



American Association of University Administrators

Box 870122, Tuscaloosa, Alabama 35487-0122 - Telephone: (205) 348-4772

② ACE

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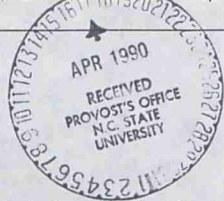
Patricia A. Hollander

GENERAL OFFICE

John L. Blackburn, General Secretary

Linda Hyche Fletcher

Joanna C. Hutt



March 23, 1990

Dear ACE Fellow:

The American Association of University Administrators invites you to its Annual Assembly in Seattle, Washington, beginning with a special pre-Assembly professional development activity exclusively for ACE Fellows on June 16, 1990.

Sponsored jointly by the Professional Development Committee of the Council of Fellows and AAUA, this activity is included in the Assembly registration fee. ACE Fellows may register at AAUA member rates of \$275 (a savings of \$50) and receive a one-year membership to AAUA, compliments of AAUA.

The schedule of pre-Assembly activities is as follows:

Saturday, June 16, 1990

4:00 p.m.

Discussion with Samuel Smith, President of Washington State University, on the topic of forging alliances to build branch campuses. Followed by social time and more discussion on professional development topics.

Sunday, June 17, 1990

10:00 a.m. - Noon

Discussion with Kenneth Mortimer, President of Western Washington University, on the topic of building community with academic governance. Followed by lunch on your own.

1:30 - 3:30 p.m.

Discussion for Fellows on strategies for forging alliances and building community as a prelude to AAUA Assembly.

5:00 p.m.

Welcoming receptions for AAUA Assembly participants.

The schedule of AAUA Assembly activities including a registration form is enclosed.

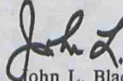
Please give strong consideration to attending the Council of Fellows program and the AAUA Assembly. AAUA welcomes ACE Fellows, and invites you to consider membership in AAUA to continue your professional development.

(over)

ACE Fellows
Page 2
March 23, 1990

To help us plan for the pre-Assembly, please register as soon as possible.
Address all inquiries regarding the pre-Assembly to Dr. James L. Pence, Associate Vice
President for Academic and Student Affairs, University of Southern Colorado, Pueblo,
CO 81001 (telephone 719/549-2313; FAX 719/549-2938).

Sincerely,



John L. Blackburn
General Secretary, AAUA

If

Enclosure

**American Association of
University Administrators
National Assembly XIX**

Leadership 2001



**Forging Alliances:
Building Community**

**Seattle, Washington
June 17-20**

WELCOME



Dear Colleague:

We are looking forward to seeing you in Seattle on June 17-20 at AAUA's National Assembly XIX.

The program is an extremely exciting one, as you can see, and we are pleased that the ACE Fellows will be joining us this year for a pre-Assembly professional development program on June 15-16. (Information about that program is being sent directly to ACE Fellows, along with this registration brochure.)

Plan now to join us in Seattle, The Emerald City, for an Assembly featuring outstanding speakers, a special toast to AAUA on its 20th Anniversary, a salmon dinner cruise to Tillicum Indian Village, and other special events.

Sincerely,

Catherine R. Gira, President



The American Association of University Administrators (AAUA) is a professional organization composed of career higher education administrators from diverse fields and divisions. Presidents, vice presidents, deans, directors, department chairs, faculty, graduate students, and other professionals all benefit from professional development opportunities, networking, publications on professional ethics and standards, and the common interests among administrators.

AAUA publishes or co-publishes the *Journal for Higher Education Management*, *Administrator's Update*, a newsletter *Communique*, and policy guidelines including "Professional Standards for Administrators in Higher Education" and "Evaluating College and University Presidents." Also, AAUA offers professional liability insurance, an administrators' exchange program, institutional memberships, and much more.

For more AAUA information:

AAUA, National Office

Box 870122

Tuscaloosa, AL 35487-0122

(205) 348-4767

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A S S E M B L Y X I X

SPEAKERS, A SAMPLING

DANIEL J. EVANS

served as Governor of the state of Washington for three consecutive terms from 1965 to 1977. He has been named "One of the Ten Outstanding Governors of the 20th Century." From 1977 to 1983 he served as President of The Evergreen State College in Olympia, Washington. He was United States Senator from Washington state from 1983-1989. Since retiring from the Senate, Evans has formed a consulting firm and is acting as a political commentator on KIRO Radio and TV in Seattle and is engaged in a wide variety of civic and corporate activities.

MADELEINE GREEN

is Vice President of ACE and Director of the ACE Center Leadership Development. She is co-editor of *Academic Leaders As Managers* and author of numerous articles. Her latest book is *Leaders for a New Era*.

BENNETT J. SIMS

was the Bishop of Atlanta (Episcopal Church) until his retirement in 1983 to found the Institute for Servant Leadership. He is the author of articles on ethics and two books on theology.

JAMES FAIRWEATHER

is Associate Professor and Senior Research Associate, Center for the Study of Higher Education, The Pennsylvania State University. He is the author of *Entrepreneurship and Higher Education: Lessons for College, University, and Industry*.

DONNA LOPIANO

is Athletic Director at the University of Texas at Austin. She has built what many believe is the premier women's athletics program in the country. She earned all-American honors, played professionally, and was inducted into the Amateur Softball Association National Hall of Fame in 1984. Her commitment to expanding opportunities for women in sports led to her appointment as trustee of the Women's Sports Foundation.

RICHARD E. LAPCHICK

is founder and Director of the Center for the Study of Sport in Society at Northeastern University in Boston. He is a well-known activist, scholar and author. He has written and lectured widely on sports. His most recent book is *The Rules of the Game*.

RICHARD D. SCHULTZ

is the Executive Director of the National Collegiate Athletic Association (NCAA). Prior to this appointment in 1987, he served as Director of Athletics at the University of Virginia and Cornell University.

SCHEDULE

● Sunday, June 17

- 12-3:30 p.m. "Emerald City" tour (optional)
- 5-6 p.m. Welcoming Reception in assigned suites for Assembly participants and guests
- 6:15-7:15 p.m. Keynote Address: "Exchanging Perspectives: from Statehouse to Campus," **Daniel Evans**, former U.S. Senator, Governor, and College President from the State of Washington
- 7:30-9:00 p.m. Banquet

● Monday, June 18

- 8-8:30 a.m. Continental Breakfast
- 8:45-9:15 a.m. "Vision and Values: the Crucibles of Leadership,"
Joseph Olander, President, The Evergreen State College

FORGING ALLIANCES: THE ACADEMY AS PARTNER

- 9:30-11:00 a.m. "East-West Synthesis"
Panel on Inter-University Partnerships:
Jerry Hudson, President, Willamette University; **Ryuji Torihara**, Director of Administration, Tokyo University, Salem, Oregon; **Larry Sproul**, Director of International Relations, University of British Columbia
- 11:15-12:30 p.m. "Town-Gown Accord"
James Fairweather, author of *Entrepreneurship and Higher Education*;
Robert Brown, Vice President for Technology, ELDEC Corporation
- 12:30-2:00 p.m. Lunch on your own
- 2:00-3:30 p.m. **Concurrent Workshops**
A. "Searching for Leaders: Internal/External" **Ron Stead**, Academic Search Consultant; **Harry Marmion**, Consulting Associate, Peat Marwick Co.; **Robert Cox**, Vice President of Search Division, A.T. Kearney Co.

B. "Legal Issues: Obstacles to Alliances and Community?"
Pat Hollander, General Counsel, AAUA

C. "Lessons in Leadership from the Humanities" **Sandy Lottor**, Director, Humanities in the Professions, Brandeis University; **Judy Ghetti-Ommen**, Assistant to the Vice President for Academic Affairs, Trenton State College (Enrollment limited to 20; pre-registration required, fee includes copy of *Night Flight* by St. Exupery.)
- 3:30-6:30 p.m. Free Time
- 6:30 p.m. Tillicum Village Salmon Dinner Cruise

SCHEDULE

BUILDING COMMUNITY: THE ACADEMY AS FAMILY

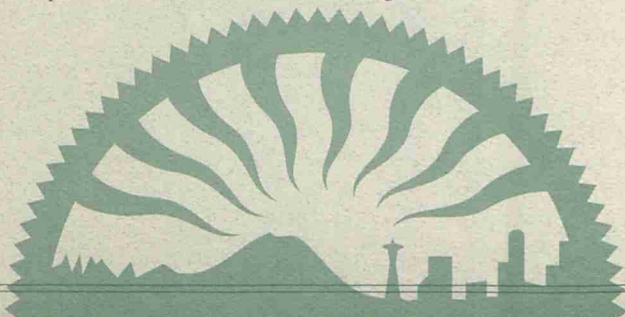
● Tuesday, June 19

- 8:00-8:30 a.m. Continental Breakfast and Business Meeting
- 8:45-9:30 a.m. "The Administrator as Servant Leader"
Bennett Sims, Director, Institute for Servant Leadership
- 9:30-10:15 a.m. "Leaders for a New Era"
Madeleine Greene, Director, ACE Fellows Program,
American Council on Education
- 10:30-12:00 p.m. "Athletics in the Academy: A Part of or Apart From?"
Moderator: Roscoe Brown, President, Bronx Community College and
member NCAA Presidents Commission
Panel Members: Richard Schultz, Executive Director, NCAA; Richard
Lapchick, co-author of *The Rules of the Game* and Director of the Center for
the Study of Sports in Society; and Donna Lopiano, Athletic Director,
University of Texas, Austin
- 12:15-2:00 p.m. Awards Luncheon
Recognition of team-building awardees and of students from
Seattle University and The Evergreen State College who have won national
recognition for community service
- 2:00-3:30 p.m. Concurrent Workshops
"Building the Leadership Team"
Exemplary team leadership awardees from a two-year college,
a four-year college and a university
- 3:30-6:00 p.m. Free Time
- 6:30-7:30 p.m. A TOAST TO AAUA ON ITS 20TH ANNIVERSARY
Wine-tasting reception, Seattle University

Dinner on your own

● Wednesday, June 20

- 8 a.m.-8:45 a.m. Continental Breakfast and Assembly Critique
- 9 a.m.-12 p.m. 1990-91 Board of Directors Meeting



GENERAL INFORMATION

AIR TRAVEL AND GROUND TRANSPORTATION

Lake City Travel of Seattle has been designated as the Official Travel Agency for Assembly XIX. Lake City Travel can arrange surprisingly economical fares (including maxisavers and other discounted fares) from all points in the U.S. and to wherever your post-convention plans may take you. As the Official Travel Agency of Assembly XIX, Lake City Travel can provide expert assistance on car rentals, Puget Sound area vacations, Canadian vacations and a variety of other travel related needs. Lake City's AAUA toll-free number is: 1-800-621-2662. Flights arrive at SeaTac International Airport. Ground transportation is available outside the baggage claim area; limo service is the most economical (approx. \$10) transport to the Stouffer Madison Hotel.

ASSEMBLY SITE: THE STUFFER MADISON HOTEL

The Stouffer Madison Hotel is one of Seattle's newest luxury hotels. Located in the heart of Seattle, the hotel is a short walk away from the city's entertainment, waterfront and shopping attractions. In addition it offers many amenities including: health club, indoor pool, indoor parking and beautiful guest rooms.

PUGET SOUND ATTRACTIONS

Stretching from Olympia, Washington in the south to Vancouver and Victoria, British Columbia to the north and bordered by the towering Olympic Mountains to the west and the Cascade Mountains to the East, Puget Sound offers a vast array of cultural, recreational, gastronomic and scenic delights. In the center of this magnificent setting lies Seattle, The Emerald City. Among the many attractions of the Seattle area are: The Hiram Chittenden Locks connecting Puget Sound with Lakes Union and Washington; The Space Needle, site of the 1962 World's Fair; internationally famous Pike Place Market; Pioneer Square, home of the original Seattle and Underground Seattle; Seattle Aquarium and Woodland Park Zoo, provide glimpses of the rich flora and fauna of the region; the Kingdome, home of the Seattle Seahawks and Seattle Mariners, offers tours of the large domed stadium; and, the Burke Museum offers a wide selection of the art and culture of the Native Americans of the Northwest. In addition, there are numerous theatres, art galleries and the Seattle Symphony.

