVISION

ADMINISTRATIVE
HANDBOOK

HUMAN RESOURCE
FUNCTIONS OF

ACADEMIC OFFICERS

AMERICAN COUNCIL ON EDUCATION

August, 1984

Dear Colleague:

For 20 years, the American Council on Education (ACE) has been *the* national leader in providing high quality seminars for academicians in administration at all levels. The aims of these seminars have been to assist participants in sharpening their administrative skills and to help them create a self-help network among their colleagues.

"This Launching the Presidency seminar was an opportunity to learn how to start one's presidency. I found the other newly appointed presidents helpful with their perspectives. The presidents who served as faculty were helpful with their experience and advice," says Kala Stroup, President of Murray State University.

"This Faculty Handbook seminar *is* serving a real purpose and filling a genuine need. This has been very worthwhile! This topic is much more important than most people realize," says Andrew Molloy, Academic Vice President of Marist College.

In addition to being the national leader, ACE is the *only* higher education association offering programs that serve *all* sectors of the college and university community.

Leadership, obviously, is critical to the success or failure of any institution, and it has been ACE's business since 1965 to help insure that American higher education has the best leaders possible. Thus, we have specialized in this critical area, and we have been successful.

Our track record supports our claims:

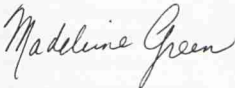
- Over 1,000 college and university presidents have attended ACE programs.
- 3,200 vice presidents and deans have attended ACE programs.
- 1,000 division and department chairpersons have attended ACE programs.

These 5,200 academicians have looked to ACE for leadership development and they have received it.

But don't take our word for it. Please feel free to contact us, and we'll send you a list of former attendees. You can call them yourself and discuss the ACE programs.

Meanwhile, I encourage you to take a look at the following pages, at the fall offerings from the ACE Center for Leadership Development. I'm confident you will be interested.

Cordially,



Madeleine F. Green, Director
Center for Leadership Development

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What Is the Center for Leadership Development?

PROGRAM SERVICES OF THE CENTER

- **Leadership Development Programs** for all types of administrators and faculty and department chairpersons
- **Presidential Programs**—for college and university presidents and chancellors
- **On-Campus Programs**—tailored to specific institutional or consortia needs
- **Departmental Leadership Institute**—for department and division chairpersons—seminars offered nationally to all chairpersons or brought to individual campuses or groups of cooperating campuses
- **ACE Fellows Program**—for faculty members and junior staff who have shown promise for responsible positions in academic administration—an internship program
- **Video Tapes**—for administrators and faculty, a way to attend a seminar without spending for travel and housing and to share information with colleagues at own institution

The American Council on Education is a membership association of over 1,600 colleges and universities and national and regional education associations. It provides comprehensive leadership for improving educational standards, policies, procedures, and services.

The Center for Leadership Development sponsors a series of programs for administrators and faculty leaders to provide timely information on cutting edge issues, improve administrative skills, and encourage dialogue and debate on current higher education issues.

ACE PROGRAMS ARE DIFFERENT

ACE has a proven track record in leadership development.

- ACE is the *only* higher education association offering programs that serve *all* sectors—public, private, two-year, four-year, professional/graduate.
- ACE has been in the business of providing professional development programs for presidents and deans since 1965.
- ACE has offered 113 topical seminars during the past five years on "cutting edge" issues. Seminar themes have included: The Faculty Handbook Revision, Chairing the Academic Department, Legal Issues for Academic and Student Affairs Officers, The Academic Officer as Leader and Manager.
- Over 5,200 individuals from more than 1,600 institutions have attended one or more ACE seminars and presidential programs during the past five years.
- Participants have come from all fifty states, the District of Columbia, Puerto Rico, Virgin Islands, Panama, Canada, Taiwan, and Kuwait.

Individuals attending ACE programs are afforded excellent opportunities to develop networks with colleagues from other institutions.

ACE program faculty members not only teach at scheduled times, but are available for individual and group consultation throughout the programs. Informal dialogue is a key factor in the success of ACE programs.

Faculty are chosen for their current knowledge, their range of experiences, and enthusiasm for the professional development of their colleagues.

CENTER STAFF:

Madeleine F. Green, *Director*
Irene Itabashi, *Assistant to the Director*
Joan M. McCall, *Director of Administration*
Donna McDoniel, *Senior Secretary*

ACE Brings Programs to Your Campus

An Important Message for Campus Leaders

The Council is now offering many more workshops on campuses at the request of individual institutions or groups of institutions than ever before. Colleges and universities have found that these on-campus programs are more cost effective and have greater potential for effecting lasting change, since many more individuals can be involved. Any of the programs described in this brochure, or programs that we design specifically for your institution to meet needs that you identify, can be brought to you. A particularly successful and cost effective mechanism is for neighboring institutions, systems, or consortia to join together to sponsor an on-campus workshop.

Major advantages to the on-campus programs are

- increased faculty and staff development through more participation
- program tailored specifically to needs and interests of your institution(s)
- savings in both time and money

A Special Note

Participants attending a national program who decide to have one brought to their campus within a year will have the registration fee credited against the cost of the on-campus program.

Examples of programs offered nationally which have been tailored to specific institutional needs are

- Chairing the Academic Department
- The Faculty Handbook Revision: Content and Process
- Financial Management for Academic Officers
- Strengthening Academic Quality
- Legal and Personnel Issues for Academic Officers
- Developing Interinstitutional Cooperation
- Collective Negotiations
- Faculty and Programs: New Directions for the 80s and 90s
- The Future of Academic Libraries

Other programs can be designed or existing programs modified to meet institutional needs and budgets.

Inquiries about all on-campus programs should be made to the Director of Administration, Center for Leadership Development. Telephone: (202) 833-4780 or 833-4842.

I entered the workshop [on-campus department chair] with some feeling that I would learn little—I could not have been more mistaken. It was an upbeat, useful experience in every sense of the word.

Thomas A. Palmer

*Professor of Political Science,
College of Charleston*

Departmental Leadership Institute

Supported by a grant from the W.K. Kellogg Foundation, the Departmental Leadership Institute directed by Allan Tucker has for over four years provided extensive training for department chairpersons for systems of public institutions and consortia of private institutions.

During the final year of the grant, the American Council on Education plans to identify an additional eight to ten institutions, systems, or consortia of institutions who wish to take part in the program. Institutions selected will receive *grants* that will cover *partial costs* of these two-day programs.

Application Process: Institutions, systems, or consortia are invited to write to the Director of the Center expressing interest in this program. Information that will be helpful in selecting recipients includes numbers of division and/or department chairpersons on the campus(es), numbers of full-time and part-time faculty on the campus(es), brief description of the institution(s).

INSTITUTIONS SERVED BY ACE ON-CAMPUS PROGRAMS SINCE 1983

West Virginia University
Simmons College
George Mason University
College of Charleston
Taylor University in cooperation with
Grace College, Anderson College, Fort
Wayne Bible College, Wheaton College,
Huntington College
Murray State University
Joint Educational Consortium (Ouachita
Baptist University and Henderson State
University)
Central Michigan University and Alma
College
Chapman College in cooperation with
Mount Saint Mary's College, Point Loma
College, Christ College Irvine
Central Arizona College
Chicago College of Osteopathic Medicine
University of Dayton
Emmanuel College in cooperation with
Emerson College and Regis College
Springfield Area Public College Coopera-
tive (Holyoke Community College,
Springfield Technical Community College,
Westfield State College)
Tufts University and Brandeis University
University of Louisville
Mary Baldwin College
University of Montana in cooperation with
Montana State University, Eastern Mont-
ana College, Western Montana College,
Northern Montana College, Montana
School of Mines
Northern Michigan University
State System of Higher Education of
Pennsylvania
St. Cloud State University
Colleges of Mid-America
University of Southern Colorado
University of Puerto Rico System
Inter American University of Puerto Rico

I came to learn and learned a great deal
[department chair]. It was great!

Dave Ballard

*Division Chair, Technology,
Utah Technical College at Salt Lake City*

Thank you for the recent seminar on Chair-
ing the Academic Department. I found
myself coming away with a renewed sense
of who I am, my philosophy about people,
and the process and procedure which I
use. Your thoughts and comments were
very helpful. I felt an uplift in confidence
and renewed vigor after my return.

Adelaide H. Parsons

*Coordinator, English as a Second
Language Program,
Southeast Missouri State University*

I've enjoyed being both a participant and
faculty member at ACE presidential pro-
grams. These have given me new per-
spectives. Of special value has been the
opportunity to meet and know peers from
across the country from a broad range of
institutions.

Allen E. Koenig

President, Emerson College

The planning and presentation of the
entire program [department chair] was
excellent—very informative and helpful to
me personally. The group discussions
provided the invaluable opportunity to
meet with and share practical information
with a variety of people.

Sister Florence Aurelia, CSB

*Chairperson, Division of Humanities,
Alvernia College*

I found the program content of the seminar
to be exceptionally valuable, but possibly
of even greater value was the personal
contact I made with the faculty and my
fellow participants. That has given me a
pool of colleagues with whom I consult by
phone very frequently.

Michael K. Hooker

President, Bennington College

Fall 1984 Leadership Development Programs

- *The Academic Administrator as Human Resource Officer*—October 21-24—Washington, D.C.
- *Developing an Administrative Handbook*—October 24-25—Washington, D.C. (cosponsored by National Association of College and University Business Officers)
- *The Faculty Handbook Revision: Content and Process*—October 31-November 1—Louisville, Kentucky
- *Chairing the Academic Department—for Deans, Department and Division Chairpersons*—November 7-8—New Orleans, Louisiana
- *Periodic Evaluation of Tenured Faculty Performance*—November 29-30—Miami, Florida

Deadlines for Registration

Registration is limited at each program; thus early registration is recommended.

Persons desiring to register *after the hotel cut-off date* should telephone ACE to register: (202) 833-4842 or (202) 833-4780.

ACE reserves the right to cancel any program due to limited registration and assumes no responsibility for individuals who arrive at the program site who have not pre-registered or telephoned in advance.

Early Bird Registration Discount

Registrations *postmarked* on or before the hotel cut-off date are entitled to a ten percent (10%) reduction in the registration fee. These registrations must be accompanied either by payment or purchase order to qualify for this discount.

Financial Aid

Financial aid is available for all programs, partially supported by a grant from the General Services Foundation. Women and minorities are especially encouraged to apply for financial assistance.

Individuals requesting financial assistance for these programs should *attach a brief statement* to the registration form indicating the need for such a grant. Preference will be given to requests received sixty (60) days prior to the beginning of these programs. To the extent that funds are available, additional grants may be made after that date. A limited number of grants will be made for each of these programs, and the amount of the grant will be applied toward the total registration fee.

Hotel Information

Programs will be conducted at the hotels listed with the program description. When program registrations are acknowledged, participants will receive a hotel reservation card to be sent *directly* to the appropriate hotel. Rates quoted are special group rates arranged for these meetings. Should you elect to make your reservation by telephone, be certain that you identify the group and meeting you will attend in order to receive these rates. Reservation cut-off dates are indicated. After these cut-off dates, the hotels cannot guarantee rooms at our group rates and will accept reservations at these rates only on a space available basis.

The Academic Officer as Human Resource Officer

October 21-24, 1984
Gramercy Hotel—Washington, D.C.

Who Should Attend? Vice Presidents for Academic Affairs, Provosts, Deans, Associates and Assistants

Why? Never before have academic officers had more need nor more opportunities for creative approaches to faculty personnel issues. Academic officers must take the lead in ensuring that the human resource functions associated with the faculty and with the wider institution are being met.

General Sessions:

The Contractual Status of Faculty and Professional Academic Staff

Evaluation of Faculty—A Second Look

The Academic Officer Faces Comparable Worth, Equal Pay, and Statistical Analysis—OR How to Work Through the Jungle

Faculty Development Programs and Professional Growth Opportunities

Coordination with the Human Resource/Personnel Office

Short Courses:

Part-Time Faculty: Issues and Models

The Academic Affairs Officer and the Department or Division Chair: What We Know about Roles

Writing Job Descriptions for Faculty and Administrative Positions

Statistical Analysis and the Academic Affairs Officer: Getting What You Need for Program Review, Evaluation and Other Studies

Search and Appointment: Possible Pitfalls

Special Academic Human Resource Issues with Librarians, Coaches, Counselors, Other Specialists

Senior Faculty Review Issues and Techniques

The Academic Affairs Administrator in a Collective Negotiations Setting: Issues and Techniques

Communications with Faculty: Individual or Governance Bodies

Faculty:

Joan P. Bean, Senior Development Officer, Fairleigh Dickinson University, Teaneck-Hackensack Campus, Teaneck, New Jersey; formerly Dean, College of Arts and Sciences

John B. Bennett, Director of Academic Affairs and of the Office of Self-Regulation Initiatives, American Council on Education

Thomas A. Emmet, Senior Advisor, Center for Leadership Development, American Council on Education; and Special Assistant to the President and Professor of Education, Regis College, Denver, Colorado

Madeleine F. Green, Director, Center for Leadership Development, American Council on Education

R. Claire Guthrie, Esq., Hogan and Hartson, Washington, D.C.; formerly Assistant General Counsel, American Council on Education

Robert L. Heiny, Assistant to the President, University of Northern Colorado, Greeley, Colorado

Program Schedule: Begins at 4:30 p.m. on October 21; concludes at 12:00 noon on October 24.

Registration Fees—include materials, refreshment breaks, one dinner, two luncheons:

ACE Members: \$425, one person; \$800, team of two; \$325 each additional person

Nonmembers: \$500, one person; \$950, team of two; \$400 each additional person

Special Discount Offered to Participants also Attending October 24-25 Program:

Participants who also register to attend *Developing an Administrative Handbook* may deduct thirty percent (30%) from the registration fee for that program.

Hotel: Gramercy Hotel, 1616 Rhode Island Avenue, N.W., Washington, D.C. 20036; (202) 347-9550; (800) 368-5957.

Hotel Rates: \$65 single or double occupancy. **Cut-off date:** October 7, 1984.

Developing an Administrative Handbook

October 21-24, 1984
Gramercy Hotel—
Washington, D.C.

Who Should Attend? Vice Presidents (Academic Affairs, Administrative, Student Affairs, Development, Human Resource), Associate and Assistant Vice Presidents, Deans, Directors of Libraries, Assistants to Presidents, Personnel Directors, Division Directors, Department Chairs

Why? Administrative handbooks are a much neglected area in higher education. In the long experience of the American Council on Education in a review of faculty handbooks, it has become apparent that few colleges and universities have organized and compiled existing policies and procedures into handbooks dealing with professional staff. Administrative handbooks become an urgent need for institutions, as legal audits are completed and as we begin to codify college management. What should a book like this look like? Seminar participants will receive practical information that can be adapted to different institutional settings.

General Sessions:

Employment at Will vs. Contract Status for Administrators: The Why and the Legal Status of Administrative Handbooks

Administrative Evaluation and Professional Development Policies and Procedures and Leaves

Case Studies

Model Outline and Process Suggestions for Developing an Administrative Handbook

Short Courses:

Administrative Classification Systems

Fringe Benefits and Related Issues for Administrators

Grievance and Appeal Procedures for Academic Administrators

Special Problems re Academic Administrators—Librarians, Coaches, Department and Division Chairpersons, Counselors, Other Specialists

Separation Policies for Administrators

Retirement Plans and Issues re Administrators

Part-Time Administrators: Legal and Personnel Issues

Personnel Files

Faculty:

Thomas A. Emmet, Senior Advisor, Center for Leadership Development, American Council on Education; and Special Assistant to the President and Professor of Education, Regis College, Denver, Colorado

Joyce A. Fecske, Director of Personnel, DePaul University, Chicago, Illinois

David J. Figuli, Esq., Secretary of the Board of Trustees-Assistant to the President for Legal Affairs, University of Northern Colorado, Greeley, Colorado; and Head, Education Law Department, Wickens, Herzer & Panza

Caspa L. Harris, Jr., Vice President for Business and Fiscal Affairs and Treasurer, Howard University, Washington, D.C.

Program Schedule: Begins at 12:30 p.m. on October 24; concludes at 4:45 p.m. on October 25.

Registration Fees—include materials, refreshment breaks, one luncheon, one continental breakfast:

ACE Members: \$260, one person; \$455, team of two; \$175 each additional person

Nonmembers: \$310, one person; \$505, team of two; \$175 each additional person

Special Discount Offered to Participants also Attending October 21-24 Program:

Participants who also register to attend *The Academic Administrator as Human Resource Officer* may deduct thirty percent (30%) from the registration fee for this program (October 24-25).

Hotel: Gramercy Hotel, 1616 Rhode Island Avenue, N.W., Washington, D.C. 20036; (202) 347-9550; (800) 368-5957.

Hotel Rates: \$65 single or double occupancy. **Cut-off date:** October 7, 1984.

The Faculty Handbook Revision: Content and Process

October 31-November 1, 1984
Galt House—Louisville, Kentucky

Who Should Attend? Presidents, Academic Vice Presidents, Provosts, Deans, Associates and Assistants, Faculty Members chairing or serving on handbook revision committees (team registration encouraged)

Why? Your faculty handbook is a *legal document*—a contract. Does it get you into legal hot water or keep you out of it? Cost of attending this program is minimal compared to one expensive, time consuming lawsuit resulting from ambiguities or improper language in your handbook.

General Sessions:

Basic Definitions and Legal Distinctions in Working with Faculty Handbooks

The Legal Status of the Faculty Handbook and Its Relationship to Other Documents

The Language Is Most Important: Case Studies of Proper and Improper Language

Teamwork in Developing a Faculty Handbook that Meets Institutional Needs

Short Courses—repeated:

Definition of the Faculty, Types of Contracts, Appointment, Process

Severance Issues

Grievance and Complaint Procedures

Rank, Promotion, Tenure, and Evaluation

Special Problems in Faculty Handbook Preparation (Part-Time Faculty; State System or Branch Campus Handbook Integration)

Faculty Member as Institutional Agent

Faculty:

Thomas A. Emmet, Senior Advisor, Center for Leadership Development, American Council on Education; and Special Assistant to the President and Professor of Education, Regis College, Denver, Colorado

David J. Figuli, Esq., Secretary of the Board of Trustees-Assistant to the President for Legal Affairs, University of Northern Colorado, Greeley, Colorado; and Head, Education Law Department, Wickens, Herzer & Panza

Gerald H. Herman, Esq., Special Assistant to the Provost for Faculty Relations and Assistant Professor of History, Northeastern University, Boston, Massachusetts

I rarely take time to commend things that do good, reserving my energies for those that go bad. But a word on an ACE program that does good: I recently sent, rather grudgingly, three of our faculty to an ACE-sponsored workshop in New Jersey—I say grudgingly since it has been my baseless but nevertheless settled feeling that such seminars only help those who can't think for themselves. I discover at this late date that I was dead wrong. My people tell me that there would have been no hope of adequately revising our own handbook without the help of that particular ACE program. So, thank you.

George W. Johnson
President, George Mason University

Program Schedule: Begins at 8:30 a.m. on October 31; concludes at 12:30 p.m. on November 1.

Registration Fees—include materials, refreshment breaks, one luncheon, one continental breakfast:

ACE Members: \$260, one person; \$455, team of two; \$175 each additional person

Nonmembers: \$310, one person; \$505, team of two; \$175 each additional person

Hotel: Galt House, Fourth and River, Louisville, Kentucky 40202; (502) 589-5200.

Hotel Rates: \$58 single occupancy; \$70 double occupancy. **Cut-off date:** October 9, 1984.

Chairing the Academic Department

November 7-8, 1984
Bayou Plaza Hotel — New Orleans,
Louisiana

Who Should Attend? Chief Academic Officers, Deans, Associates and Assistants, Division and Department Chairpersons (team registration encouraged)

Why? Chairpersons have been among the most neglected college and university administrators. Selected most often for academic credentials and teaching skills, little training is given as preparation for the demanding, multi-faceted roles of the chairpersons. You will learn how you can effect change, deal with the thorny issues confronting chairpersons in day-to-day work, and provide more effective leadership for your department or division.

General Sessions:

Background on the Development of the Position of Department Chairperson
The Department/Division Chairperson in the Context of the College/University Case Studies

Tort Liability and Legal Issues for Department and Division Chairpersons
Performance Counseling and Dealing with Satisfactory Performance—Video Tape and Discussion; Progressive Discipline

Evaluation Further Considered

Small Group Sessions (in assigned groups):

The Chairperson's Roles, Powers and Responsibilities

Department Decision Making and Bringing about Change

Faculty Development: Encouraging Professional Growth

Faculty Evaluation

Seminar participants will receive copies of *Chairing the Academic Department: Leadership among Peers*, Second Edition, a 350-page book by Allan Tucker; *Managing the Academic Department*, a 208-page book by John Bennett; and a 225-page notebook containing outlines, articles of interest, and annotated bibliographies.

(Small group sessions throughout the program will provide ample time for discussion and interaction. Assignments of chairpersons to groups will be based on size of divisions and departments; chief academic officers and deans will be assigned to the groups on a proportional basis. Facilitators will be selected for each group.)

The seminar [department chairperson] provided an excellent opportunity to interact with other persons from other institutions. The small group sessions also allowed persons to share and to discuss their problems.

Algeania W. Freeman
Chairperson, Community Health and
Rehabilitation Department,
Norfolk State University

Faculty:

John B. Bennett, Director of Academic Affairs and of the Office of Self-Regulation Initiatives; former Program Director, Departmental Leadership Institute, American Council on Education

Thomas A. Emmet, Senior Advisor, Center for Leadership Development, American Council on Education; and Special Assistant to the President and Professor of Education, Regis College, Denver, Colorado

Program Schedule: Begins at 8:00 a.m. on November 7; concludes at 3:45 p.m. on November 8.