A three and one-half hour Emerald City tour has been arranged for attendees and guests on Sunday, June 17, at 12 noon. The tour is optional, at a cost of \$15.00, and is a wonderful way to see many of Seattle's attractions.

Beyond these cultural attractions (and visible from many of them) lies the scenic, natural beauty of the region. Within easy driving distance of the city are wonderful recreational attractions where one can hike, climb, fish, sail, white-water raft, or simply enjoy the scenery. Mount Rainier, Mount St. Helens, Snoqualmie Falls, North Cascades National Parks, San Juan Islands, Puget Sound, the Pacific Coast are at your doorstep.

A little further afield are Olympia and Tacoma, Washington; Vancouver, B.C.; Alaska (your choice of air or ferry); Jasper National Park and Banff; and the featured, optional Post-Conference Tour

AAUA XIX REGISTRATION FORM

Mail to:
 AAUA XIX, Box 870122
 Tuscaloosa, Alabama
 35487-0122.

Name (Last, First, M): _____

Name to appear on badge: _____

Title: _____ Institution: _____

Address: _____

City, State, Zip: _____

Office Phone, Area Code: _____

Registration Fee: includes program fee and all materials, Annual Banquet, Salmon Dinner Cruise, Awards Lunch, 3 continental breakfasts and sponsored receptions.

_____ AAUA member @ \$275 _____

_____ Non-member @ \$325 (includes one-year AAUA membership) _____

_____ ACE Fellow @ \$275 (includes one-year AAUA membership) _____

_____ Graduate student @ \$100 _____

_____ "Lessons in Leadership from the Humanities" Monday afternoon workshop @ \$5 _____

_____ Guest registration @ \$125 _____

(includes badge, continental breakfasts, 1 banquet, 1 dinner cruise, 1 lunch)

_____ Guest Name(s) _____

_____ One day Victoria Cruise (optional) @ \$73 _____

_____ Deluxe Emerald City Tour (optional) @ \$15 _____

_____ Late fee, postmarked after June 1, 1990 @ \$30 _____

TOTAL PAYMENT ENCLOSED _____

Full payment must accompany this form. Checks should be made payable to American Association of University Administrators.
REFUND POLICY: Cancellations must be received by June 11, 1990. Refunds will be returned minus a \$40 processing charge.

HOTEL REGISTRATION FORM

AAUA National Assembly XIX

Reservations must be made by May 20, 1990

June 17-20, 1990

Seattle, Washington

Mail to: Stouffer Madison Hotel

515 Madison

Seattle, WA 98104

Call 1-(800) 468-3571

Name: _____

Address: _____

City, State, Zip: _____

Area Code and Phone Number: _____ Number of people in room: _____

Arrival Date: _____ Hour: _____ Departure Date: _____

MasterCard Visa Number: _____

Exp. Date: _____ Bank # if MasterCard: _____

Please check applicable items:

Hotel room, \$115 (Single/Double Occupancy) Corner Suite, \$135

Special dietary needs Special handicapped needs

L E A D E R S H I P 2 0 0 1

SPECIAL TOUR

VICTORIA, BRITISH COLUMBIA

As a special attraction for Assembly XIX attendees, Convention Services Northwest is coordinating a one-day, post-conference trip to Victoria, B.C. You'll be transported to Victoria by the first-class service of the Victoria Clipper jet catamaran. This 300-passenger cruiser will take you through the Pacific Northwest's scenic coastline and the San Juan Islands enroute to Victoria. The Clipper offers snacks and bar service along with on-board shopping, enclosed viewing decks and comfortable seats.

Visitors cruising into Victoria's Inner Harbour are in a strategic position to see the marvelous architecture of Frances Rattenbury. His buildings, which include the Royal London Wax Museum and the Crystal Garden, along with the magnificent Empress Hotel and the Parliament Building, make it one of the prettiest harbors in the world.

Victoria is a walkers paradise. Its wide, flower-filled streets, charming alleys, grand old buildings, uncluttered views and leisurely atmosphere make it one of Canada's most relaxing cities to explore on foot. The afternoon on your own can be spent strolling through the many antique stores, visiting local points of interest like Butchart Gardens, riding double-decker buses or enjoying high tea at the Empress Hotel. Victoria has been described as the most English city outside of England.

The price of this tour is \$73.00 per person and lasts approximately 15 hours, with departure approximately 7:30 a.m. and return at approximately 10:00 p.m. Please note that proof of citizenship (birth certificate or voter registration) will be required and that weather conditions may prevent the Clipper from sailing.

Please circulate to colleagues and copy as needed



AAUW National Assembly XIX
The Evergreen State College
Library 3103
Olympia, WA 98505

AMERICAN COUNCIL ON EDUCATION

Office of the President

April, 1989

Dear Colleague:

In December 1986, ACE published a statement on sexual harassment in the workplace. At that time, the United States Supreme Court had recently decided the case of Meritor Savings Bank, FSB, v. Vinson¹, an important decision that firmly established a remedy under Title VII of the Civil Rights Act of 1964 for individuals exposed to a hostile or offensive work environment, even though such an environment did not result in the tangible loss of a job or other employment benefit. Our statement stressed the importance of developing an effective campus program addressing sexual harassment, and suggested specific elements to be included in a sexual harassment program.

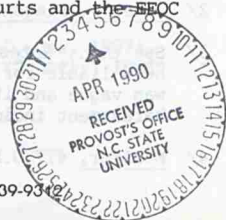
Since the Supreme Court decision in the Meritor case, there has been substantial litigation in the area of "hostile environment" sexual harassment, and definitions and standards for determining liability have been more clearly defined. Recently, the Equal Employment Opportunity Commission issued guidelines to its field office personnel for use in evaluating sexual harassment claims under Title VII (See Resource Material for citation).

The frequency of litigation involving sexual harassment claims and the EEOC's recent policy guidelines accentuate the importance of continued attention to the issue of sexual harassment by every ACE member institution. Now is a propitious time to review the key points made in the December 1986 statement. It stresses that that your institution should take the steps necessary to establish and maintain an effective sexual harassment policy that incorporates a definition of sexual harassment, a strong policy statement against sexual harassment in any form, an effective communication and educational program, and an accessible grievance procedure. A copy of the 1986 statement is included in this document for your information.

The principles emphasized in 1986 are still viable. ACE has made no substantial changes in the recommendations except for some additions and changes in the resource materials section of this document. The EEOC's recent policy guidelines and litigation do clarify institutional obligations with regard to avoiding and dealing with claims of sexual harassment on campus. Reviewing some of the areas where the law has been clarified may assist you in focusing review of your current sexual harassment program.

The most important developments in the sexual harassment cases concern the circumstances under which an employer will be held responsible for sexual harassment committed by supervisors or co-employees. In order to properly analyze this area, it is necessary to divide harassment claims into two categories: (1) "quid pro quo" cases, or cases where a supervisor has made or threatened to make a decision affecting the victim's employment based on whether the victim submits to sexual demands, and (2) "hostile environment" cases, as recognized in Meritor, which include the creation of a hostile or offensive work environment based upon sex. In the former situation, the courts and the EEOC

1/ 477 U.S. 57 (1986).



generally conclude that an employer is almost always responsible for acts of a supervisor, because the supervisor is making decisions that directly affect a specific condition of the victim's employment.

In the area of "hostile environment" sexual harassment, an employer is much more in control of its own destiny, and the courts and the EEOC have made clear since 1986 that the suggestions contained in our December 1986 statement concerning the importance of developing a campus program on sexual harassment, including an accessible grievance procedure, are now more critical than ever. The general test for employer liability in "hostile environment" cases is whether the employer knew or should have known of the alleged sexual harassment and failed to take immediate and appropriate corrective action.² Of course, if an employer has direct knowledge of the existence of a hostile working environment, and takes no action to correct it, the employer would be liable for that hostile environment. Moreover, the EEOC's recent guidelines state that the EEOC will impute to the employer the responsibility for a supervisor's actions in creating a hostile work environment where the employer failed to establish an explicit policy against sexual harassment and did not have a reasonably available avenue that victims could use to complain as well as to get someone in authority to investigate and remedy the problem. Significantly, the EEOC's guidelines, in conformity with judicial opinion since *Meritor*, will generally not seek to impose liability on an employer who maintains "a strong, widely disseminated, and consistently enforced employer policy against sexual harassment," backed by an "effective complaint procedure." It is therefore critical that your policies and procedures are clear and unequivocal in their condemnation of sexual harassment and their creation of accessible grievance procedure. If your program does not meet these tests, you risk liability for hostile environment sexual harassment, despite the fact that you may have had no actual knowledge of its existence.³

During the years since we issued our sexual harassment statement, the courts and the EEOC have also defined more clearly just what it is that comprises an illegal "hostile environment" under Title VII. In *Meritor*, the Supreme Court explained that in order for hostile environment sexual harassment to violate Title VII, it must be "sufficiently severe or pervasive 'to alter the conditions of [the victim's] employment and create an abusive working environment.'"⁴ Since *Meritor*, the courts have developed a list of factors to be considered in determining whether an allegedly hostile working environment meets this general standard articulated by the Supreme Court. One court has suggested that four factors be considered in determining whether a hostile work environment exists:

1. Unwelcome sexual acts or words. Unwelcome physical touching, generally, is more offensive than unwelcome verbal abuse. However, in specific situations the type of language used may be more offensive than a type of physical touching.

^{2/} *Jones v. Flagship International*, 793 F.2d 714 (5th Cir. 1986).

^{3/} See e.g., *Yates v. AVCO Corp.*, 819 F.2d 630 (6th Cir. 1987) (employer was held liable for sexual harassment where its policy against sexual harassment was vague and its grievance procedure required the employee to report sexual harassment incidents to immediate supervisors, in this case, the harasser.).

^{4/} *Meritor*, 477 U.S. at 56.

2. The frequency of the offensive encounters. It is considered less likely that a hostile work environment exists when the offensive encounters occur only occasionally, than if the encounters occur on a regular basis.

3. The total number of days over which all of the offensive meetings occur.

4. The context in which the sexually harassing conduct occurred.⁵

The nonexistence of one of these factors does not, in and of itself, prevent a Title VII action.

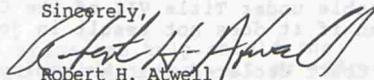
It is clear that developments since the Meritor case, including the EEOC's recent guidelines, have placed increasing emphasis on the problem of sexual harassment. Our status as institutions of higher education presents ethical and moral considerations that require a special emphasis on the eradication of sexual harassment on our campuses. These considerations, along with the practical need to reduce the chance of exposure to liability for sexual harassment, strongly counsel in favor of establishing and enforcing a campus policy on sexual harassment.

As we suggested in 1986, your policy against sexual harassment should be clearly and regularly communicated to all supervisory and non-supervisory employees. Your strong disapproval of sexual harassment should be emphasized, and the sanctions for harassment should be explained. Your grievance procedure for victims of alleged sexual harassment should be designed to encourage victims of harassment to come forward, and should not require an alleged victim to complain first to an offending supervisor. The details of a good campus program on sexual harassment are contained in the attached statement. If you create, communicate, and enforce a viable program on sexual harassment, you will fulfill the dual goal of reducing the occurrence of sexual harassment on campus, as well as minimizing your liability for sexual harassment if and when it occurs.

I urge you to give this issue your full attention and to make clear that sexual harassment of any type will not be tolerated, and to address these issues as a top administrative priority.

Our work in this area is being coordinated by Donna Shavlik, director of ACE's Office of Women in Higher Education, (202)939-9390 and our general counsel, Sheldon E. Steinbach, (202)939-9355. If you have any questions, please call them.

Sincerely,



Robert H. Atwell

⁵/ See Ross v. Double Diamond, Inc., 45 FEP Cas. 313, 316 (N.D. Tex. 1987)
See also Scott v. Sears, Roebuck & Co., 798 F.2d 210, 213 (7th Cir. 1986).