Registration Fees—include materials, refreshment breaks, two luncheons:

ACE Members: \$260, one person; \$455, team of two; \$175 each additional person.

Nonmembers: \$310, one person; \$505, team of two; \$175 each additional person.

Hotel: Bayou Plaza Hotel, 4040 Tulane Avenue, New Orleans, Louisiana 70119; (504) 486-7144.

Hotel Rates: \$50 single or double occupancy. **Cut-off date:** October 16, 1984.

Periodic Evaluation of Tenured Faculty Performance

November 29-30, 1984
Biscayne Bay Marriott Hotel & Marina—
Miami, Florida

Who Should Attend? Academic Vice Presidents, Provosts, Deans, Associates and Assistants, and chairs and members of appropriate faculty governance committees

Why? Systems of periodic evaluation of the performance of tenured faculty members can function to promote and sustain professional and personal growth, assist in institutional planning, and assure the public that tenure is not a shield from accountability.

Faculty:

John B. Bennett, Director of Academic Affairs and of the Office of Self-Regulation Initiatives, American Council on Education

Shirley S. Chater, Council Associate, American Council on Education; and former Vice Chancellor for Academic Affairs, University of California, San Francisco

Hannah F. Goldberg, Provost, Wheaton College, Norton, Massachusetts

Archie Kleingartner, Professor, University of California, Los Angeles; and former Vice President, University of California System Office

Charles O. Warren, Vice President for Academic Affairs, State University of New York College at Cortland

Thank you and ACE for the very fine colloquium [academic administrator]. Very helpful and invigorating seminar. Timely subjects, knowledgeable faculty, and skillfully managed. Altogether worthwhile.

John W. Stewart
Dean, College of Fine Arts,
University of Montevallo

Program Schedule: Begins at 5:00 p.m. on November 29; concludes at 4:00 p.m. on November 30.

The Faculty Handbook seminar was most helpful to us, and I would recommend it very highly. We have successfully completed our Handbook, but we are doubtful that we would have been able to do so without the experience of the American Council on Education seminar. You are to be commended for making this service available to the higher education community.

Mary Sarah Fasenmyer
Vice President for Academic Affairs,
Carroll College of Montana

Registration Fee—includes materials, refreshment breaks, one dinner, one luncheon—\$100 per person (financial aid and early bird discounts are not available for this program).

Grant support from the Alfred P. Sloan Foundation has enabled ACE to offer a low registration fee of \$100.

Participants will be accepted on a first-come-first-served basis until a total of 50 is enrolled. Places may be insured for the workshop by sending ACE an indication of intent to participate with a check or money order of \$100 per person.

Hotel: Biscayne Bay Marriott Hotel & Marina, 1633 North Bayshore Drive, Miami, Florida 33132; (305) 374-3900.

Hotel Rates: \$40 single occupancy; \$50 double occupancy. **Cut-off date:** November 8, 1984.

Programs for Presidents

LAUNCHING THE PRESIDENCY

May 29-31, 1985
Washington, D.C. area

Who Should Attend? Presidents-Elect; Presidents who have recently taken office.

Spouses are invited and encouraged to attend meetings with the presidents. There is no charge other than a modest fee for materials and group meal functions.

Why? The seminar covers the key areas new presidents deal with upon taking office. Small group discussion by institutional type and extensive consultation with the faculty of experienced presidents make this an exceptionally valuable experience for new presidents.

General Sessions:

The Faces of the Presidency

Faculty and Students: Establishing Productive Relationships

Getting a Handle on the Budget and the Financial Condition of the Institution (by institutional type, public and private)

The President's Top Management Team: Assessing and Developing Effectiveness

Presidential Influence—Opportunities and Limitations

Small Group Discussion by Type of Institution:

The Presidential Relationship with the Board of Trustees

The President and External Publics: Priorities and Techniques for the Early Months of the Presidency

Registration Fees—include materials, refreshment breaks, two luncheons, one dinner:

ACE Members: \$300

Nonmembers: \$350

The exact location of this program and the faculty will be announced in December, 1984.

SUMMER COLLOQUIUM FOR PRESIDENTS

July 1-5, 1985
Location to be announced

Who Should Attend? Presidents and Chancellors of *all* types of institutions.

Spouses are invited and encouraged to attend meetings with the presidents. There is no charge other than a modest fee for materials and group meal functions.

Why? 1985 marks the twentieth anniversary of programs for presidents offered by the American Council on Education. Over 1,000 chief executive officers have attended these ACE Programs. ACE is the *only* higher education presidentially based association where presidents from *all* sectors can meet and exchange ideas in an informal setting. The atmosphere and collegiality of these programs offer presidents much desired opportunities to meet away from the campus with their colleagues.

A very special event is being planned in observance of this 20th Anniversary. Details will be available later in the fall. Mark your calendars now!

Not only was the program geared specifically for college presidents, but also the opportunity afforded to meet with presidents from the full spectrum of postsecondary education was rewarding.

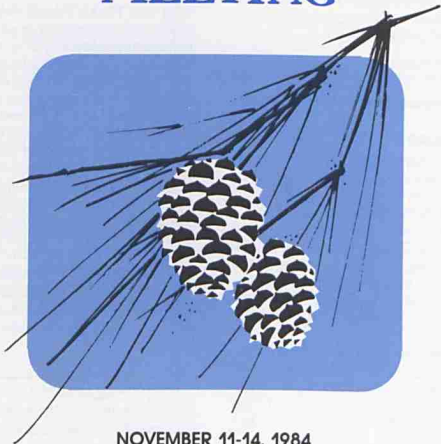
James L. Catanzaro
President, Lakeland Community College

Preliminary 1985 Schedule of Leadership Development Programs

Dates, locations, and topics are subject to change. A final schedule will be available in December, 1984.

- *Developing an Administrative Handbook*—March 14-15—Chicago, Illinois
- *The Faculty Handbook Revision: Content and Process*—March 26-27—Washington, D.C.
- *Developing a Successful Grants-Seeking System for Your Institution*—June 3-4—Washington, D.C.
- *Proposal Writing Workshop*—June 5—Washington, D.C.
- *How to Evaluate and Improve Your Grants/Contracts Effort*—June 6-7—Washington, D.C.
- *Summer Program for Vice Presidents and Deans*—June 11-14—Williamsburg, Virginia
- *Chairing the Academic Department—for Deans, Division and Department Chairpersons*—June 18-21—Washington, D.C.

JOINT ANNUAL MEETING



NOVEMBER 11-14, 1984

DENVER

American Council on Education and the
National Association of State
Universities and Land-Grant Colleges

Other Center Programs

The ACE Fellows Program

The ACE Fellows Program (AFP) since 1965 has provided higher education with a unique opportunity to identify and train future leaders. The AFP prepares promising individuals for progressively responsible positions in higher education. It also enables Fellows to test their abilities and interest in administration. Fellows are selected through a national competition for a year-long internship, working closely with presidents and senior administrators. Fellows observe and participate in all aspects of institutional administration.

Inquiries should be made to the Director of the Center. Telephone: (202) 833-4764.

It was a good workshop [faculty handbook]. I had assumed it would be relatively dull—but it wasn't. Carefully prepared and energetically presented.

Richard Fulkerson
Professor of English, East Texas State University

Video Tapes

The Center offered a pilot video teleconference in February, 1983, "Early Retirement Incentives and Career Change Options—A Personnel and Legal Perspective," featuring Carl V. Patton, Professor and Head, Department of Urban and Regional Planning, University of Illinois at Champaign—Urbana; Joyce A. Fecske, Director of Personnel, DePaul University; and Sheldon E. Steinbach, ACE General Counsel.

The video tape of the teleconference includes presentations dealing with recent research findings, case studies of effective early retirement programs, and legal issues. The program is available on video tape in two forms:

- 3/4 inch format of two cassettes, 49- and 45-minutes long; or
- Beta X2 version of a single cassette

Price:

ACE Members:

- \$135 for 3/4 inch cassette
- \$105 for Beta X2 cassette

Nonmembers:

- \$150 for 3/4 inch cassette
- \$120 for Beta X2 cassette

Shipping and handling charge: \$5.00 unless order is prepaid.

To order: Write to Teleconference, Center for Leadership Development, American Council on Education, One Dupont Circle, Washington, D.C. 20036.

Video tapes of David G. Bauer's ACE seminar on grants-seeking will be available in the fall of 1984. This seminar, filmed before a live audience at KUON-TV in Lincoln, Nebraska, is a series of ten tapes, each 45-55 minutes in length. The set includes a leader's guide to assist in effective use of the tapes by campus personnel.

Why Are These Tapes Valuable? Colleges and universities must have a **systematic** approach to grants-seeking to be consistently successful in getting grants. This series of tapes will enable your institution to put into place a proven system developed by David Bauer, an expert who has taught over 8,000 persons in hundreds of seminars and on-campus programs. The tape series will be particularly useful to institutions wishing to involve faculty, grants administrators, and academic administrators in an institution-wide effort to enhance their grants-seeking capabilities.

For additional information about tape content and price, contact Daryl Ferguson at the Council. Telephone: (202) 833-4750.

I learned how other institutions were meeting specific higher education issues. The meetings also provided an opportunity to compare and discuss ideas regarding leadership and organization with fellow administrators.

Edmund F. Ackell
President, Virginia Commonwealth University

Registration Form

Duplicate this form for each participant and for each program for which you are registering.

Please type or print; please furnish complete information.

Program Title _____

Program Dates and Location _____

Name _____

Title _____

Institution _____

Address _____

City _____ State _____ Zip _____

Telephone () _____ Enrollment (Student FTE) _____

Check one: ACE or Cosponsor Member

Nonmember

Check one: Payment enclosed

Purchase order enclosed

Number of individuals attending: _____

Amount of registration fee (refer to specific program listing for fees): _____

Mail registration form and payment or purchase order to:

Center for Leadership Development

American Council on Education

One Dupont Circle

Washington, D.C. 20036

(202) 833-4780 or 833-4842

Payment and Refund Policy

Payment or a purchase order should accompany registration forms. Telephone registrations will be accepted after the hotel cut-off date; however, **telephone registrations are binding**. Late cancellations and "no shows" will receive partial refunds. Institutions or individuals whose registrations are not accompanied by payment or purchase order are liable for late

cancellation and "no show" fees as well and are not eligible for "early bird discounts."

ACE or cosponsor membership status will be verified upon registration (ACE membership is institutional). Participants from nonmember institutions who send member registration fees will be invoiced and responsible for the additional non-member charges.

**AMERICAN
COUNCIL ON
EDUCATION**

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Washington, D. C. 20036

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PLEASE ROUTE
TO:

Dr. Lawrence M. Clark
Associate Provost
North Carolina State University
Holladay Hall
Raleigh, North Carolina 27607

AMERICAN COUNCIL ON EDUCATION

Council of Fellows August 31, 1984
The Alumni Organization of the ACE Fellows Program

Dr. Lawrence M. Clark
Associate Provost
North Carolina State University
Holladay Hall
Raleigh, North Carolina 27607



Dear Dr. Clark:

This year marks the twentieth anniversary of the ACE Fellows Program, which over twenty years, it has evolved into a model for leadership development.

Historically, operational funds for the Fellows Program have come from many sources. With that in mind, the Council of Fellows has established a Fellows' Fund to be supported through annual contributions from former Fellows. A successful fundraising effort will garner additional foundation and corporate support and assist with on-going support of four vital functions:

1. Program enhancement -- for outstanding seminar speakers and development of case materials, simulations and exercises;
2. Support of alumni activities -- for participation of Fellows without the expenditure of institutional or personal resources and to support meetings and alumni social events;
3. Information dissemination -- for raising the profile of the program within educational, foundation, and corporate circles;
4. Program research -- for continuing surveys on the career paths of ACE Fellows and for a blue ribbon evaluation of the program this year.

You will be contacted by your Class Agent during September. Please make a commitment to the Annual ACE Fellows' Fund. We will announce our initial total at the 20th Anniversary Banquet, November 13, at the ACE Annual meeting; hence your early consideration will be most appreciated. The class of 83-84 has already made a contribution of \$1100!

Being an ACE Fellow has meant something different to each of us, but share a common bond. We ask you now to evaluate that experience and do your part in furthering the impact of this most significant program upon our profession.

Sincerely,

Robert E. Shoenberg, (67-68)

Sincerely,

Ralph H. Wagoner, (71-72)

*American Council on Education
Council of Fellows*

I enclose my contribution to: 1984 Annual ACE Fellows Fund

_____ \$500.00

_____ \$250.00

_____ \$100.00

_____ \$ 50.00

_____ Other

Name: _____ Class Year: _____

Annual ACE Fellows Fund

American Council on Education

One Dupont Circle

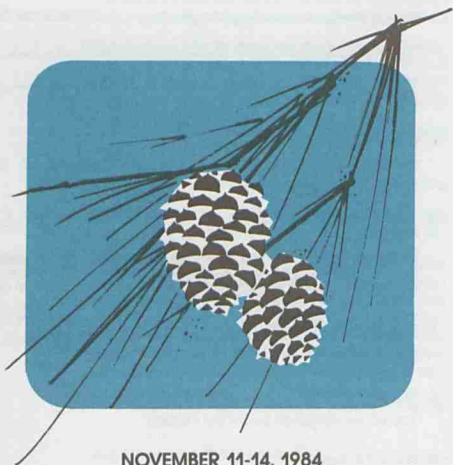
Washington, D.C. 20036-1193

American Council on Education

and the

National Association of State
Universities and Land-Grant Colleges

JOINT ANNUAL MEETING



NOVEMBER 11-14, 1984

DENVER

Hilton, Brown Palace, Fairmont, and Marriott Hotels



JOINT ACE/NASULGC ANNUAL MEETING

WELCOME

President J.W. Peltason of the American Council on Education and President Robert L. Clodius of the National Association of State Universities and Land-Grant Colleges join in inviting you to take part in the first joint annual meeting of the two organizations—the 67th for ACE and the 98th for NASULGC.

Our meeting brings together more than 2,000 educators from all sectors of American higher education, presenting us with a unique opportunity to work together on mutual problems. The topics addressed at our general sessions—"The Public-Private Debate" and "A Look at 1984 Election Results"—are of interest to all. We plan to share as much of our traditional meeting formats as we can, while fulfilling our organizations' charter and by-laws requirements.

This brochure includes some detail to help you in scheduling your participation. Come to Denver in November and be a part of this very special meeting.

We look forward to seeing you there.

OPENING RECEPTION

All registrants are cordially invited to attend an opening reception on Sunday evening, 6-7:30 p.m., in the Grand Ballroom of the Hilton Hotel.

GENERAL SESSIONS (Hilton)

Speakers for the First General Session, on "The Public-Private Debate," are Timothy Healy, S.J., President, Georgetown University (and ACE Chair) and Frank H.T. Rhodes, President, Cornell University.

The speaker for the Second General Session, on "A Look at 1984 Election Results," is Charles McDowell, columnist with the *Richmond Times-Dispatch* and television panelist, PBS's *Washington Week in Review*.

General Sessions are from 11 a.m.-Noon, Monday and Tuesday.

ANNUAL MEETING BUSINESS (Fairmont)

The ACE Board of Directors and the NASULGC Executive Committee meet separately on Sunday. There is a joint luncheon at noon, Sunday, for both groups. The NASULGC Executive Committee meets Monday, 7:15-8:15 a.m., for a breakfast session.

The ACE Business Meeting and the NASULGC Senate are held separately on Tuesday morning.

ACE AND NASULGC COUNCILS OF PRESIDENTS/CHANCELLORS (Fairmont)

On Monday, November 12, the NASULGC Council meets from 8:30-10:30 a.m. The Herman B Wells Reception and Dinner are on Monday evening.

At noon, there is a joint luncheon meeting for ACE Presidents/Chancellors and the NASULGC Presidents/Chancellors. Program highlights for the joint afternoon session include Clark Kerr, Program Director, Carnegie Corporation's Strengthening Presidential Leadership Project, on strengthening presidential leadership, and a follow-up session with university presidents addressing the "Implications for Leadership: Past, Present, and Future."

NASULGC COMMITTEE OF PRESIDENTS/CHANCELLORS SPOUSES (Fairmont)

The two days of programming—Monday and Tuesday—feature presentations by Jean Lipman-Blumen, Public Policy Program, Claremont Graduate School, and William E. Davis, Chancellor, Oregon State System of Higher Education, and a panel on the question of remuneration chaired by Sue Young of The University of California, Los Angeles. Spouses of ACE's Presidents/Chancellors are invited to attend these sessions, including the Monday joint luncheon.

The Committee's closed business session meets from 8:30-10:30 a.m., Tuesday. At noon, Tuesday, the NASULGC Presidents/Chancellors and their spouses have a luncheon with Jean Lipman-Blumen as speaker.

On Tuesday afternoon at the Marriott Hotel, the Committee hosts a "Meet the Authors" party to introduce to the annual meeting participants the book *The President's Spouse: Volunteer or Volunteered*. All registrants are invited.

SPOUSES/PARTNERS/GUESTS

All spouses/partners/guests are invited to attend the opening general reception, the two General Sessions, the Tuesday Luncheon at the Marriott, and other program sessions. In addition, the special programs below are offered.

An informal coffee at the Fairmont Hotel opens the program planned for ACE's partners and guests on Monday at 8:30 a.m., followed by a session on use of the microcomputer in the president's home featuring a system used at UCLA on an IBM personal computer. Marguerite Corbally talks about the "Spouse Evolution" at a luncheon on Monday at the Marriott Hotel.

ACE DISTINGUISHED SERVICE AWARD FOR LIFETIME ACHIEVEMENT

ACE honors David Dodds Henry, President Emeritus, University of Illinois, at the First General Session of the joint meeting on Monday at 11 a.m.

TUESDAY LUNCHEON

On Tuesday at 12:30 p.m., Senator Dan Quayle of Indiana and Congressman Timothy Wirth of Colorado speak. Everyone attending this meeting is encouraged to come hear these two prominent Congressional leaders talk about their perspectives on the state of the union and higher education.

ACE AND NASULGC COUNCILS OF CHIEF ACADEMIC OFFICERS (Marriott)

The Councils jointly discuss the relationship between postsecondary institutions and the nation's public school systems on Monday morning. Following the General Session, academic officers gather for luncheon at the Marriott Hotel. Monday afternoon sessions include research libraries, new developments in colleges of education, new approaches to the curriculum and to the teaching of foreign languages. Case studies of college/public school partnerships are also presented.

On Tuesday morning, Admiral Bobby Inman, President and Chief Executive Officer, Microelectronics and Computer Corporation, is the featured speaker discussing "New Structures to Meet the Challenges of the Future."

The NASULGC Council on Academic Affairs holds its business session on Monday afternoon and the ACE Chief Academic Officers Executive Committee meets on Tuesday afternoon.

OTHER NASULGC COUNCILS

The Councils on Business Affairs, Extension and Continuing Education, Student Affairs, and Research Policy and Graduate Education meet Monday and Tuesday at the Marriott Hotel. The Council on Student Affairs Executive Committee meets on Sunday, 5-7 p.m., at the Hilton Hotel. The Council on University Relations and Development meets Monday and Tuesday at the Brown Palace Hotel. The Council on Extension and Continuing Education Executive Committee meets on Sunday, 5-6:30 p.m., at the Hilton Hotel. Council of 1890 Presidents meets Sunday, 4-6 p.m., at the Hilton Hotel. The preliminary program will contain information about meals and receptions for the Councils.

ACE COUNCIL OF FELLOWS (Marriott)

The Twentieth Anniversary Celebration dinner is the highlight of Fellows' activities for the 1984 joint meeting. The dinner is sponsored by the alumni organization of the Fellows Program and the Council of Fellows. All alumni, Mentors, and friends of the Fellows Program are invited Tuesday evening. The Moods in Blue Air Force Band accompanies the festivities.

Annual Meeting registrants may reserve tickets for the dinner with their registration forms. A check for \$35, payable to ACE, should be included with the registration fee.

Thousands have participated in the Fellows Program as Fellows, Mentors, and program speakers. Join the Fellows and help them celebrate.

TUESDAY CONCURRENT SESSIONS (Marriott)

9 a.m.

- Alternative Measures for Determining College Potential
- Tax Reform 1985
- Specialized Accreditation: Friend or Foe?
- Educational Priorities for the Foundations

2:30 p.m.

- Different Paths to, Different Perspectives on the College Presidency
- The Integrated Planning Process
- Howard Bowen on the Status of the American Professoriate
- Conflict of Interest Issues Affecting Faculty, Business/Industry, and Institution Relationships
- Comparable Worth: The Equal Employment Issue of the '80's.

WEDNESDAY WORKSHOPS (Marriott)

9 a.m.

- Implications of the "Quality" Reports for Independent Colleges—with Council of Independent Colleges
- Alternative Approaches to Meeting University Research Equipment Needs—with Association of American Universities
- Clark Kerr on Strengthening Presidential Leadership—with Association of Governing Boards
- Financial Planning and Preparation for Retirement with Teachers Insurance and Annuity Association

COMMISSIONS

ACE Commission on Minorities in Higher Education (Marriott)

Tuesday, 5-7 p.m. Reception
Wednesday, Noon-3 p.m. Meeting

ACE Commission on Women in Higher Education

Wednesday, Noon-3 p.m.

NASULGC Commission on the Arts (Marriott)

Sunday, Noon-3 p.m., Luncheon/Tour (outside hotel); 3-5 p.m. Meeting

Monday, 8:30-10:30 a.m. & 12:30-5 p.m., includes Luncheon
Tuesday, 8:30-10:30 a.m. & 12:30-2 p.m., includes Luncheon

NASULGC Commission on Arts and Sciences (Hilton)

Monday, 8:30-10:30 a.m., with International Affairs Committee

NASULGC Commission on Home Economics (Hilton)

Sunday, 4-6 p.m.