Since the civil rights movement of the '60s, our consciousness has been raised about the issue of sexual harassment. It is easy to assume that the problem is under control. Wrong. In a recent study done at Harvard University, for example, substantial numbers of women across the academic spectrum reported that they had experienced sexual harassment. Thirty-two percent of tenured female professors, 49 percent of those without tenure, 41 percent of female graduate students, and 34 percent of undergraduate women reported encountering sexual harassment in some form from a person in authority at least once while at the university. These figures correspond with a number of other studies that report that between 20 and 30 percent of undergraduate women and 30 to 40 percent of graduate women experience some form of sexual harassment.

SEXUAL HARASSMENT ON CAMPUS: SUGGESTIONS FOR REVIEWING CAMPUS POLICY AND EDUCATIONAL PROGRAMS

INTRODUCTION

This statement is designed to provide guidance to colleges and universities in reviewing or establishing policies, procedures, and programs on sexual harassment.

The recent Supreme Court decision on Meritor Savings Bank, FSB v. Vinson is reviewed and general guidelines for establishing effective campus programs on sexual harassment are presented.

THE MERITOR SAVINGS BANK, FSB V. VINSON, DECISION

In Meritor Savings Bank, FSB v. Vinson, (June 1986) the Supreme Court unanimously ruled that sexual harassment in the workplace which causes a hostile or offensive job environment is actionable under Title VII of the Civil Rights Act of 1964, even if it does not result in job or promotion loss.

The Court declared that an employee need not suffer any tangible economic loss to bring such a claim. The ruling enunciates the conditions under which sexual harassment may violate federal civil rights laws, and serves as an important reminder of the need to establish policies that clearly prohibit sexual harassment. Further, the ruling suggests procedures for limiting an employers liability for sexual harassment claims.

The decision in Vinson concluded that a hostile work environment, created by the unwelcome sexual advances of a supervisor, amounts to illegal employment discrimination. The case also makes clear that whether or not sex-related conduct is "voluntary" in the sense that an individual is not forced against his or her will to participate, it will not serve as a defense to a sexual harassment suit brought under Title VII where the conduct is unwelcome. However, the Court declined to issue definitive guidelines regarding the scope of employer liability. The Court further stated that employers could not use ignorance of the harassment experience as a complete shield from liability. The existence of a general or a harassment-specific grievance policy also would not necessarily provide an adequate shield.

Although the Vinson decision applies specifically to employment, it is prudent to examine the case and its implications for the campus setting. This provides an opportunity to renew institutional commitment to eliminating sexual harassment, or to develop an institution-wide program to address the problem.

THE IMPORTANCE OF DEVELOPING A CAMPUS PROGRAM ON SEXUAL HARASSMENT

The educational mission of a college or university is to foster an open learning and working environment. The ethical obligation to provide an environment that is free from sexual harassment and from the fear that it may occur is implicit. The entire collegiate community suffers when sexual harassment is allowed to pervade the academic atmosphere through neglect, the lack of a policy prohibiting it, or the lack of educational programs designed to clarify appropriate professional behavior on campus and to promote understanding of what constitutes sexual harassment. Each institution has the obligation, for moral as well as legal reasons, to develop policies, procedures, and programs that protect students and employees from sexual harassment and to establish an environment in which such unacceptable behavior will not be tolerated.

Taking preventative steps can help shield the institution from potential liability as well as address legitimate constituent concerns.

KEY COMPONENTS OF EFFECTIVE CAMPUS PROGRAMS

An effective campus program on sexual harassment has several key elements affecting both policy and procedure. These elements can also be found in successful business and government programs. They are:

1. A basic definition: What constitutes sexual harassment?
2. A strong policy statement: Sexual harassment will not be tolerated.
3. Effective communication: Channels exist for informing students, faculty, staff, and administrators about the campus policy against sexual harassment.
4. Education: Educational programs are designed to help all members of the community recognize and discourage sexual harassment.
5. An accessible grievance procedure: Alternative methods of initiating complaints and a procedure to insure the rights of all parties are protected as much as possible should be provided. Complaints are investigated and resolved promptly.

Common Elements of Sexual Harassment

The task of developing a basic statement of what constitutes sexual harassment is an important part of the educative process for the campus. This paper does not attempt to give a model definition suitable to all campuses, but instead presents some of the elements to consider in developing a basic statement.

Sexual harassment is a form of sex discrimination which is illegal under Title VII of the Civil Rights Act of 1964 for employees and under Title IX of the Elementary/Secondary Education Act of 1972 for students. Some states laws and/or regulations also render it illegal.

Sexual harassment can be verbal, visual, or physical. It can be overt, as in the suggestion that a person could get an "A" if a particular sexual favor is granted. Or, it can consist of persistent, unwanted attempts to change a professional relationship to a personal one. Sexual harassment can

range from inappropriate put-downs of individual persons, unwelcome sexual flirtations, or classes of people to serious physical abuses such as rape. It is coercive and threatening; it creates an atmosphere that is not conducive to teaching, learning, and working.

The University of Wisconsin has taken these elements and turned them into a working policy statement, which here serves as an example. This policy definition is contained in a document that includes additional descriptions of what constitutes sexual harassment and how the policy will be implemented.

For general policy purposes, sexual harassment may be described as unwelcome sexual advances, requests for sexual favors, and other physical and expressive behavior of a sexual nature where: (1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education; (2) Submission to or rejection of such conduct by an individual is used as the basis for academic or employment decisions affecting the individual; or (3) Such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating an intimidating, hostile or demeaning employment or educational environment.

... University of Wisconsin, May 7, 1981

Grievance Procedures

If a general grievance procedure is not already in place, a complaint and reporting system should be created. It should allow students and employees to report harassment free from threats of reprisals and should adequately protect the anonymity of all parties involved. The design of the grievance procedure should include a provision that allows the complaining party to avoid her or his immediate supervisor or department head, who frequently, as in Vinson, may be the source of the problem.

In some situations it may be impossible to determine whether the sexually harassing conduct did or did not occur. Therefore, substantial sensitivity and confidentiality should be accorded an investigation.

GUIDELINES FOR DEVELOPING A CAMPUS PROGRAM ON SEXUAL HARASSMENT

The following guidelines may be helpful in improving a current sexual harassment policy/program, or designing a new one:

1. Develop a strong policy prohibiting sexual harassment. A formal policy should be in place that defines sexual harassment and includes a statement as to why it is important for your institution to prevent sexual harassment. The policy may be more effective if it is endorsed by the faculty governing body and monitored by a committee of that body.
2. Develop a grievance procedure that encourages the reporting of incidents of sexual harassment, that allows first for informal resolution and then, if the process fails, for formal resolution.
3. Disseminate the policy to all faculty, staff, administrators, and students as well as to those who contract to do business on campus including those agencies, businesses, education groups, etc. that provide students with internships. The policy and supporting materials could be included in the student handbook; course catalog; course timetable; employee handbook; administrative, faculty, and staff handbooks; pamphlets; institutional campus contracts; and could be incorporated into the academic governance code.
4. Develop a method for informing new staff, faculty, students, and administrators about the policy and for including them in all education programs. Orientation programs and other in-house workshops and seminars may serve as appropriate forums.
5. Create and keep current a campus-wide educational program designed to help all members of the campus community to understand, prevent, and combat sexual harassment. Brochures describing what kinds of behavior constitute sexual harassment and what the person who is being harassed should do about it have been used very successfully on a number of campuses. (See campus resource listing below.)

6. Provide additional training to supervisory personnel, especially deans, department heads, and administrative and student affairs staff, through workshops and seminars. Student and collegiate governance structures may be appropriate outlets for ongoing training and discussion.
7. Appoint a coordinator to handle reports of harassment. The ombudsperson, affirmative action officer, a student affairs staff member, or a combination of people in these positions, could serve in such capacity. This person or persons should be known to students, faculty, staff, and administrators, and be highly respected by the entire campus community.
8. Adopt, publicize, and enforce penalties for violations of the policy.
9. Investigate and resolve complaints promptly.
10. Keep written records, but take precautions to protect the privacy of all parties involved.
11. Take action to resolve claims even if a discrimination charge has been filed with EEOC or a state EEO agency.
12. Publish the results of resolved complaints on a periodic basis, making certain that all information to be used protects the privacy of parties involved.

RESOURCE PERSONS AND MATERIALS

Listed below are some campus personnel who have worked extensively on the issue of sexual harassment and are willing to consult with others on the development of policies, procedures or programs dealing with sexual harassment. Also listed are a few major resource materials.

RESOURCE MATERIALS

The Sexual Harassment Packet by the Project on the Status and Education of Women (PSEW), Association of American Colleges. Contains six papers on sexual harassment:

"Sexual Harassment" "A Hidden Issue," Selected articles from On Campus With Women, 1982-85, "Title VII Sexual Harassment Guidelines and Education Employment," "What Can Students Do About Sex Discrimination?," "Writing A Letter To The Sexual Harasser: Another Way of Dealing With The Problem," and "Harvard Issues Statement About Sexual Harassment and Related Issues," Available for \$5.00 from PSEW, 1818 R Street, N.W., Washington, DC 20009.

Peer Harassment: Hassels for Women on Campus 1989 by Bernice Sandler and Jean O'Gorman Hughes, Project on the Status and Education of Women (PSEW), Association of American Colleges. Available for \$5.00 from AAC/PSEW, 1818 R Street, N.W., Washington, DC 20009.

"In Case of Sexual Harassment: A Guide for Women Students" also by PSEW. Available for \$2.00.

Equal Employment Opportunity Compliance Manual (CCH), paragraph 3112 (October 25, 1988).

"Dealing with Sexual Harassment," Harvard Business Review, May-June, 1981, article by Mary Potter Rowe.

"Sexual Harassment ... Some See It ... Some Won't," Harvard Business Review, April-May, 1981, article by Eliza G.C. Collins and Timothy B. Blodgett.

"Policy Statement on Sexual Harassment," developed by the Committee on Academic and Student Personnel of the Association of State Colleges and Universities (AASCU). Available from AASCU, One Dupont Circle, Suite 700, Washington, DC 20036.

"Dealing With Sexual Exploitation: A Resource Guide." Prepared by the Coordinating Consortium on Sexual Education, University of Florida. Available free of charge.

Winter, 1983 Journal of the National Association of Women Deans, Administrators, and Counselors, Vol. 46, No. 2. The entire issue is devoted to sexual harassment. Available from NAWDAC, 1325 18th Street, N.W., Suite 210, Washington, DC 20036.

"Dealing with Harassment Concerns," May, 1985, Speech by Mary Potter Rowe. Available from Office of Women in Medicine, Yale Medical School, Yale University, New Haven, CT 06520.

"You Don't Have to Be Manipulated By Sexual Harassment: How To Stop Sexual Harassment. A Guide for Johns Hopkins University Students, Faculty and Staff." 1987. Available free of charge. Susan Broadbent-117 Merryman Hall, Johns Hopkins University, Baltimore, MD 22128.

Carleton College Sexual Harassment Policy and "Sexual Harassment Occurs at Carleton: What Is It? Who Is It?" Policy guides for students, faculty and staff at Carleton College. Available free of charge. Chris Rosenrad, Dean of Students, Carleton College, Northfield, MN 55057.