Monday, 7-8:15 a.m. Breakfast

Tuesday, 8:30-10:30 a.m. with International Affairs Committee and Commission on International Agricultural Programs

NASULGC Commission on International Agricultural Programs (Hilton)

Sunday, 8 a.m.-1:30 p.m. CIAP/AUSUDIAP Executive Committee

Monday, 3:30-5:30 p.m., with International Affairs Committee and Board for International Food and Agricultural Development

Tuesday, 8:30-10:30 a.m. with International Affairs Committee and Commission on Home Economics

NASULGC Commission on Veterinary Medicine (Hilton)

Sunday, 1:30-5 p.m.

NASULGC DIVISION OF AGRICULTURE (Hilton)

The Division of Agriculture holds plenary sessions Monday and Tuesday from 8:30 to 10:30 a.m. The Monday plenary session includes the Seaman Knapp Lecture and focuses on international issues. The plenary session on Tuesday examines the relationship of the Humanities and Agriculture. The Division Reception and Banquet is on Monday from 6 to 9 p.m. There is a Business Session on Tuesday from 1 to 3 p.m. Other Division of Agriculture meetings are as follows:

Sunday	1986 Budget Committee	5-6 p.m.
	Board of Directors	7.30-9 p.m.
Monday	Committee of Administrative Heads of Agriculture	1-4 p.m.
Tuesday	1987 Budget Committee	4-6 p.m.

Experiment Station Section

Sunday	9 a.m.-3 p.m. (ESCOP Home Economics Subcommittee); 2-5 p.m. (ESCOP 1986 Budget Subcommittee) 2-6 p.m. (ESCOP Legislative Subcommittee)
Monday	1-4 p.m. (Business Meeting) 4-6 p.m. (Regional Meetings)
Tuesday	6:45-8:15 a.m. (1890 Research Directors Breakfast); 3-6 p.m. (ESCOP 1987 Budget Subcommittee) 3-6 p.m. (Regional Meetings) 5-6 p.m. (1890 Research Directors) 6-7:30 p.m. (Reception)
Wednesday	8:30 a.m.-5 p.m. (Northeast Regional Directors) 8-Noon (ESCOP)

Cooperative Extension Section

Saturday	1-5 p.m. (ECOP)
Sunday	8:30 a.m.-4 p.m. (ECOP Budget Subcommittee) 8:30 a.m.-4 p.m. (ECOP Business Meeting) 2-4 p.m. (1890 Extension Administrators)
Monday	12:30-2 p.m. (National Panel of Extension Directors Luncheon, By invitation only) 2-5 p.m. (Business Meeting)
Tuesday	3-6 p.m. (ECOP Legislative Subcommittee) 3-6 p.m. (Regional Meetings)
Wednesday	8:30 a.m.-3 p.m. (Western Regional Meeting)

Resident Instruction Section

Sunday	9 a.m.-Noon (National Committee on Higher Education) 1:30-5 p.m. (RICOP)
Monday	12:30-2 p.m. (Recognition Luncheon)
Tuesday	3-5 p.m. (Business Meeting)

Council on Agricultural Research, Extension and Teaching (CARET) (Brown Palace)

Saturday	9 a.m.-6 p.m. Registration 10 a.m.-Noon (Budget Committee) 10 a.m.-Noon (Users Advisory Board Committee) Noon-1:30 p.m. (Executive Committee Luncheon) 1:30-5 p.m. (General Session) 6-9 p.m. (Reception and Dinner) 9-10 p.m. (Regional Caucuses)
Sunday	7:30-9 a.m. (Executive Committee Breakfast) 9 a.m.-Noon (Business Session)

National Extension Advisory Council (Brown Palace)

Friday	Noon-1:30 p.m. (Board of Directors Luncheon) 2-5 p.m. (Board of Directors)
Saturday	8:30 a.m.-Noon (Board of Directors Meeting)

NASULGC DIVISION OF URBAN AFFAIRS (Marriott)

Sunday	2-5 p.m. Executive Committee
Monday	8:30-10:30 a.m. with Chief Academic Officers 5-6:30 p.m. Cash Bar Reception
Tuesday	8:30-10:30 a.m. Program Session

NASULGC MARINE DIVISION (Brown Palace)

Sunday	10:30 a.m.-1 p.m. (Committee on Federal Legislation, includes Luncheon) 1-5 p.m. (Board of Directors)
Monday	8-10:30 a.m. (Committee on Federal Budgets, includes Continental Breakfast) 12:30-2 p.m. (Luncheon with International Affairs Committee) (Hilton) 2:30-4:30 p.m. (Committee on Fisheries Education) 2:30-5:30 p.m. (Committee on International Marine Science) 3-5 p.m. (Committee on Membership) 6:30-9:30 p.m. (Dinner)
Tuesday	9-10:30 a.m. (Agenda Committee) 2:30-4:30 p.m. (with International Affairs at Hilton) 5-6 p.m. (Annual Meeting Program Planning Committee)

COMMITTEES AND OTHER TOPICS

ACE National Identification Program (Marriott)

Wednesday, 7:30-8:45 a.m., Continental Breakfast

ACE Office of Minority Concerns

Sunday, 7-9 p.m. Colloquium on Minorities and Disadvantaged (Fairmont)

Monday, 9-10:30 a.m. Colloquium on Access (Marriott)
2:30-4 p.m. Workshop (Marriott)

Educational Telecommunications

Sunday, Noon-5 p.m. (Fairmont)

Wednesday, 9 a.m.-Noon. Telecommunications, including Integrated Planning, Technology Demonstrations, And Computer Teleconferencing Networks (Marriott)

Federal Student Financial Assistance Committee (Marriott)

Monday, 7:30-11 a.m. Breakfast

Monday, 1:30-5 p.m. Subcommittee on Student Financial Aid

Health Policy Committee (Fairmont)

Sunday, 7-10 p.m., Dinner (By invitation only)

Institutional Planning Committee (Marriott)

Monday, 7:30-9 a.m. Breakfast

Intercollegiate Athletics (Hilton)

Sunday, 4-6 p.m.

International Affairs: Higher Education and World Affairs, 1984 (Hilton)

Saturday, 2-6 p.m., Special BIFAD Workshop

Sunday, 8 a.m.-1:30 p.m. (including Luncheon) Commission on International Agricultural Programs and AUSUDIAP Executive Committees

8:30-10:30 a.m., Agricultural Deans Workshop on India (By invitation only)

2-6 p.m., Common Concerns, ACE and NASULGC International Committees

Monday, 8:30-10:30 a.m., with Commission on Arts and Sciences

12:30-2 p.m., Luncheon with Marine Affairs Division

2-3:30 p.m., Special Session on Current Issues in International Education

3:30-5:30 p.m., with Commission on International Agricultural Programs and BIFAD

Tuesday, 8:30-10:30 a.m., with Association of International Education Administrators

8:30-10:30 a.m., with Commission on International Agricultural Programs and Commission on Home Economics

2:30-4:30 p.m., with CIAP—Workshop on Communication

2:30-4:30 p.m., with Marine Affairs Division

Legal Affairs Committee (Fairmont)

Tuesday, 7:30-10 a.m., Breakfast

Legislative Topics

- Sunday, 3-5 p.m. Legislative Network: An Update on Federal Legislation presented by Charles Saunders, ACE, and Jerold Roschwalb, NASULGC (Hilton)
- Monday, 9-10:30 a.m. Age Discrimination and Employment-at-Will Litigation (Fairmont)
- Tuesday, 2:30-4 p.m., Higher Education Act Reauthorization Hearing (Fairmont)

Office for the Advancement of Public Black Colleges Advisory Committee (Hilton)

- Monday, 1:30-3:30 p.m., Update on AID
4:30-6 p.m., Business Meeting

AFFILIATED ORGANIZATIONS

Air University

- Tuesday, 5-6:30 p.m., Reception (By invitation only) (Marriott)

Association of International Education Administrators (Hilton)

- Sunday, 9 a.m.-5 p.m.
Tuesday, 8:30-10:30 a.m. with International Affairs Committee

Council on Interinstitutional Leadership (Marriott)

- Tuesday, 10 a.m.-Noon Board Meeting
1-2:30 p.m. CIL Keynote
3-4:30 p.m. Program session
Wednesday, 8:30 a.m.-3:30 p.m., Concurrent Sessions, includes Luncheon

Epsilon Sigma Phi (Hilton)

- Saturday, 1:00-10:30 p.m., National Board of Directors
Sunday, 8 a.m.-Noon, National Board of Directors
1-5 p.m., National Council Meeting
6-10 p.m. Reception and Dinner
Monday, 8 a.m.-4 p.m. National Workshop

Higher Education Colloquium (Hilton)

- Sunday, 7:30-9 p.m.

Kettering Foundation

- Sunday, 7-11 p.m. Reception and Dinner (Fairmont)

Midwest International Agricultural Consortium

- Sunday, 3-6 p.m. (Hilton)
Monday, 7-9 a.m. Breakfast. (By invitation only) (Hilton)

National Association of Professional Forestry Schools and Colleges Executive Committee

- Tuesday, 3-5 p.m. (Hilton)

National Center for Higher Education Management Service (NCHEMS)

- Monday, 6-7 p.m. Reception. (By invitation only) (Hilton)

Sea Grant Association Executive Committee

- Sunday, 7:30-10 p.m. (Brown Palace)

Urban 13

- Saturday, 9 a.m.-5 p.m. (Hilton)

NASULGC PROCEEDINGS

Chairpersons and secretaries of the various units of the Association are responsible for providing the NASULGC Office of Communications Services with minutes of all business meetings and with copies and summaries of papers presented at meetings for inclusion in the *Proceedings* of the Annual Meeting. Representatives of the Communications Office will be present in the Press Room (Hilton Hotel) throughout the meeting.

REGISTRATION AND REGISTRATION FEE

This is a joint meeting—you may register with either ACE or NASULGC and attend sessions of both associations. The registration fee is \$150 and includes the opening reception and two meals. The two meals are not deductible from the registration fee. Additional meal tickets may be purchased on site. Details concerning meal and social functions will be available in the preliminary program.

PRELIMINARY PROGRAM

Registrants will receive a preliminary program in late September.

PROGRAM ARRANGEMENTS

Most of the Division, Commission, Council and Committee meetings have already been scheduled. For additional meetings or food functions, please contact Ruth N. Smith at NASULGC, 202/293-7120, or Daryl Ferguson at ACE 202/833-4750.

Names of speakers, presiding officers, program chairpersons and session titles for the preliminary program must reach ACE/NASULGC by **August 15**. Changes and additions for the final printed program must reach ACE/NASULGC no later than **October 15**.

DENVER



1984

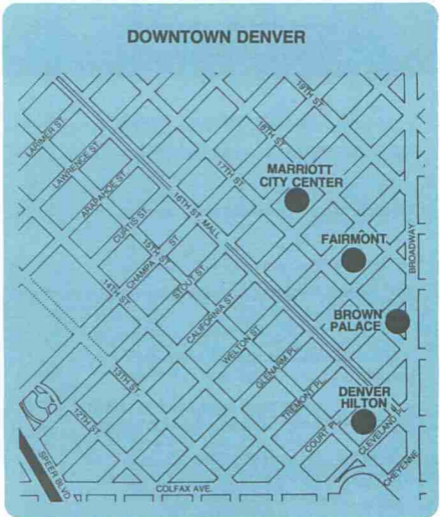
AIRLINE FARES



American Express Group Office will handle ticketing for United Airlines very special offer of 45% off coach fares to Denver. Call (800) 521-5344 and ask for the ACE/NASULGC Desk. Some sample airfares (May 11, 1984):

Boston	\$427
Chicago	\$291 day; \$232 night
Los Angeles	\$281
New Orleans	\$325 day; \$260 night
Washington, DC	\$381
San Francisco	\$303
Miami	\$418

By planning to arrive in Denver on Saturday, November 10, you may be able to get an even better fare. Consult the American Express Group Office.



HOTEL RESERVATIONS

The four participating hotels are located within a six-block area. Free bus transportation is available along the 16th Street Mall—no more than two blocks from the participating hotels.

DENVER HILTON: General/Plenary Sessions; NASULGC Division of Agriculture meetings; NASULGC International Affairs Committee meetings; and registration for the joint NASULGC/ACE Annual Meeting.

FAIRMONT: Board and Executive Committee meetings; ACE and NASULGC Council of Presidents activities; Committee of Presidents/Chancellors Spouses; ACE Partners/Guests program. Facilities include outdoor pool, jogging track, and tennis court.

MARRIOTT: Councils of Chief Academic Officers sessions; most ACE and NASULGC Councils; ACE concurrent sessions and workshops; ACE Fellows 20th Anniversary Celebration Dinner. Facilities include indoor pool, hydrotherapy pool, saunas, and health equipment.

BROWN PALACE: NASULGC Council on University Relations and Development and Marine Division meetings.

	Single	Double
FAIRMONT	\$85	\$97
MARRIOTT	\$72	\$86
BROWN PALACE	\$70	\$85
DENVER HILTON	\$64	\$79

All rates are subject to a 9.2% tax.

Suite information and reservations may be obtained from NASULGC or ACE.

The Housing Bureau, located at 225 W. Colfax Avenue, Denver, CO, 80202, will accept reservations **only by mail** and **only with this hotel reservation form** or a photocopy. **THE CUTOFF DATE FOR RESERVATIONS IS OCTOBER 19.**

Hotel reservations will be held until 6 p.m. on the date requested. Instructions for guaranteeing rooms for late arrival will be given by each hotel on its confirmation form. You must make arrangements with your hotel to guarantee your room for arrival after 6 p.m.

To obtain your first choice of hotel, please make your reservation early.

HOTEL RESERVATION

Name _____

Institution _____

Mailing Address _____

(City/State/Zip) _____

Office Telephone Number _____

Please reserve the following accommodations. (Indicate first, second and third choice):

Hotel

(1) _____

(2) _____

(3) _____

Single _____ Double _____ Handicapped _____

Arrival Date and Time _____

Departure Date and Time _____

Name(s) of Person(s) Sharing Accommodations _____

RESERVATIONS MUST BE RECEIVED BY OCTOBER 19, 1984.

SEND TO THE ACE/NASULGC HOUSING BUREAU,

225 WEST COLFAX AVENUE

DENVER, COLORADO 80202

American Council on Education and the
National Association of State
Universities and Land-Grant Colleges

One Dupont Circle, N.W.
Washington, D.C. 20036



**JOINT
ANNUAL
MEETING**

AMERICAN COUNCIL ON EDUCATION

ACE Fellows Program in Academic Administration

March 1984



Dear ACE Fellow,

I am pleased to invite you to the Fifth Annual Council of Fellows Day meet with the 1983-84 ACE Fellows and renew friendships with program alumni. We have been very glad to welcome about 50 alumni each year to this event, a program for all Fellows within the annual Closing Seminar.

This year's program will focus on the theme of leadership. While we have established a tradition of holding Council of Fellows Day at the scenic 4-H Center; this year we're going back to the Dupont Plaza. Plus a change.... Two excellent speakers have been lined up for Wednesday evening and Thursday morning, as the program outline below indicates. The rest of the program is yours, and I hope you'll step forward soon to volunteer to conduct a discussion session on a topic of your choice:

Wednesday, May 9 5:30 p.m.....Reception
6:30.....Banquet
7:30.....Frank Newman, Guest Speaker

Carnegie Foundation for the Advancement of Teaching, former President, University of Rhode Island

Thursday, May 10 9:00-10:15 a.m.....Robert Payton, Guest Speaker
"The Ethics of University Leadership"

President, Exxon Foundation, former President, Hofstra University

10:45-12:00 p.m.....Concurrent discussion sessions
Led by Fellows, Mentors, and guests
12:00.....Lunch
1:30-3:00.....Concurrent discussion sessions
3:00-6:00.....The sights of Washington
The Spirit of '76, Washington's Double Decker tour bus.

Please call me as soon as possible to volunteer for a discussion session.

Hotel and registration information is enclosed. Spouses and guests are welcome. If you would like to bring a guest to the reception and banquet only, you may do so. Just check the appropriate spot on the registration form.

As you know, there are lots of good things happening as we approach the twentieth year of the Fellows Program. Won't you join the Fellows at the Council of Fellows Day?

Sincerely,

Madeleine F. Green
Director

AMERICAN COUNCIL ON EDUCATION

ACE Fellows Program in Academic Administration

March 1984

Dear ACE Fellow:

Here's some information on the Council on Fellows Day, May 9-10, 1984 as well as a separate registration form.

The registration fee is \$35.00 for all participants. This includes: conference materials, coffee breaks, reception and dinner (May 9), and coffee breaks and lunch (May 10). Please make payment to the American Council on Education and mail to my attention. Your payment must accompany the registration form. You are welcome to bring spouses and guests for the entire program or to the reception and banquet only. Please indicate on your registration form and include additional payment.

Should you not be able to participate fully in the meal activities, we are unfortunately unable to offer you a reduced rate. For the main course at the banquet, the catering department is offering three choices: beef, fish (not shell fish), and a vegetarian platter; please indicate your choice on your registration form.

We ask that you make your own hotel reservations before April 12, 1984. Beyond that date they will not guarantee hotel space. The Dupont Plaza Hotel, Dupont Circle, Washington, DC 20036, their toll free number is 800-421-6662 and local number is 202-483-6000. The rates are as follows:

Single occupancy (one double bed)-----	\$57.00
Twin bedded room (two twin beds)-----	63.00
Double occupancy (two double beds)-----	63.00
Family plan (one room with a queen size bed and adjoining room with two twin beds)-----	84.00

All rooms are equipped with a wet bar (BYO).

All rooms are have a 10% sales tax plus a \$1.00 residence tax.

IMPORTANT MESSAGE FOR DRIVERS: Parking is limited, you will have to indicate your need to the reservation clerk. For your own protection you should get the assisting clerk's name. The daily rate is \$9.00 and we have negotiated a \$6.00 rate for you. Please specify, when you reserve your hotel room, the date you will need parking space and identify yourself with the American Council on Education' ACE Fellows Program.

I look forward to seeing you on the Council of Fellows Day; please call me should you need further information.

Sincerely,



Irene Itabashi
Assistant to the Director

REGISTRATION FORM

REGISTRATION FORM

REGISTRATION FORM

COUNCIL OF FELLOWS DAY

ACE FELLOWS PROGRAM

May 9-10, 1984 - Dupont Plaza Hotel, Washington, DC

Yes, I will attend the Council of Fellows Day

Registration fee _____ \$35.00

I will bring a guest for the entire program

Registration fee _____ \$35.00

I will bring a guest (reception and banquet only) on May 9, 1984

Reception and banquet fee for guest _____ \$25.00

Menu selection:(please circle one) beef fish vegetarian

Name: _____ Class _____

Title: _____

Institution: _____

Address: _____

Phone: _____

Badge Name: _____

Guest Badge Name: _____

MUST BE IN MY OFFICE BY APRIL 20:

Full payment must accompany registration form.

A \$15.00 refund if cancelled before May 1, 1984.

Irene Itabashi
ACE Fellows Program
American Council on Education
One Dupont Circle
Washington, DC 20036

Council of Fellows

NEWSLETTER

ACE Fellows Program

American Council on Education One Dupont Circle, Washington, DC 20036, 202-833-4764

Volume XI, Number 1

Editor, Madeleine F. Green February 1984

February 1984

Dear Alumni:

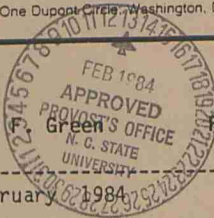
As I hope most of you know by now, we have great expectations for the Twentieth Year of the Fellows Program. The highlight will be the Twentieth Anniversary banquet on November 13 during the ACE Annual Meeting in Denver. Bill Wallisch (82-83) has already organized the Denver area alumni to work on arrangements and Walter Jewell (76-77) has agreed to head the Program Committee for the event. If you would like to help with either efforts, contact Bill or Walter at the Air Force Academy and at the University of New Haven, respectively.

We're looking forward to an evening of good food, good music (for dancing) and the very best of company. Former Fellows, Mentors, friends of the Fellows Program and, of course, spouses of same all are welcome. Keep your calendar clear, save your travel money and be there!

Before then, we have some more difficult work to do: raise some money for the AFP. While the ACE has continued to make a considerable budgetary and administrative effort to support the Fellows Program, foundation funding has run out. Thus Madeleine finds herself without wherewithal to provide some of the "extras" that many of you enjoyed and is hard pressed to continue some of the important services to the alumni. Therefore, the Executive Committee is moving ahead rapidly with plans for an annual giving campaign. We hope the loyalty so many of you have shown for the Program and your concerns for its continuing quality will translate into contributions sufficient to establish the basis for a "Director's Fund." But more of that in a month or two.

For now: Think Denver! All the best.

Bob Shoenberg (67-68)
Chair, Council of Fellows



A WORD FROM THE AFP OFFICE

There are 750 potential public relations and recruiting officers for the Fellows Program out there. Won't you please help out? As you know, the best people often have to be looked for in the search process, and the same goes for ACE Fellows. ACE needs your help in spreading the word about the Fellows Program, especially to faculty and junior level administrators who, when interested and motivated, can work on securing a nomination. It would be nice indeed, if ACE member presidents would recruit Fellows from their faculty and administrative ranks and without hesitation offer up the best as AFP nominees.

Often, this is the case. But it also happens frequently that an able faculty member or administrator finds out about the Program and secures the nomination "from the bottom up."