R E S O U R C E P E R S O N S

The University of Minnesota
Minneapolis, MN 55455

Patricia Mullen
Director of Affirmative Action
419 Morrill Hall
612/624-9547

Anne Truax
Director of Women's Center
192 Pillsbury Drive, S.E.
612/625-2874

The University of California -
Santa Barbara
Santa Barbara, CA 93106

Harlene McAda
Assistant Vice Chancellor for
Student and Community Affairs and
University Grievance Officer for
Sexual Harassment
Cheadle Hall 5203-C
805/961-2771

Janet Zandevener
Consultant
Sex Education Program
805/961-3778

The University of Wisconsin
Madison, WI 53706

Marian Swoboda
Assistant to the President
608/262-6404

Massachusetts Institute of
Technology
Cambridge, MA 02139

Mary Potter Rowe
Special Assistant to the President
617/253-5902

The University of Florida
Gainesville, FL 32611

Phyllis Meek
Associate Dean for Student Affairs
129 Tigert Hall
904/392-1261

Johns Hopkins University
Baltimore, MD 21218

Susan Broadbent
Assistant Dean of Institutional
Research and Planning
301/338-5310

City University of New York --
Hunter College
New York, NY 10021

Linda G. Howard
Counsel to the President
212/772-4220

Carleton College
Northfield, MN 55057

Jewell Davis
Chaplin and
Grievance Office for Sexual
Harassment
507/663-4425

Chris Rosenrad
Dean of Students
507/663-4000

University College of the
University of Cincinnati
(Two-year Institution)
Cincinnati, OH 45221

Billie Wright Dziech
Assistant to the Dean and
Professor of Language Arts
(513)556-1654
coauthor, The Lecherous
Professor: Sexual Harrassment
on Campus

AMERICAN COUNCIL ON EDUCATION

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Washington, D. C. 20036

AMERICAN COUNCIL ON EDUCATION

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Karin L. Wolfe
Asst. Affirmative Action Officer
North Carolina State University
Box 7101
Raleigh NC 27695-7101



Council of Fellows

ACE Fellows Program

NEWSLETTER

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

Volume 12, No. 1

March 1990

FROM THE CHAIR OF THE EXECUTIVE COMMITTEE OF THE COUNCIL OF FELLOWS

As we embark on our twenty-sixth year and I assume the position of chair of the Council of Fellows, the continued success of the Council remains uppermost in our thinking. Under the able leadership of Annie Kronk this past year, the active and efficient work of the Council of Fellows can be acknowledged with pride.

The Fellows were strongly represented at the 72nd ACE Annual Meeting in Washington, DC in January. During the auspicious occasion of the 25th Anniversary Celebration of the Fellows Program, Fellows developed and presented an array of pre-meeting workshops. Highlights of the plenary luncheon presided over by Annie Kronk included an impressive video on the Fellows Program, special awards presented to Patricia S. Breivik (1983-84), Thomas Emmet, James Lyons, Frederick Obear (1967-68), and Thomas Stauffer (1971-72), and a well-received address by Warren Bennis, professor and noted author on leadership.

The "Plain and Fancy Ball" provided a delightful interlude for the Fellows during the Annual Meeting. Nearly 300 Fellows and guests enjoyed the evening of dining and dancing at the Mayflower Hotel.

However, pressing concerns still need to be addressed by the Fellows. If you have not volunteered to help, commit your time and expertise. Our standing committee chairs will be looking for new ideas, viewpoints, and contributions. You can be of significant help in planning events at the 1991 Annual Meeting, in surveying the interest of alumni Fellows, in participating with the annual fund drive and the activities of the Council of Fellows, and in serving in numerous other ways.

High on our agenda are regional meetings and greater participation by Fellows in Council activities. During this year, the Council of Fellows expects to develop plans to make regional meetings and professional development activities more meaningful for alumni. As reflected in this issue of the *Newsletter*, the Council of Fellows is co-sponsoring a summer renewal experience, "The American Academy in a

Plural Society: Its Obligation to Lead," June 10-12 at the University of Wisconsin-Milwaukee. (The agenda for this meeting appears on pages 11-12 in the *Newsletter*.) We hope to see you there.

There is much more to be done in working toward diversity and pluralism. To this end and as a follow-up to the recommendations from the very successful Minority Forum, we have established a Task Force on the Infusion of Minority Perspectives in Higher Education.

The Council also values the social aspect of our meetings. We plan to continue the annual social event with Annie Kronk (1982-83) and Paul Zing (1983-84) developing plans for the 1991 event in conjunction with ACE's Annual Meeting in San Francisco, January 16-19, 1991.

We need to hear from you, either through your class agents or committee chairs; or you may contact me directly at (502) 564-3553 or the ACE office. Your advice, suggestions, and critical analyses are welcome, for they help us design and deliver the activities of greatest interest to us all.

Roy P. Peterson (1973-74)

COUNCIL OF FELLOWS DAY
May 6-7, 1990
See Program and Registration
Materials Inside!

NEW MEMBERS OF THE EXECUTIVE COMMITTEE NAMED

This year's Council of Fellows Nominating Committee consisted of Patricia S. Breivik, *chair* (1983-84), Frank Lazarus (1978-79), and Margaret Lucas (1983-84). The Committee presented a slate of candidates for the class of 1992, and nominated Roy Peterson

(1973-74) as chair of the Executive Committee of the Council of Fellows and Barbara Hetrick (1983-84) as vice chair.

The current members of the Executive Committee are:

Class of 1992

Charles Connell (1986-87), Director of Faculty of Arts and Sciences, Arizona State University-West, Phoenix, AZ 85017 (602) 543-6008

Jean Dowdall (1978-79), Vice President for Academic Affairs, Beaver College, Glenside, PA 19038 (215) 572-2924, *co-chair*, 1989-90 Annual Fund.

Paul Gates (1984-85), 47 Dowitcher Court, Wayne, NJ 07470 (201) 595-6656

Patricia Geadelmann (1981-82), Director of Governmental Relations, University of Northern Iowa, 242 Gilchrist, Cedar Falls, IA 50614-0009 (319) 273-6144

Robert Hatala (1974-75), Vice President for Academic Affairs, Ramapo College, 505 Ramapo Valley Road, Mahwah, NJ 07430-1680 (201) 529-7529

Jessica Kozloff (1985-86), Executive Assistant to the President, University of Northern Colorado, Office of the President, Greeley, CO 80639 (303) 351-2121

Roosevelt Newson, Jr. (1987-88), Associate Dean of Arts and Sciences, Bloomsburg University of Pennsylvania, Bloomsburg, PA 17185 (717) 389-4410

Charles Olton (1970-71), Dean, Parsons School of Design, 66 West 12th Street, New York, NY 10011 (212) 741-8910

David Payne (1981-82), Vice President for Academic Affairs, Emporia State University, 1200 Commercial Street, Emporia, KS 66801 (316) 343-5171

Marcellette Williams (1988-89), Assistant to the Provost, Michigan State University, 443-C Administration Building, East Lansing, MI 48824 (517) 353-9900/355-1525

Lee Williams (1986-87), Assistant Provost, University of Scranton, Estate Building, Scranton, PA 18510 (717) 961-6213

Judith Wittenberg (1988-89), Associate Professor of English, Simmons College, 300 The Fenway, Boston, MA 02115 (617) 738-2143

Class of 1991

Patricia Chisholm (1972-73), Associate Vice President for Academic and Student Affairs, Bunker Hill Community College, Rutherford Avenue, Boston, MA 02129 (617) 241-8600 x460

Joel L. Cunningham (1976-77), President, Susquehanna University, Selingsgrove, PA 17870 (717) 374-0101

Rachel A. Fordyce (1982-83), Dean, College of Humanities and Social Sciences, Indiana University of Pennsylvania, 402 Sutton Hall, Indiana, PA 15705 (412) 357-2280

Barbara J. Hetrick (1983-84), Vice President and Dean of Academic Affairs, Hood College, Frederick, MD 21701 (301) 663-3131 x218, *vice-chair*

Carolyn L. Jordan (1986-87), Vice President for Academic Affairs, and Dean of Faculty, LeMoynne-Owen College, 807 Walker Avenue, Memphis, TN 38126 (901) 942-7305

Irving P. McPhail (1978-79), President, LeMoynne-Owen College, 807 Walker Avenue, Memphis, TN 38126 (901) 942-7301

Elsa Nunez-Wormack (1985-86), Associate Dean of Faculty, CUNY-Staten Island, 715 Ocean Terrace, Staten Island, NY 10301 (718) 390-7666

Roy P. Peterson (1973-74), Assistant to the Director for Educational Attainment, Kentucky Council of Higher Education, 1050 U.S. 127 South Frankfort, KY 40601 (502) 564-3553, *chair*

Eugene V. Petrik (1966-67), President, Bellarmine College, Newburg Road, Louisville, KY 40205 (502) 452-8234

Joyce M. Randolph (1982-83), Director, Office of International Programs, University of Pennsylvania, 133 Bennett Hall/D1, Philadelphia, PA 19104 (215) 898-4665, *co-chair*, 1990-91 Annual Fund

Estus Smith (1968-69), Program Officer, Kettering Foundation, 200 Commons Road, Dayton, OH 45459-2799 (513) 434-7300

Class of 1990

Phyllis Franklin (1980-81), Executive Director, Modern Language Association, 10 Astor Place, New York, NY 10003 (212) 475-9500

Pearl Spears Gray (1986-87), Assistant to the President; Associate Provost for Policy, University of Virginia, P.O. Box 9011-Madison Hall, Charlottesville, VA 22906 (804) 924-3337

Barbara Hill (1979-80), Provost, Denison University, Granville, OH 43023 (614) 587-0810

Annie K. Kronk (1982-83), Executive Assistant to the Senior Vice President for Administration, The Johns Hopkins University, Baltimore, MD 21218 (301) 338-8170

Francis M. Lazarus (1978-79), Vice President for Academic Affairs, Marquette University, Milwaukee, WI 53233 (414) 224-7511

Margaret O. Lucas (1983-84), Dean, College of Creative Arts, West Virginia University, Morgantown, WV 26506 (304) 293-4841

Anne McNutt (1982-83), President, Technical College of the Lowcountry, PO Box 1288, 100 S. Ribaut Road, Beaufort, SC 29901-1288 (803) 525-8247

John T. Starr (1982-83), Associate Vice Chancellor for Academic Affairs, University of Maryland Baltimore County, Baltimore, MD 21228 (301) 455-3150

Paul J. Zingg (1983-84), Professor and Dean, School of Liberal Arts, St. Mary's College, Moraga, CA 94575 (415) 631-4443

Ex Officio

Madeleine F. Green, Vice President and Director Center for Leadership Development, American Council on Education, One Dupont Circle, Washington, DC 20036 (202) 939-9420

Marlene Ross, Associate Director, Center for Leadership Development and Deputy Director, ACE Fellows Program, American Council on Education, One Dupont Circle, Washington, DC 20036 (202) 939-9410

Richard Kamber (1980-81), Dean of Arts and Sciences, Trenton State College, Hillwood Lakes-CN 4700, Trenton, NJ 08650-4700 (609) 771-2277, *co-chair*, 1989-90 Annual Fund

ALUMNI PROFESSIONAL DEVELOPMENT COMMITTEE

Chair, **Barbara J. Hetrick** (1983-84), (301) 663-3131

The Alumni Professional Development Committee arranged five Fellows' workshops for the 1990 ACE Annual Meeting. Fellows Peggy Gordon Elliott (1980-81), Marie Wunsch (1982-83), James Heck (1965-66), Robert Maier (1965-66), Charles Connell (1986-87), and Bethany Oberst (1987-88) developed and facilitated the following workshops: "Issues of the Urban Campus," "Alternatives to the Presidency: Other Views of Success," "Environment for Entrepreneurship on Campus," "Critical Personnel Issues," "The Art and Science of Meeting the Press: University Administrators and the Media in the 90's." The Committee also discussed other possible topics for the 1991 pre-meeting workshops.

The Committee met twice this year. However, much of the work was accomplished by FAX, mail, and telephone. The Committee continues to examine the possibility of regional workshops or reunions. The planned fall 1989 regional workshop at Hilton Head did not attract a sufficient number of attendees and was cancelled. Following discussion at the 1990 meeting, the Committee put on hold the spring 1990 Birmingham, Alabama regional meeting.

The vice chair of the Council of Fellows and chair of the Alumni Professional Development Committee also serves as an ex-officio member of the ACE Commission on Leadership Development. In 1989, Roy Peterson attended both Commission meetings. The Commission's agenda included discussions of the 1991 Annual Meeting, ways of increasing the attendance of presidents, and possible surveys and publications.

As the new chair of the Committee I will be working with the Committee on plans for a 1990 summer colloquium in Madison, WI, the Annual Working Reunion at Michigan State University, October 11-13, 1990, a possible joint ACE Fellows/American Association of University Administrators Rocky Mountain conference, and continued attention to concerns about regional alumni meetings.

Sincere thanks to the members of the Alumni Professional Development Committee for their support, and special appreciation to Bethany Oberst (1987-88) for her service as vice chair. Best wishes to the 1990-91 Committee!