There are many talented people in the faculty and administrative ranks who don't know about the Fellows program. I hope that each of you is a spokesperson for the Program on your campus, at the very least. How about on neighboring campuses? Can you help spread the word? My office would be glad to send as many pamphlets as you can use. How about at professional conferences? Can you make a presentation? Put a pile of materials out?

AN UPDATE ON THE COUNCIL OF FELLOWS...

At the ACE Annual Meeting in Toronto, October 1983, the Council of Fellows held its fourth annual business session. New members of the Executive Committee are David Brown, '66-67, Hilda Richards, '76-77, Rita Jacobs, '79-80, Fred Obear, '67-68. Robert Shoenberg, '67-68 is the chair, and Roy Peterson, '73-74 is vice chair.

Plans for the upcoming twentieth anniversary celebration were discussed. Since then, the date for the event has been firmed up: At the ACE Annual Meeting in Denver next year, a grand celebration will be held Tuesday evening, November 13, 1984 in Denver, Colorado. A banquet and the music of the Mood in Blues Air Force Band are planned for starters ... Former Fellows, Mentors, and friends of the program are all invited.

Your presence will be a show of support for the Program. If you are still in contact with your Mentors, we hope that you will second ACE's invitation by encouraging them to come. There is no conflicting event that Tuesday, and we are expecting a strong turnout. Invitations to all alumni, all the Mentors we can locate, and others who have been involved in the program will be sent out in late spring.

Do you want to help? Write or call Walter Jewell '76-77, Co-chair of Program Committee (he's Secretary of the University, University of New Haven tel. (203) 932-7263 or Bill Wallisch, '82-83 (Director of Public Relations, U.S. Air Force Academy), tel. (303) 472-2990.

Humor, good Fellowship, and fun will be the order of the evening.

SEVERAL IMPORTANT DATES TO NOTE:

- 1984 Working Reunion, March 21-23, 1984, at the University of Nebraska-Omaha. By now, you should have received an invitation from Otto Bauer, Vice Chancellor for Academic Affairs, AFP 69-70. If you haven't already been to one this is an opportunity to get involved. Those of you who have been to a working reunion know that they are stimulating and fun. Come armed with a topic for discussion, and a brief presentation to begin the discussion. If you have not received Otto's letter, call him at 402-554-2262, or write him at his address at University of Nebraska-Omaha, 60th and Dodge Street, Omaha, Nebraska 68182.
- Council on Fellows Day, May 9 and 10 at the Dupont Plaza Hotel, Washington, D.C. We'll begin with reception and dinner on the evening of May 9, and have meetings through 3:00 p.m. on Thursday, May 10. The Spirit of 76 double decker tour bus will make a three hour tour of the sights, for those of you who can stay on (courtesy of Stephen and Madeleine Green.) The theme of this Council of Fellows day will be "Leadership for a New Era." Registration forms and a program will be sent to you in March.
- ACE Annual Meeting, November 12-14, 1984, Denver, Colorado, Tuesday evening, November 13, 1984.

NEW RESEARCH ON THE CAREERS OF RECENT ALUMNI

Recent research about the career paths of the alumni shows that in spite of a perceived lack of mobility for administrators, the recent graduates are moving rapidly into administrative positions. The proportion of women and minorities who are moving into deanships and vice presidencies is close to the proportion of majority men moving into similar positions. This finding is in contrast to the research on the career paths of the first 15 classes of Fellows which showed that proportionally fewer women and minorities were moving into administrative positions than their white male counterparts. The study traced the career movement of the 220 Fellows in the most recent five classes--1978-79 through 1982-83. Forty-five percent of the group were women and twenty-six percent were minorities. Highlights of the study are as follows:

Fellows Alumni - 1966-83

- 748 individuals participated in the first 18 classes
- 207 (28%) were women
- 136 (18%) were minorities
- 83 (11%) have held college presidencies

Fellows Alumni - 1979-83

- 37% hold the positions of dean or higher
 - 20% are deans
 - 10% are vice presidents
 - 3% are presidents

- 63% of the above group is serving at the institution that nominated them for the Fellows Program

- 32% of the women hold positions as full deans or higher, contrasted with 41% of all men

- 32% of the minorities hold positions as full deans or higher, compared with 37% of the majority Fellows. While there are no minority presidents in this group, there are nearly equal percentages of minority and majority deans (19%) and vice presidents (9% minority vs 10% majority.)

HAVE YOU RECEIVED ...

the spring and summer catalogue of Center for Leadership Development Programs? Among those you may be interested, there are programs on developing effective grants-seeking systems at your institution; computer seminar for campus decision makers; the academic administrator as leader and manager. Write or call the Center for Leadership Development to receive a copy or for information on specific programs. 202-833-4780.

DID YOU KNOW

that any program appearing in the Center brochure, or a program designed just for your institution can be delivered to your campus? In the last six months, the Center brought 18 programs to campuses. Often, several institutions will cosponsor a seminar. The most popular ACE program is the departmental leadership program, involving department chairs and deans. Other programs that we have designed specifically for institutions have dealt with developing consortia, financial management for academic administrators, improving academic quality. The Center staff would be glad to elaborate further

DOES YOUR INSTITUTION NEED MORE MONEY?

If so, you will want to attend a Fundraising Workshop which will be held for current and past ACE Fellows in Chicago on March 12 and 13, immediately preceding the AAHE Conference. It will include:

George Ayers, President, Chicago State University
James M. Furman, former Executive Director of the Illinois Board of Higher Education and currently Executive Director of the James T. and Catherine MacArthur Foundation
E. Burr Gibson, Chairman of the Board, Marts and Lundy, Inc.
Charles McCord, President, University of Colorado Foundation, Inc.
Four senior officers from Loyola University of Chicago

Registration is limited and there is a \$5.00 registration fee. For further information, contact Dr. Patricia Senn Breivik, ACE Fellow, University of Wisconsin System, 1720 Van Hise Hall, 1220 Linden Drive, Madison, Wisconsin 53706 or (608) 262-4337.

THE DIRECTORY IS COMING

Watch the mail for the 1984 directory. Find your lost colleagues and tell us if you have found any of them out there

NOTES ON PEOPLE...

**For those of you who served their Fellowship while Dr. Maxwell E. Lapham was Director of the ACE Fellows Program (1966-67), we have the sad news to report his recent death on September 23. Dr. Maxwell E. Lapham, 83, was dean emeritus of the Tulane University School of Medicine he helped develop the Friedman-Lapham test for pregnancy, which later was nicknamed the "rabbit test".

1966-67

Sister Irene Waldman is now President of the Sisters of St. Joseph Health System in Nazareth, Michigan

1967-68

Durward Long dropped a note to inform us of some of his activities at the University of Wyoming. He is there as Acting Vice President for Finance and also on sabbatical from the University of Hawaii. His first duties at Wyoming were as Senior Associate to the President. He plans to return to Hawaii in 1984.

1968-69

Victor Dates (thank you to those that let me know of his whereabouts) is an Investment Banker at Baker and Watts Incorporated in Baltimore, Maryland.

Edgar Schick is now residing in Allentown, PA.

1969-70

In the last Newsletter, we mentioned that Stanley Rives was acting President of Eastern Illinois University. We are pleased to tell you that Stan has been named president.

1970-71

Cathleen Real is now Acting President at the College of St. Mary, Nebraska.

1972-73

Walter Emge was incorrectly listed at being at Moorhouse University, he is at Morehead in Kentucky.

1973-74

Phyllis Irwin was appointed Chair of the Department of Music at California State University at Fresno.

Joyce Tsunoda has been named Chancellor of the University of Hawaii's Community Colleges.

1974-75

Norma Tucker was Acting President at Merritt College for well over a year. We missed picking it up for our news notes' items. She was recently permanently appointed; good wishes and apologies for the oversight.

1975-76

Carlota Baca is on sabbatical and is now residing in Washington, D.C. at 2800 Quebec St., NW, #1111.

William J. Love was listed as a "lost Fellow." He wrote in to say he has been the District Affirmative Action Officer at the Peralta Community College District since 1980.

1977-78

Larry Jones has been Acting President at Bloomsburg State College while the president is on leave for a year.

Tamar March has gone to Hobart and William Smith Colleges as Associate Provost.

1978-79

William Allen, as Associate Dean at the University of Ohio reported he is trying to overcome "Potomac Fever Syndrome."

Richard Alpert is Dean of Institutional Planning at Hampshire College.

Ellen Boneparth returned to the faculty ranks at San Jose State as Professor of Political Science.

Abbott Brayton is Director, Office of Contracts and Grants at East Tennessee State University, as well as Assistant Dean, College of Arts and Sciences. There are few jobs he has not held on that campus.

Winnie Brownell now the Director of the Speech Communication Lab as well as continuing as Associate Professor of Speech Communication at the University of Rhode Island.

Jackie Caswell's new title at Dallas Community College is Executive Assistant to the Chancellor.

John Golden, in addition to being the Dean of Faculty, is the VPAA at the Colorado School of Mines.

Is Pierre Hart still at Louisiana State University?

Tom Henry's new title at Cumberland County College is Dean of Research Development.

1978-79 continued

Bill Holley, as we learned from the 1978 Class Newsletter, is the Edward Lowder Professor of Management at Auburn.

Frank Lazarus is a Mentor to Judith Trent, a current ACE Fellow. He spent some time in Greece this past summer.

John Nies, as Dean and VPAA at Yankton College has established an off-campus AA degree program in cooperation with the Yankton Sioux.

1979-80

Harry Carter has moved from Acting VPAA to VPAA at Georgia Southern College.

Bernadine Fong is Dean of Instruction and also can put a Ph.D. next to her name.

Jim Hemby has been appointed President at Atlantic Christian University.

Barbara Hill is now Associate Dean of Academic Affairs at Barnard College. The Dean is Charles Olton, AFP 1975-76.

Edith Kaufman has reclaimed her maiden name, Edith E. Swan, and has been for the last three years Associate Dean at Oberlin. She mentions that she served last year on a half-time basis as Assistant to the President for Retention, and found it to be a challenging assignment.

Diana Papalia-Finlay, we've heard, is a tenured Professor and Associate Dean at the School of Family Resources at the University of Wisconsin in Madison.

Gary Rubin called to say "hello" and let us know his new title at Old Dominion is Associate Executive Vice President.

Marvin Scott is now with the Board of Regents for Higher Education in Boston and is an adjunct full professor at the University of Mass., Amherst, School of Education. He hosts a weekly talk show on social issues on WRKO, an ABC affiliate station, and is a consultant to the NAACP.

1980-81

Charles Bickford is now Assistant Director of the New Hampshire Council of the Humanities in Concord, NH.

Peggy Elliott is Acting Chancellor at Indiana University Northwest. She was described in the local newspaper as "The Steel Rosebud."

Toni Iadarola has moved on to The College of Mt. Saint Joseph as Provost.

Rosina Lao also has claimed her maiden name, Chia. She is spending the spring semester as a visiting professor at National Taiwan University in Taipei.

1981-82

Patti Bartlett has been named Chair of the Department of Education at Hood.

Marilyn Harrington is now Director of Research, School of Dentistry at University of Missouri - Kansas City.

JoAnn Gora, was listed in "People to Watch in '84," a featured article in the New Jersey Monthly, January 1984.

Terry Jones, is the new Dean of the College of Arts and Sciences at his institution, University of Missouri-St. Louis.

Pat Meszaros has accepted the position of Dean, College of Arts and Sciences at Butler University in Indiana.

Tom Porter is Acting Dean at Randolph-Macon College. He is enthusiastic and sobered by the amount of work involved.

Leon Richards is Acting Dean of the College and Dean of Instruction at Kapiolani Community College.

1982-83

Pat Cormier is Acting Dean of the College at Wilson College.

Marjorie Dugan called to say her new title at the Philadelphia Community College is Assistant to the Provost.

Billy Hamilton's new title at Wake Forest is Associate in Academic Administration.

Satoru Izutsu informed us that he has been appointed Assistant to the President at his home institution.

Mary Leach is Special Assistant to the Executive Vice President at the University of Maryland-Central Office.

Don Schmeltekopf is now Program Officer, Division of Education Programs at The National Endowment for the Humanities.

Marlene Springer has been appointed Dean of the Graduate School at the University of Missouri-Kansas City.

Pat Williams has been named Dean of the College of Arts and Sciences at her home institution.

Looking forward to seeing many of you at the AAHE Meeting

AMERICAN COUNCIL ON EDUCATION

OFFICE OF MINORITY CONCERNS

to Larry Clark

February 27, 1984



Dear Colleague:

Last month we invited you to participate in the ACE Office of Minority Concerns Southeastern Regional Conference that was to be held at the Atlanta Marriott on March 8-10. Since that time it has come to our attention that this date conflicts with several other meetings of interest to minority administrators, most notably the UNCF Spring Board Meeting. Therefore we have postponed the Conference until April 23-25, 1984. All other details for the Conference remain the same.

We hope that these new dates will enable you to attend and that you are not inconvenienced by the change. If you have already sent in your registration fee we shall apply it to the April Conference. For your convenience we shall reiterate the details about the meeting. The new deadline for registration is April 6th but we urge you to respond as soon as possible.

If you have any questions please call Ernestine Rodgers or Nancy Saul at (202) 833-5946.

I look forward to hearing from you soon and to seeing you in Atlanta.

Sincerely,

Reginald Wilson

Reginald Wilson
Director
Office of Minority Concerns

RW:ns
Enclosures

MAR 7 - 1984

ACE/OMC SOUTHEASTERN REGIONAL CONFERENCE

ATLANTA MARRIOTT DOWNTOWN HOTEL
ATLANTA, GEORGIA
APRIL 23 - 24, 1984

PRELIMINARY PROGRAM

MONDAY, APRIL 23

3:30-4:30 REGISTRATION
4:30-5:30 RECEPTION
6:30-8:00 DINNER
8:00-9:00 KEYNOTE ADDRESS

TUESDAY, APRIL 24

7:30-8:45 BREAKFAST (on your own)
9:00-10:30 PLENARY SESSION: The Role of National Education Associations
in Enhancing Educational Equity
10:30-11:00 COFFEE BREAK
11:00-12:30 SMALL GROUP DISCUSSIONS
12:30-2:00 LUNCHEON ADDRESS
2:15-3:45 PLENARY SESSION: Legislative Update-Higher Education
Reauthorization
3:45-4:15 COFFEE BREAK
4:15-5:30 SMALL GROUP DISCUSSIONS
5:30-6:30 RECEPTION
6:30 Participants free to enjoy area restaurants

WEDNESDAY, APRIL 30

7:30-8:45 BREAKFAST (on your own)
9:00-11:00 PLENARY SESSION: Strategies for Enhancing the Status of Blacks
in Higher Education, Inter-Institutional
Articulation
10:00-12:00 SMALL GROUP DISCUSSIONS AND EXECUTIVE MEETING
12:00-12:30 CLOSING SESSION

ACE/OMC SOUTHERN REGIONAL CONFERENCE

REGISTRATION INFORMATION

Response Form

The enclosed response form requests data that will be entered into OMC's data bank. The form should be returned even if you are not able to attend the Conference.

Logistics

The ACE/OMC Southern Regional Conference will be held at the Atlanta Marriott, Downtown. The Conference will begin with registration at 3:30 p.m. on Monday, April 23rd and close at 1:00 p.m. on Wednesday, April 25th.

Registration Fee

The \$75.00 registration fee covers all materials, planned meals, coffee breaks, and receptions. Planned meals include one lunch and one dinner. In the event that you must cancel your registration, please note that we cannot make refunds after April 16, 1984.

Housing

We have enclosed a hotel registration form for your convenience. Please complete this form and return it directly to the Marriott. Participants are responsible for their own lodging and transportation expenses.

Ground Transportation

The Marriott provides complimentary transportation from the airport.

OMC DATA FORM

NAME _____

TITLE _____

INSTITUTION _____

ADDRESS _____

PHONE _____ WORK

_____ Home (Optional)

EDUCATION: (level, institution, discipline)

Ph.D. _____

M.A. _____

B.A. _____

Please check appropriate items below:

_____ I am pleased to accept your invitation to attend the ACE/OMC Southern Regional Conference on April 23-25, 1984.

_____ I have requested lodging at the Atlanta Marriott Hotel-Downtown.

_____ I have made other housing arrangements.

_____ I have enclosed the \$75.00 Registration Fee

_____ The Registration Fee will be forwarded by my institution.

_____ I regret that I will be unable to attend the ACE/OMC Southern Regional Conference.

ATLANTA MARRIOTT HOTEL
Courtland at International Blvd., NE
Atlanta, GA 30043

Attention: RESERVATIONS



May 12, 1986

TO: ACE Fellows
FROM: Madeleine F. Green *Madeleine*
RE: Summer Renewal Program, Copper Mountain, Colorado
----- July 27-31, 1986 -----

We were pleased to receive a number of positive responses for the upcoming program in Copper Mountain, Colorado. I'm taking this opportunity to let you know we have a few more openings. In earlier correspondence we gave you July 7 as a cut off date, however, we would appreciate hearing from you by June 15 if you plan on attending. We must limit the number of active participants to 30.

Zygmunt Nagorski has selected the material for you to read in preparation for your participation. As soon as we receive your registration, we will forward reading material and other information. We hope you will join the Fellows at this exciting program at a fine resort. Families are welcome; Copper Mountain has swimming, golf, tennis, as well as many lovely local attractions.

The program is as follows:

Sunday - July 27

5:00-5:30 p.m.	Registration
5:30-6:30 p.m.	Reception
6:30-7:30 p.m.	Dinner
7:30 p.m.	Introduction to the Seminar Madeleine F. Green and Zygmunt Nagorski, President, Center for International Leadership

Monday - July 28

9:00 a.m.-12:00	Session I - "Faith, Science and Morality" Readings from: T. H. Huxley, Fyodor Dostoevsky, and the Bible
4:30 p.m.-7:00	Session II - "Conflict and Principle" Readings from: Plato, Thucydides, Maximilien Robespierre and Winston Churchill

Tuesday - July 29

9:00 a.m.-12:00	Session III - "Individual and Collective Rights" Readings from: Henry David Thoreau, Alexis de Tocqueville, Karl Marx and Friedrich Engels, and Franklin D. Roosevelt
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4:30 p.m.-7:00 **Session IV - Visit to nearby Monastery -
Discussion with monks of Emmanuel Kant's
"What is Enlightenment?"**

Wednesday - July 30

9:00 a.m.-12:00 **Session V - "Women's Rights"**
Readings from: Betty Friedan, The Equal
Rights Amendment, and History of Women's
Suffrage

4:30 p.m.-7:00 **Session VI - Civil Disobedience"**
Readings from: Mohandas Gandhi, Martin
Luther King, Jr., and Adam Michnik

Thursday - July 31

9:00 a.m.-12:00 **Session VII - "Whither the United States"**
Readings from: Walter Lippmann, John
Kenneth Galbraith, and Theodore Caplow

For your convenience, another registration form is enclosed as well as logistical information. Irene and I look forward to seeing you there.

Information on Registration for Fellows Copper Mountain Program

Location: Copper Mountain Resort, Copper Mountain, CO 80443

Servicing Airport: Denver, CO

Dates: July 27-31, 1986

Room rates: (Per room not per occupant)

1 to 2 people: Lodge Room-----	\$55 per night
1 to 2 people: Deluxe Studio with Kitchen-----	\$70 per night
1 to 4 people: One bedroom Condominium-----	\$85 per night
1 to 6 people: Two bedroom Condominium-----	\$100 per night
1 to 8 people: Three bedroom Condominium-----	\$125 per night

Rates are subject to a 5.1 percent tax per night.

Bus transportation: You need to arrange your transportation to and from the Copper Mountain Resort by calling collect Apex Travel at (303) 968-2882. Apex will make arrangements with Resort Express bus for \$25 each way or with Trailway Buses for \$25 round trip. However, if a number of you arrive simultaneously, a hotel van will pick you up (still coordinated by Apex) and your rate will be greatly reduced, depending on the number of riders (the cut off date is July 20).

An alternative to bus transportation is group shared car rental, Alamo has to good car rental rates.

Registration Fee: \$100.00 includes reception and dinner Sunday night and dinner Wednesday evening and conference materials.

Special Instructions: The registration form cannot be processed unless registration fee is enclosed. Because of the interactive nature of the seminar, we must limit participation to 30. Registration will be first come first served. Cut off date June 15, 1986.

Please note: When we receive your registration form, we will send you a card to reserve your room directly with the hotel, and other travel/hotel information. Once you have received this information from us and to expedite matters, you may wish to reserve your room directly by calling (1)800-525-3878 (cut off date is July 7).

Spouses, family members and guests are invited to accompany you. Copper Mountain is a lovely resort for the family. We must limit this program to thirty active participants, so regretfully, spouses and guests may attend only as observers. Spouses and guests attending the meal functions and observing the sessions must pay the \$100 registration fee (materials will be included). However, if spouses or guests do not intend to participate as observers, but wish to partake in those meals scheduled as part of the program, arrangements should be made with the AFP office. Also, meal charges for children can be arranged separately with the AFP office.

The costs will be subsidized by the Alumni Fund, so the modest fee of \$100 will cover direct expenses only--your materials and the opening reception and dinner.

PLEASE RETURN BY JUNE 15, 1986

Please return this portion to: Irene Itabashi, Fellows Copper Mountain Program,
American Council on Education, One Dupont Circle, Washington, DC 20036.

I will attend the Fellows Copper Mountain Program.

My registration fee of \$100 is enclosed.

Enclosed is a spouse/guest registration fee of \$100.

Name: _____ AFP Year: _____

Title: _____

Institution: _____

Mailing address: _____

Business phone: _____

Summer address and phone number (if different): _____

Name(s) of roommate(s) _____

Please provide me with the name of a person looking for a roommate.