Members of the 1990 Alumni/ae Professional Development Committee are: Charles Connell (1986-87), Rachel Fordyce (1982-83), James Heck (1965-66), Barbara Hetrick (1983-84) *chair*, Carolyne L. Jordan (1986-87), Marcia Kierscht (1980-81), Jessica Kozloff (1985-86), B. Robert Kreiser (1976-77), Douglas Lamont (1971-72), Robert Maier (1965-66), Glenda McGaha (1988-89), Anne McNutt (1985-86), Jeanne Neff (1978-79), Roosevelt Newson (1987-88), Bethany Oberst (1987-88), Sandra Packard (1978-79), James Pence (1985-86), Gary Russi (1982-83), Pearl Spears Gray (1986-87), Judith Wittenberg (1988-89), Marie Wunsch (1982-83).

ALUMNI RELATIONS COMMITTEE

Chair, **Lee J. Williames** (1986-87, (717) 961-6213

The Alumni Relations Committee met twice during the year and engaged in numerous telephone exchanges. The Committee also recognized the need to recruit additional members; the current membership now totals 15.

At the May meeting, the Committee reaffirmed its commitment to establish a base of local alumni activities to draw Fellows together to develop linkages across classes and to involve those who may not have been involved in Fellows' activities in prior years.

Activities coordinated by Committee members during the past year include the following:

1989

March 20-22: Judith Powell (1988-89) and Mark Emmert (1988-89) set up a regional in Denver and Boulder, CO and Laramie, WY, with a cocktail party and dinner. The group of 15 was addressed by a speaker from the Education Commission of the States.

April 1: Lee Williames (1986-87) held a dinner for seven Fellows in conjunction with a piano concert by Roosevelt Newson (1987-88). This activity will be held again in early 1991 or 1992.

June 1-2: John Starr (1982-83) and Julie Jeffrey (1987-88) coordinated the "Aspen" Baltimore Conference which addressed literature, values, and the profession. The ten participants considered the conference a great success and wish to repeat the experience.

November 18: Linda Moore (1985-86) personally sponsored a wine and cheese reception for some 20 former Fellows and individuals interested in the Program. The reception was held in honor of the 25th Anniversary of the Fellows Program in conjunction with the national meeting of the Speech Communications Association.

December: Carolyn Hunter (1986-87) organized an activity for former Fellows and people interested in the Program. The group also discussed ways to increase interest in the Program in West Virginia. Carolyn also surveyed Fellows in the state about future activities they would like.

Mark your calendar! The following activities are planned for 1990:

1990

March 1: Kristen Wenzel (1985-86) has coordinated a program for Fellows in Connecticut. Jonathan Lawson, (1979-80) will speak and lead a discussion on issues affecting both private and public higher education in Connecticut.

March 16: Judith Wittenberg (1988-89) will coordinate a luncheon for Fellows in the New England area at The Publick House in Sturbridge, MA. Those interested should contact Judith at (617) 738-2143 or Frank Lutz (1988-89) at (508) 831-5366 or (508) 765-2272.

Spring: Alfred Sullivan (1987-88) will hold a dinner for Pennsylvania Fellows in honor of the 25th Anniversary. Al is originally from Louisiana, so the dinner will be "cajun" style. Contact Al at (814) 865-7541.

April 5: Lindsay Desrochers (1989-90) and Theresa Coletti (1989-90) will coordinate a Fellows dinner in conjunction with the AAHE meeting. For further information call Theresa at (805) 961-8633.

April 26: Sybil Todd (1989-90) will coordinate a Fellows' activity in Memphis at Rhodes College, LeMoyné-Owen College and Shelby State Community College. Sybil may be reached at Rhodes College, (901) 726-3730.

Other activities of special note are: a Fellows' get-together coordinated by Dario Cortes (1985-86) in consultation with Phyllis Franklin (1980-81) and scheduled in conjunction with the Modern Language Association's national meeting; a New Jersey based Fellows meeting to be coordinated by Charles Glassick (1967-68) and Richard Kamber (1980-81); and a New York/New Jersey meeting coordinated by Judith Walter (1987-88) and Elsa Nunez-Wormack (1985-86).

Members of the Alumni Relations Committee and other Fellows will be working on other programs for the coming year. You are invited to participate as an attendee or as a coordinator. If you would like to coordinate a Fellows activity in your area, call Lee Williames, chair of the Alumni Relations Committee, at (717) 961-6213.

Members of the 1990 Alumni/ae Relations Committee are: Trudy Bers (1979-80), Dario Cortes (1985-86), B. Dell Felder (1983-84), James B. Heck (1965-66), Carolyn Hunter (1986-87), Roger L. McNeely (1988-89), Linda Moore (1985-86), Roosevelt Newson (1987-88), Nancy H. Pogel (1988-89), Judith A. Powell (1988-89), Jean Owens Schaefer (1986-87), Margo L. Smith (1988-89), John Starr (1982-83), Alfred Sullivan (1987-88), Kristen Wenzel (1985-86), Lee J. Williames, *chair* (1986-87).

FUND DRIVE SETS RECORD

Once again, the Annual Fund Drive is setting records! In this 25th anniversary year, we have already exceeded the giving in any previous year, and are confident that we will achieve our goal of \$33,000. We began with a challenge from the class of 1988-89 with 100% giving and a \$3,000 class gift, and several other classes are in hot pursuit of the honor.

A highlight of the Annual Meeting was the extraordinarily successful fund raising campaign orchestrated by Ann Die (1986-87), a member of the Fundraising Committee. All former Fellows were, as usual, identified by rainbow stickers on their badges. But, this year all those who had given to the Annual Fund were identified by blue ribbons. A table staffed by former Fellows received gifts and pledges, and by the time the meeting ended it was difficult to find a Fellow without a blue ribbon. Thanks especially to Ann, to all those who assisted her, and of course to all who gave or pledged at the meeting.

Special thanks, too, to all the class agents who were in touch with members of their own class or an adopted class:

Class Year	Class Agent	Agent's Year (if different)
1965-66	Dagmar Cronn	1988-89
1966-67	Demetrios Giannaros	1988-89
1967-68	Thomas Fernandez	
1968-69	Estus Smith	
1969-70	Tim Summerlin	1988-89
1970-71	Judith Wittenberg	1988-89
1971-72	No Agent	
1972-73	Glenda McGaha	1988-89
1973-74	Carol Ann Valentine	
1974-75	Marcie Williams	1988-89
1975-76	Kala Stroup	
1976-77	Lynda Phillips-Madson	
1977-78	Charles Cherry	
1978-79	Abbott Brayton	
1979-80	Barbara Hill	
1980-81	Roy Weinstock	
1981-82	Jill McGovern	
1982-83	Joyce Randolph	
1983-84	Barbara Hetrick	
1984-85	Beate Schiwiek	
1985-86	Kathleen Maloney	
1986-87	Carolyn Hunter	
1987-88	Jean Wyld	

Special Solicitation: John Starr, Rick Kamber

Presidents: Fred Obear, Pat Geadelmann

Executive Committee: Annie Kronk

1989 Co-Chairs: Jean Dowdall (1978-79), Rick Kamber (1980-81)

SERVICE COMMITTEE

Chair, Jessica Kozloff (1985-86), (303) 351-2121

At its recent meeting in January during the ACE Annual Meeting, the Service Committee examined three major items: the Committee's role and mission, service projects for 1990, and the Minority Forum. In each instance, the Committee was able to determine its effectiveness to date and to clarify its focus and plans.

Role and Mission

The Committee expressed the need to differentiate its activities from those of the Alumni Professional Development Committee and the Alumni Relations Committee. The members agreed that the role and mission of the Service Committee are to provide service to ACE, to the institutions which belong to ACE, and to the Fellows.

Service Projects

Service projects were then evaluated in terms of how they fit the mission statement. The primary service project resulting from this discussion was a recommendation to the Executive Committee to establish a task force on integrating minority perspectives into higher education. This project is seen as a service to Fellows who must deal effectively with racial issues on their campuses, and a service to those institutions working to increase minority participation on their campuses. The task force (appointed by the chair of the Executive Committee) will report next January on strategies designed to ensure that minority perspectives are fully integrated into ACE activities. The charge to the Task Force on the Infusion of Minority Perspectives in Higher Education, and the names of the members follows this report.

Another service project under study is a Fellows information exchange. This project would provide a mechanism for Fellows to contact each other for assistance with various administrative problems.

Minority Forum

The Minority Forum was well attended this year and it will be continued. Suggestions for a theme and ideas for next year's workshop are being solicited. You are invited to send suggestions to Jessica Kozloff, Executive Assistant to the President, University of Northern Colorado, Greeley, CO 80639.

Members of the 1990 Service Committee are: Donald Alexander (1973-74), Joseph Burke (1986-87), A. Toy Caldwell-Colbert (1987-88), Cecilia Cantrell (1985-86), Karen Craig (1973-74), Janet Finch (1986-87), Pearl Spears Gray (1986-87), Jessica Kozloff *chair* (1985-86), Blair Lord (1988-89), Irving McPhail (1978-79), David Potter (1979-80), Arne Selbyg (1986-87), Jon Whitmore (1983-84), Jean Wyld (1987-88).

TASK FORCE ON INFUSION OF MINORITY PERSPECTIVES IN HIGHER EDUCATION APPOINTED

The Council of Fellows established and charged the Task Force on Infusion of Minority Perspectives in Higher Education with developing plans to address the following objectives:

- To institutionalize the Minority Forum, making it a regular session at the ACE Annual Meeting.
- To infuse minority perspectives in the curriculum and to include minority speakers and consultants.
- To increase the number of minority Fellows by being sensitive to different professional development paths of minority candidates and by using minorities in the selection process.
- To reserve funds from the Annual Fund and other sources to support minority Fellows.
- To examine whether there should be a Standing Committee of the Council of Fellows to continue these efforts.

The co-chairs of the Task Force will present an interim report at the May, 1990 Council of Fellows Executive Committee meeting. A full report is expected at the January 1991 Annual Meeting.

The Task Force members are: Dario Cortes (1985-86), Pearl Spears Gray (1986-87), Raymond M. Haas (1966-67), Jessica Kozloff (1985-86) *ex-officio*, Irving P. McPhail (1978-79), Elsa Nunez-Wormack (1985-86) *co-chair*, Bethany Oberst (1987-88), Roy P. Peterson (1973-74) *ex-officio*, Benjamin F. Quillian (1983-84), Joyce M. Randolph (1982-83), Kristen Wenzel (1985-86), John T. Wolfe (1982-83), *co-chair*

FELLOWS HONOR PROGRAM CONTRIBUTORS

The Honors and Awards Committee, headed by Frank Lazarus (1978-79), honored several individuals for their achievements and contributions to the program. The awards were announced at the Annual Meeting plenary luncheon honoring the 25th Anniversary. They were as follows:

Thomas M. Stauffer (1971-72), President, University of Houston-Clear Lake (TX), and former director of the ACE Fellows Program, for his leadership in the formative years of the Fellows Program.

Thomas A. Emmet, Chairman, Higher Education Group, Inc. (CO) and **James E. Lyons, Sr.**, President, Bowie State University (MD), for their long service as faculty members at the ACE Fellows Seminars.

Patricia S. Breivik (1983-84), Associate Vice President Information Resources, Towson State University (MD), and **Frederick W. Obear** (1967-68), Chancellor, University of Tennessee-Chattanooga, for their outstanding contributions to the Council of Fellows.

Members of the Committee were Frank M. Lazarus (1978-79) *chair*, Wanda D. Bigham (1983-84), Alan W. Childs (1986-87), Peggy Elliott (1980-81), Tamar March (1977-78), and Thomas S. McFaul (1979-80).

1990-91 FELLOWS NAMED

Thirty-two Fellows have been selected for the 1990-91 class. The group includes one international Fellow, one from a military academy, 23 from public institutions, six from private colleges and universities, and two from two-year institutions. Sixteen Fellows are women, eight are Black and two are Hispanic. The Fellows are:

James A. Anderson, Professor of Psychology, Indiana University of Pennsylvania

Judith A. Anderson, Director of Affirmative Action and Programs for Professional Development, Eastern Illinois University

Janis P. Bellack, Associate Professor and Assistant Dean, Undergraduate Program, Medical University of South Carolina

Eula Riley Bursh, Faculty/Honors Coordinator, South Mountain Community College (AZ)

Arif Caglar, President and Professor, Firat University, Elazig, Turkey

Elzar Camper, Professor, Department of Media Communication and Technology, East Stroudsburg University (PA)

Keith J. Conners, Associate Professor, School of Education and Professional Studies, Salisbury State University (MD)

Rita R. Culross, Associate Vice President for Academic Affairs, University of Houston-Clear Lake (TX)

M. Marie Foster, Department Head of English, Broward Community College, North Campus (FL)

Jerry W. Gravander, Associate Dean and Executive Officer of Liberal Studies, Clarkson University (NY)

Christine Havice, Associate Professor of Art History, University of Kentucky

James O. Howell, Head, Department of Entomology, University of Georgia

Steven A. Kolmes, Chair, Department of Biology, Hobart and William Smith Colleges (NY)

Pedro J. Lecca, Professor and Director of Health Care Specialization in Social Work, University of Texas at Arlington

Judith T. Z. Levy, Professor and Head, Department of Chemistry, Eastern Michigan University

Donald W. Loppnow, Head, Department of Social Work, Eastern Michigan University

Elizabeth G. Nichols, Associate Dean of the College of Health Sciences for the School of Nursing, University of Wyoming

Corann Okorodudu, Professor of Psychology, Glassboro State College (NJ)

Judy D. Olian, Associate Professor of Management and Organization, University of Maryland College Park

Lucjan T. Orlowski, Acting Provost and Vice President for Academic Affairs, Sacred Heart University (CT)

G. Earl Peace, Jr., Associate Professor of Chemistry, College of the Holy Cross (MA)

Ruth J. Person, Associate Vice Chancellor for Academic Affairs, University of Missouri-St. Louis

Earl H. Potter, III, Associate Dean of Academics, U.S. Coast Guard Academy (CT)

Annette U. Rickel, Assistant Provost and Professor of Psychology, Wayne State University (MI)

Suzan H. Schafer, Dean, Division of Continuing Studies, Pittsburg State University (KS)

Albert J. Shannon, Chair and Graduate Director, Education and Health Services, St. Joseph's University (PA)

Anne C. Steele, Associate Dean of the Graduate School, University of North Carolina at Greensboro

Carol Streit, Dean of Students, Lesley College (MA)

James S. Taylor, Professor of Psychology, Pittsburg State University (KS)

Eleanor M. Vander Haegen, Professor of Sociology, Keene State College (NH)

Flavio Vega, Assistant to the President and Affirmative Action Officer, Northeastern Illinois University

Jeffrey J. Wallace, Sr., Assistant Vice President for Academic Affairs, Buffalo State College (NY)

ENA HALL JOINS CENTER FOR LEADERSHIP DEVELOPMENT STAFF

In October 1989, Ena Hall joined ACE as Assistant Director/Meeting Planner for the Center for Leadership Development. Ena will be responsible for the coordination of logistics and on-site management of the Annual Meeting. Prior to coming to ACE, Ena was employed for 5 1/2 years as the conference and meeting manager for the National Association of College Admission Counselors, originally headquartered in Skokie, IL. She relocated with NACAC to Alexandria, VA in 1987.

Ena has worked extensively with historically Black colleges and universities. Each year, for four years, she coordinated and managed a week-long workshop at Hampton University for Minority Admission counselors at majority campuses. She has worked with the Atlanta Regional Office of the National Alliance of Business in the development and management of College Youth Motivation Task Force and College Cluster Programs at HBCUs throughout the Southeast.

Ena is a native New Yorker. She attended Hunter College and is planning to return to school to pursue a degree in psychology.

VIDEOTAPE ON FELLOWS PROGRAM AVAILABLE TO ALL

A videotape on the ACE Fellows Program was shown for the first time at the Annual Meeting plenary luncheon honoring the 25th Anniversary. Approximately 15 minutes long, the video highlights the nature and benefits of the Program. The Fellows and Mentors speak, relating their experiences and perspectives on the Program.

The decision to create the video was made at the May 1989 meeting of the Executive Committee of the Council of Fellows. Bill Wallisch (1982-83), developed the initial plan, and Ithaca College Park School

of Communications produced and directed the video. The Council of Fellows is grateful to President James J. Whalen of Ithaca College for his generous support of this production.

Fellows are encouraged to use the video to publicize the Program on their campuses or at meetings. Copies are available to borrow for up to one week at no charge. Copies may also be purchased for \$25. It is becoming increasingly clear that the most important recruiters for the Fellows Program are the Fellows themselves. At your next professional meeting, think about organizing a briefing session on the Fellows Program. Now you'll even have a video to show!

CALL FOR DISCUSSION LEADERS FOR COUNCIL OF FELLOWS DAY

The theme of Council of Fellows Day is "School-College Collaboration: Managing Academic Connections." On Monday, May 7, following a panel discussion, we are seeking group leaders for roundtable discussions. If you have taken a leadership role in developing a collaboration, have tried to establish one unsuccessfully, or are in the process of establishing one, we need you at Council of Fellows Day.

You will have the opportunity to meet with about ten of your fellow Fellows to describe your project, including obstacles and success strategies. As a group leader, you will facilitate a discussion about barriers to success and techniques for overcoming them in establishing such collaborations.

If you are willing and able to participate, please call Marlene Ross, Deputy Director, ACE Fellows Program, at (202) 939-9420.

HOW MUCH MONEY DO FELLOWS SPEND ON TRAVEL?—A SURVEY REPORT

Judith Walter (1987-88)
Julia Watkins (1987-88)

How much do Fellows spend on travel during their Fellowship Year? Judith Walter of the New York City Technical College/CUNY and Julia Watkins,

University of Maine, Orono, both 1987-88 Fellows tried to answer this question for their class by surveying the 1987-88 class at the end of the Fellowship year. Thirty of the 31 Fellows responded, including 11 home Fellows, 16 host Fellows, and 3 combined home/host Fellows. Sixteen of the respondents were at public institutions for their Fellowship year, 13 at private, with one Fellow splitting the year between the two sectors. There were 17 men and 13 women in the group. The survey authors were particularly interested in seeing if there were different levels of funding by institutional type, by type of Fellowship (home or host) or by gender of the Fellow. The major findings were as follows:

- **Host Fellows spent more money, but home Fellows had negotiated more.** The average host Fellow spent \$10,196, compared to \$7,140 for home Fellows (43% more). While home Fellows spent less, they had actually negotiated more travel funds than their counterparts at host institutions: \$8,281 compared to \$8,058.
- **Fellows at public institutions negotiated more money than Fellows at private institutions; they also spent more.** Fellows at public colleges and universities negotiated an average of \$8,407 and spent an average of \$7,706, while Fellows at private institution negotiated an average of \$7,313 and spent \$7,135.
- **Male Fellows negotiated 14% more than female Fellows and actually spent 21% more.** The men reported that they had arranged for an average of \$8,408 in travel funds as the year started, while the women negotiated \$7,378. At the end of the year, the men had spent an average of \$7,954, about 21% more than the women, who had spent an average of \$6,588.

While some of the findings are now moot points, since ACE requests that both home and host institutions set aside a travel fund of \$10,000, the results remain interesting. The authors of the survey were not surprised that host Fellows spent more on travel than home Fellows. Since anecdotal evidence suggests that sponsoring institutions decide to keep their Fellows at home for financial reasons, constraints on travel funds would be expected.

Walter and Watkins also expected public colleges and universities to provide more travel monies than private institutions, given the meager resources of many smaller private colleges. They found that the actual spending by Fellows at public and private (as

opposed to funds promised) was closer than funds negotiated. There was only a \$200 difference between actual expenditures, compared to nearly \$1,000 difference in the negotiated funds. The authors speculate that the narrowing of the gap is accounted for by limitations in funds actually available to Fellows at public institutions.

Watkins and Walter were particularly intrigued by the gap between the sums negotiated and actually spent by the men and the women Fellows. They speculated that the men may have been better negotiators at the start of the year, and were more assertive with their Mentors. Also, the men may have taken better advantage of the ACE Fellows network early on, as they planned their Fellowship experience, or perhaps had a clearer sense of the actual cost of travel. Finally, it is possible that the women were less eager to travel, feeling more restricted by family responsibilities or other obligations.

The authors conclude that the study would have greater meaning if compared with data from other classes falling under the new ACE guidelines.

1989 ANNUAL WORKING REUNION AT BUNKER HILL COMMUNITY COLLEGE Boston, Massachusetts

Ann Die (1986-87)

The 1989 ACE Fellows Working Reunion was hosted by Bunker Hill Community College in Boston on October 25-27. The Annual Working Reunion is an opportunity to learn what is happening in colleges and universities throughout the country. It also enables Fellows to renew old acquaintances and to make new ones. The Working Reunion is a unique academic experience in that each participant plans a 10-15 minute presentation on an issue or problem. Topics for this year's Working Reunion ranged from "Using a Search Firm" to "Public Education in the District of Columbia."

Participants have an opportunity to question and converse with each presenter. Attendance at a Working Reunion, then, is anything but a passive process. For example the presentation by Sandra Packard (1978-79), on creating a separate college within the university with a distinctive undergraduate program, provided a lively interaction. The Working Reunion assists Fellows with initiatives they have underway, and provides a springboard for collaborative problem solving. The Working Reunion requires

Fellows to wrestle with the problems of other institutions, and in so doing, focus once again on the broad context of higher education which was fostered by the ACE Fellowship year.

The visit to Boston came at a time when Massachusetts public higher education was in the national spotlight because of declining financial support. The Reunion in Boston also allowed participants to visit and learn about Simmons College and Harvard. Judith Wittenberg (1988-89) did a yeoman's job of organizing and chairing the Working Reunion. The meeting provided a nice mix of presentations, college/university visits, and Fellows' camaraderie. The 1990 Working Reunion is scheduled at Michigan State University October 11-13, 1990. Mark your calendars!

CURRENT CLASS OF FELLOWS VISITS PUERTO RICO

Theresa Coletti (1989-90)

The 1989-90 ACE Fellows launched the year's program of regional meetings in November with a visit to Puerto Rico. Organized by current Fellow Milagros Iturrondo (Mili) of the InterAmerican University of Puerto Rico, the four-day meeting provided the Fellows and Deputy Director Marlene Ross with a rich and lively introduction to the pressing educational and political issues facing Puerto Rico today.

From visits with chief officers of institutions such as the University of Puerto Rico and InterAmerican University, the Fellows learned that higher education leaders in Puerto Rico must address many of the same problems as American colleges and universities. Principally, they must find ways to educate for the future, to correct past social inequities, and to provide the knowledge and the skills that will encourage economic and cultural growth and sustain an informed and able citizenry. Puerto Rico's special relationship with the United States is of critical importance to realizing these goals, since a large portion of higher education in Puerto Rico, especially in private institutions, is funded by Pell Grants.

For this reason the future of higher education in Puerto Rico is fundamentally tied to the issue of Puerto Rican status: should the island become independent of the US? should it become the fifty-first state? should it maintain its current status as a commonwealth with ties to the US? The ACE Fellows were

privileged to meet with distinguished spokespersons for these various points of view, including Carlos Romero Barcelo, the former governor of Puerto Rico, and Juan M. Garcia-Passalacqua (1968-69) and former advisor to President Jimmy Carter. From the spirited and illuminating dialogue with these experts and with a wide range of professionals from Puerto Rican public life and higher education, we gained a deeper understanding of the important connections between Puerto Rico and the United States, of their common interests and shared goals.

Though wrapped up in heady conversations on critical issues of higher education, the Fellows were not unresponsive to the more worldly pleasures that Puerto Rico offers. Accompanied by three spouses and two children, the sixteen Fellows attending sampled Puerto Rican culture at every available opportunity. We stayed at the historic Hotel El Convento in Old San Juan; we walked to the battlements of El Moro, the sixteenth-century fort from which the Spaniards fought off invaders from England and Holland. Our visits to universities were punctuated by a trip to a television studio, a visit to a coffee plantation, a late-night stroll through an outdoor jazz festival in Old San Juan, and a drive to the Catholic University of Puerto Rico in Ponce, which provided magnificent views of the island's interior as well as ample opportunity to sing camp songs and show tunes in the ride back to San Juan.

Showered with souvenir mementos and lulled by the chirping of the *coqui*, we departed Puerto Rico impressed and moved by the extraordinary warmth and hospitality shown to us by the Puerto Rican people. We were especially full of gratitude to Mili Iturrondo for giving us such a convivial and kaleidoscopic look at her country and its institutions of higher education.

FELLOWS WILL MEET IN WISCONSIN TO DISCUSS PLURALISM

"The American Academy in a Plural Society: Its Obligation to Lead"
June 10-12, 1990
University of Wisconsin-Milwaukee

While demographic projections tell us that our nation's population will become increasingly pluralistic, our recent history shows that our ability to resolve societal tensions and problems associated with race has stagnated, if not deteriorated. What are the obligations of higher education to lead the nation

and itself to a greater acceptance of diversity? Do colleges and universities have the capacity and the will to be a beacon in this area, or must they simply be followers and mirror the larger society?

Eight leading figures in higher education will grapple with these questions and others in a format that will provide attendees with the opportunity to both listen to informed presentations and take an active part in colloquium discussions. This activity is an important one for all who have an interest and stake in seeing our institutions of higher learning help this nation live up to its promise and credo.

All Fellows are invited to this last major event of the 25th Anniversary celebration. The plenary discussion sessions will convene the eight featured presenters as a panel, allowing them to critique each other's papers which they will have read in advance. Attendees then discuss the papers in small groups, led by a moderator.

This timely issue has been selected as the Eleventh Annual University of Wisconsin System Colloquium on Ethnicity and Public Policy. It is sponsored by the University of Wisconsin System Institute on Race and Ethnicity in conjunction with the American Council on Education, the Council of Fellows, and the University of Wisconsin-Milwaukee.

The program for June 10-12 colloquium follows:

Sunday, June 10

7:00- 9:00 pm - Reception

Monday, June 11

8:30 am - Registration and Continental Breakfast

9:00-9:15 am - Welcoming Session

9:15-10:45 am - Concurrent Sessions:

- "The American Academy in a Plural Society: The Obligations, Possibilities and Constraints of Leadership"

Kenneth A. Shaw, President, University of Wisconsin System

Session Chair: Pearl Spears Gray (1986-87), University of Virginia

- "Towards the Realization of Pluralism in the American Academy: The Impact of Federal Public Policy"

Blenda J. Wilson, Chancellor, University of Michigan-Dearborn
 Session Chair: Juan Mestas, 1989-90 Pew Fellow, University of Pennsylvania

11:00 am-12:30 pm - Concurrent Sessions:

- "The Pluralistic University: Balancing Institutional Responsibility, the Rights of Each, and the Good of All"

Clifford V. Smith, Jr., Chancellor, University of Wisconsin-Milwaukee
 Session Chair: Paul Zingg (1983-84), Dean of the Faculty, St. Mary's College of California

- "Towards the Realization of Pluralism in the American Academy: The Impact of State Public Policy"

Patrick M. Callan, Vice President, Education Commission of the States
 Session Chair: James Connor (1965-66), Chancellor, University of Wisconsin-Whitewater

12:30-2:00 pm - Luncheon and Keynote Speaker:
 Eugene P. Trani, Vice President for Academic Affairs, University of Wisconsin System

2:15-4:15 pm - Plenary Discussion Session

7:00-9:00 pm - Dinner and Keynote Speaker:
 Robert H. Atwell, President, American Council on Education

Tuesday, June 12

8:30 am - Continental Breakfast

9:00-10:30 am - Concurrent Sessions:

- "The Curriculum: The Institutionalization of Diversity"

Edward T. Hollander, Chancellor, New Jersey Department of Higher Education
 Session Chair: William Kuepper, Vice Chancellor for Academic Affairs, University of Wisconsin-Green Bay

- "Strategies for Change in the Academy: The Value of Organizational Theory"

Terrence E. Deal, Professor, Vanderbilt University
 Session Chair: Margaret O. Lucas (1983-84), West Virginia University

10:45 am-12:15 pm - Concurrent Sessions:

- "The Academic Administrator: New Models of Leadership in a Pluralistic University"

Bob H. Suzuki, Vice President for Academic Affairs California State University, Northridge
 Session Chair: Madeleine F. Green, Vice President, American Council on Education

- "Reflections on the Ideal Campus in a Plural Society"

Judith S. Eaton, Vice President, American Council on Education
 Session Chair: Charlie Nelms (1981-82), Chancellor, Indiana University East

12:15-1:45 pm - Luncheon and Keynote Speaker:
 Ernest Spaight, Leon H. Sullivan Professor of Educational Psychology and Social Welfare, University of Wisconsin-Milwaukee

2:00-4:00 pm - Plenary Discussion Session

The registration fee of \$100 includes attendance at all sessions, the reception on the evening of June 10, continental breakfasts and luncheons on June 11 and 12, and dinner on June 11. A registration form follows for your convenience.

The registration deadline is May 11, 1990.

REGISTRATION FORM

(Please return by Friday, May 11, 1990!)

"The American Academy in a Plural Society: Its Obligation to Lead"

June 10-12, 1990

University of Wisconsin-Milwaukee

Name _____

Title _____

Institution _____

Address _____

Telephone _____

Please make check for \$100 payable to:
UW System Institute on Race and
EthnicityPlease return form with your check for
\$100 to:Thomas V. Tonnesen
Associate Director
UW System Institute on Race and
Ethnicity
University of Wisconsin-Milwaukee
P.O. Box 413
Milwaukee, WI 53201
(414) 229-4700/6701

_____ Registration Fee Enclosed - \$100.00

Do you plan to attend the reception on Sunday evening, June 10?

_____ Yes _____ No

**PROFESSIONAL DEVELOPMENT
OPPORTUNITY AT AMERICAN
ASSOCIATION OF UNIVERSITY
ADMINISTRATORS MEETING**

James Pence (1985-86)

The Professional Development Committee of the Council of Fellows is offering a professional development opportunity for current and former Fellows in conjunction with the Annual Assembly of the American Association of University Administrators in Seattle this summer.

The AAUA Assembly whose theme is "Leadership 2001: Forging Alliances, Building Community" begins on Sunday, June 17, 1990 at the Stouffer Madison Hotel in Seattle. The assembly agenda includes addresses by Daniel Evans, former US Senator, Governor, and college president from the state of Washington; Joseph Olander, President of Evergreen State College; Madeleine Green; and Bennett Sims, Director of the Institute for Servant Leadership. In addition, panel presenters include

Jerry Hudson, President of Willamette University; James Fairweather, author of *Entrepreneurship in Higher Education*; Roscoe Brown, President of Bronx Community College; Richard Lapchick, co-author of *The Rules of the Game* (a study of college athletics); and many more. The Assembly features an awards luncheon honoring teams of students who have won national recognition for community service projects and a wine-tasting reception in recognition of the 20th anniversary of AAUA.

ACE Fellows are invited to a pre-Assembly professional development activity featuring Sam Smith, President of Washington State University, who will discuss the challenges of establishing branch campuses of WSU; Kenneth Mortimer, President of Western Washington University, who will address the uses of academic governance as a tool for building community on campus; and open-ended discussion of topics related to professional development for former Fellows.

AAUA will allow Fellows registering for the Assembly to pay the AAUA member fee of \$275 (non-member fee is \$325); registration carries a one-year

membership in AAUA and participation in pre-Assembly and Assembly activities. AAUA is well suited to provide professional development opportunities for Fellows who have entered administration. Its membership includes administrators from two- and four-year institutions, and administrators from academic, student, and business affairs. AAUA offers low-cost insurance to members (including personal liability); a subscription to *The Journal for Higher Education Management*; and other services designed for administrators.

More detailed information about the hotel and the assembly will be mailed to all current and former Fellows. Address inquiries to Dr. James Pence, Associate Vice President for Academic and Student Affairs, University of Southern Colorado, Pueblo, CO 81001-4901 (719) 549-2313.

MICHIGAN STATE UNIVERSITY HOSTS WORKING REUNION

Michigan State University looks forward to being the host site for the 1990 ACE Fellows Working Reunion from Thursday, October 11, 1990 to Saturday, October 13, 1990. We invite you to participate with us in a working reunion to rival the energy and vitality of the 42,000 plus student body and the vibrancy and brilliance of the fall colors in the mid-west.

The university is easily accessible by air or by rail. Lansing Capital City Airport is just 20 minutes from campus, and the Amtrak Station is located on the southwest end of campus. Accommodations will be at Kellogg Center, the university's conference hotel.

So, mark your calendars now, and look for details a bit later in the year. Contact Marcellette Williams (1988-89), (517) 353-9900/1525.

NEW JERSEY REGIONAL

A Regional Meeting for all ACE Fellows and Alumni is now being planned for November 1, 2 and 3, 1990 in and around Princeton, New Jersey. The program will include brief presentations and panel participation by former Fellows as well as sessions with invited speakers from the Carnegie Foundation,

The Educational Testing Service, and other institutions in the region. For further information write to Dr. Richard Kamber, Dean of the School of Arts and Sciences, Trenton State College, Hillwood Lakes, CN 4700, Trenton, New Jersey 00865-4700.

FROM THE 1989 COUNCIL OF FELLOWS CHAIR

Thank you, thank you, thank you—for making my year as chair of the Council of Fellows an invigorating, exciting and rewarding experience. And thanks, too, for contributing your time, your energies and your money to the support of the Council's activities and the ACE Fellows Program.

As I assume a new role with the Council of Fellows, the role of past chair and head of the nominating committee, I want to remind us all that there are three key ways in which we must continue our support of the Fellows Program:

- We must recruit nominees for the Program at our institutions and in our own geographic regions. No one can "sell" Fellows Program better than former Fellows; we alone speak from experience. And so we need to encourage others who show promise for key leadership positions in higher education to participate in the best leadership development internship that higher education has to offer.
- We need to help ACE market the Fellows Program at professional activities we sponsor or attend, at conferences for which we are responsible, and at meetings where we meet vice presidents and presidents of colleges and universities. Some folks still don't know about this fine program, and we need to be sure they find out.
- We must continue to support the work of the Council of Fellows. This vital and growing alumni/ae network forms an important part of the infrastructure for the ACE Fellows Program. We help by serving on Council committees and task forces; by contributing financially to the annual fund; by hosting Fellows' activities in our regions and on our campuses; by mentoring new Fellows; by interviewing candidates for the fellowship; and by being at the other end of the telephone line when a Fellow or fellowship nominee needs information about the Program. We need to continue our involvement and to expand it. Please send

your ideas and suggestions for new efforts to Roy Peterson, the 1990 Council chair.

I look forward to working with you in the Council activities and on behalf of the Fellows Program. If you haven't already done so, try to arrange your schedule to attend the May 6-7, 1990 meeting of the Council of Fellows in Arlington, VA. See you there!

Annie Kronk (1982-83)

END NOTE...A WORD FROM THE DIRECTOR

No one can deny that ACE Fellows certainly know how to throw a party! But the 25th Anniversary Celebration was a great deal more than a party. It was the centerpiece of the 1990 ACE Annual Meeting. Fellows were everywhere, conducting pre-meeting workshops, as speakers at the sessions, conducting roundtable discussions on leadership. They were sporting stickers on their badges identifying them as Fellows, and blue ribbons indicating their continuing support (in very real financial terms) for the Fellows Program through its Annual Fund. And of course, Fellows and friends talked and laughed and danced at the Gala celebration. All in all, it was a wonderful event, a moment not to be missed.

It was a great pleasure for me to work with the Fellows and my colleagues on the ACE staff in planning this event. My colleague Marlene Ross was a central player in the planning process, coordinating with the many volunteers who made this event possible. Irene Itabashi, Colleen Allen and Donna McDaniel are always there for the Fellows, ready to pitch in. We all owe special thanks to Patricia S. Breivik (1982-83) and Paul Magelli (1965-66), co-chairs of the celebration, whose efforts began more than a year ago, to Jonathan Block (1989-90) for his design and arranging the for manufacture of the commemorative lapel pin, to Gala coordinator Phyllis Franklin (1980-81), to Frank Lazarus (1978-79), chair of the Awards Committee, and to Jean Dowdall (1978-79), Rick Kamber (1980-81), and Ann Die (1986-87) for their fantastic fund-raising efforts.

The sign of a well planned and executed effort is how simple it all looks from the outside. Only the hard work and talent of Annie Kronk could have made the 25th Anniversary Celebration look easy. I assure you that it was far from easy, and Annie's dedication to this task and to the Fellows Program is in large measure responsible for the success of the 25th.

She has been a very special friend to the Program, teaching in the seminars, hosting Fellows on her campus, organizing regional events, taking a leadership role with the Council of Fellows in many ways. ACE and the Fellows are indebted to Annie for all she has done, and especially for the leadership she provided during her tenure as Chair of the Executive Committee of the Council of Fellows. We salute you, Annie.

The Fellows Program is a quarter of a century old, and as strong as ever. Thank you, ACE Fellows, for all you have done to make it so.

Madeleine F. Green

NOTES ON PEOPLE

Compiled by Irene Itabashi

It was an enormous pleasure for us to see so many Fellows at the January 1990 ACE Annual Meeting. Everyone looked so spiffy in their finery at the 25th Anniversary Gala—it was a "Grand Night for Re-uning."

FYI: The updated edition of the Directory should have reached you by now; this office is already receiving changes to update it even more. The changes reflected below are only those we received after the Directory went to press in mid-November. Please continue to keep us informed of any updates you have; we depend on you for timely information.

Madeleine Green will spend April 1990 in Geneva, Switzerland, working with the Conference of European Rectors (CRE). CRE is an umbrella association of 427 European Universities in 25 countries, a European counterpart of the American Council on Education (ACE). She will be planning the second joint ACE/CRE conference for presidents and rectors, to follow up the one held in Hartford, CT in October 1989, and will be working on a variety of projects to further ACE's international agenda. In 1989, Madeleine added international programs to her ACE portfolio.

1965-66

Frank Farner, retired, can be reached at 6041 River Drive, Lorton, VA 22079 (703) 339-5906.

William Halverson, retired, can be reached at 2330 Nayland Road, Columbus, OH 43220 (614) 451-5781.

John Haugland, retired, resides at 502 East Second Street, Superior, WI 54880 (715) 394-6186.

Patricia Manion, retired, resides at 111 Weiser Avenue, Louisville, KY 40206 (502) 896-1644.

John Peoples, retired, can be reached at 386 Heritage Place, Jackson, MS 39212 (601) 371-2417.

Allan Prince will be retiring June 1990. His address is RFD 22 - Swaan Drive, Durham, NH (603) 659-2868.

Manuel Stillerman can be reached at RD #4-Box 308, Reiss Road, Middletown, NY 10940 (914) 355-8121.

Jerusa Wilson is now Professor and Acting Chair, Department of Psychology, Coppin State University (MD) (301) 333-7578.

1966-67

Roy Joe Stuckey writes "I am now offering assistance to non-profit corporations seeking to establish high quality communities." His home address: 1182 Hornbean Road, Sabena, OH (513) 584-2900.

Irene Waldmann, SSJ writes "I respect those of you still in education - a great profession. Events led me astray... but my heart is still with you."

Frank Wallin can be reached at P.O. Box 7221, Asheville, NC 28807.

1968-69

Ted Benedict's telephone number was not included in our last Directory. He can be reached in California at (707) 785-2005.

Eric Ottervik has a new position as Vice President, Administration and Information Systems, Adelphi University (NY) (516) 663-1166.

1969-70

James Glasse can be reached at St. Phillip Presbyterian Church, 4807 San Felipe, Houston, TX (713) 622-4807.

We share the sad news that **James Reaves** died early in 1989.

John H. Wakely's correct title is Vice Chancellor for Academic Affairs, Western Carolina University (NC). He also has a new phone number (704) 227-7495.

1970-71

Harry Weart is now Professor of Engineering, University of Missouri-Rolla 314-341-4717. He writes that he is "back at UM-R after a year teaching and researching in Japan, but no longer chairman of department."

1972-73

Daniel Perlman will assume the position of president at Webster University (MO), effective July 1, 1990. He served as an interviewer in the selection process for the 1990-91 class of ACE Fellows.

1973-74

Richard Alter now serves as Dean, Division of Continuing and Extended Education at California State University, Stanislaus (209) 667-3111.

Elizabeth McCauliff can be reached at 4372 Bradywine Drive, Sarasota, FL 34241.

Mrs. Marion Snead asked us to share the sad news that her husband **Jonathan** died on December 8, 1989.

1975-76

Charles Bailey is currently Director of Planning Research and Assessment at LeMoyné-Owen College (TN) (901) 942-7396.

Daniel Reedy serves as Dean of Graduate School, University of Kentucky.

Kala Stroup will assume the position of president at Southeast Missouri State University, effective summer 1990.

1976-77

Gerald Kauvar is currently Director, Installation Policy, Office of The Secretary of Defense, The Pentagon (DC) (202) 697-7475.

Robert Stepsis is Academic Vice President, Fairfield University (CT) (203) 254-4000.

Craig Woods' correct mailing box number and telephone number at Stephen F. Austin State University (TX) are: Box 13063, and (409) 568-2508.

1977-78

William McCroskey is Associate Dean and Director of General Studies, University of Idaho (208) 885-6426.

1978-79

Gregg Lacy now serves as Professor of French and Humanities, and Special Assistant in Institutional Advancement at Keuka College (NY) 315-536-4411. He writes "In 1985, five of us agreed to come to Keuka to assist President Art Kirk in his efforts to bring Keuka College from the brink of closure. We are pleased to have succeeded in a taxing and exhausting effort."

Francis Masat is Professor of Mathematics at Glassboro State College (NJ).

Mary (Fulcher) Morgan serves as Assistant to the Vice Chairman, May Department Stores Company, 611 Olive Street, St. Louis, MO 63101.

Piedad Robertson served as an interviewer in the selection process for the 1990-91 class of ACE Fellows.

1979-80

Tim DeRouen's telephone number at the University of Washington is (206) 543-7304.

Jim Hemby and **David Potter** served as interviewers in the selection process for the 1990-91 class of ACE Fellows.

Barbara Hill, will assume the presidency of Sweet Briar College (VA), effective summer 1990.

Marvin Scott is Program Director for Education, The Lilly Endowment (IN) (317) 924-5471 X294.

1980-81

Artin Arslanian and **John Dempsey** served as interviewers in the selection process for the 1990-91 class of ACE Fellows.

Susan Lipschutz is Senior Associate Dean of the Graduate School, University of Michigan.

Andree McLaughlin is on leave from Medgar Evers and is currently the visiting Jane Watson Irvin Professor of Women's Studies at Hamilton College (NY) (315) 859-4011.

Alan Price writes "I enjoyed my year as Genetics Program Officer and my half year as AIDS Unit Assurance Coordinator." Alan is a scientist in the Office of Scientific Integrity at the National Institutes of Health (MD). (301) 496-2624.

1981-82

Myrna Goldenberg to Professor of English, Montgomery College - Rockville Campus (MD) (301) 251-7417. Myrna is co-directing a FIPSE project to integrate the scholarship on women with the curriculum. Additionally, she is working on another project "Women in the Holocaust."

Do you have a current address for **Patricia Meszaros**? We've lost track of her.

Charlie Nelms served as an interviewer in the selection process for the 1990-91 class of ACE Fellows.

Scully Stikes is Dean, Division of Liberal Arts and Sciences, Milwaukee Area Technical College (414) 278-6600.

1982-83

Patricia Cormier has assumed the position of Vice President for Development and Alumni Relations, Allegheny Health Services, Inc. at the Medical College of Pennsylvania (PA) (215) 842-7100.

Marjorie Dugan is Executive Director, Philadelphia Fellowship Commission (PA) (215) 574-0330. The Commission's mission is to eliminate racism and its consequences. Also, on December 8, Marjorie became the mother of Jorie, her adopted daughter from the Philippine Islands.

Elsa Gomez served as an interviewer in the selection process for the 1990-91 class of ACE Fellows. Elsa is

the first Hispanic woman president of a four-year public institution in the United States.

Joyce Randolph's phone number at the University of Pennsylvania is (215) 898-4665

Marlene Springer and **John Wolfe** served as interviewers in the selection process for the 1990-91 class of ACE Fellows.

Jack Van de Water is Dean of International Education, Oregon State University.

1983-84

Patricia Breivik has assumed the position of Associate Vice President of Information Resources, Towson State University (MD) (301) 830-2498. She is founding chair of the National Forum on Information Literacy.

Steven Diner is now Associate Vice President, George Mason University (VA) (703) 764-7878.

Faye Gary has dropped Harris from her last name. She writes "I am well - currently am a Kellogg Fellow. In August, I traveled to South Africa, New Zealand, etc."

Jim Renick served as a host Fellow in the selection process for the 1990-91 class of ACE Fellows.

Jon Whitmore is Dean, College of Fine Arts, University of Texas at Austin (512) 471-3434.

1984-85

Beate Schiwiek has assumed the position of Dean for Academic Affairs, Felician College (NJ) (201) 778-1190.

David Thawley is Dean of the College of Veterinary Medicine at the University of Minnesota.

1985-86

Jim Pence will assume the position of Vice President for Academic Affairs and Dean of the Faculty at Wartburg College (IA), effective mid-June (319) 352-8200.

1986-87

Joseph Burke has added the title Special Assistant to the President, University of Hartford (CT) to his dean's title. (203) 243-4709.

Chuck Connell's new mailing address at Arizona State University-West is 4701 West Thunderbird Avenue, P.O. box 37100, Phoenix, AZ 85069-7100 (602) 543-6008.

Bill Grant is Assistant Director of Academic Affairs, College of Agriculture and Life Sciences at North Carolina State University (919) 737-2614.

1987-88

Norman Bregman has taken the position of Dean, College of Arts and Sciences, Henderson State University (AR) (501) 246-5511.

Roberto Haro's correct address at UC-Berkeley is University Hall.

Jim Larson is Acting Associate Vice Chancellor for Academic Affairs, Minnesota State University System (612) 296-2615.

Naomi Wish is Director, Center for Public Service, Seton Hall University (NJ) (201) 762-9510.

1988-89

Mark Emmert's correct title at the University of Colorado-Denver is Associate Vice Chancellor for Academic Affairs (303) 556-2550.

Glenda McGaha's correct telephone number at the University of Alabama-Birmingham (incorrectly listed in the Directory) is (205) 934-5483.

Gordon Melson's institutional affiliation was omitted from the recently published Directory. He is at Virginia Commonwealth University.

Jerome Paige served as a host Fellow in the selection process for the 1990-91 class of ACE Fellows.

Nancy Pogel, in the latest Directory, was listed in the wrong city and state. It should be East Lansing, Michigan 48824.

Janet Stavropoulos is serving as Associate Professor of English and Adjunct Assistant Provost at Gettysburg College (PA). She also served as a host Fellow in the selection of the 1990-91 Fellows.

Please note that the
Council of Fellows Day
is now scheduled for
Sunday-Monday so you can take
advantage of reduced airfares for
Saturday night stayover.
Spend the weekend in Washington
and join us!
Turn to Pages 18-19 for
Council of Fellows Day
Registration Information.

COUNCIL OF FELLOWS NEWSLETTER

Stanley O. Ikenberry, Chair, ACE Board of Directors, President, University of Illinois.

Robert H. Atwell, President, American Council on Education (ACE).

Roy Peterson, Chair, Executive Committee, Council of Fellows; Assistant to the Director for Educational Attainment, Kentucky Council of Higher Education.

Barbara J. Hetrick, Vice Chair, Executive Committee, Council of Fellows, Vice President and Dean of Academic Affairs, Hood College (MD).

Margaret Lucas, Guest Editor; Dean, College of Creative Arts, West Virginia University.

Anne McNutt, Guest Editor; President, Technical College of the Low Country (SC).

Madeleine F. Green, Vice President, and Director, Center for Leadership Development (CLD), ACE.

Marlene Ross, Associate Director, (CLD), and Deputy Director, ACE Fellows Program, ACE.

Ena Hall, Assistant Director, (CLD), ACE.

Irene Itabashi, Coordinator, Fellows Program, (CLD), ACE.

Colleen Allen, Administrative Assistant, CLD, ACE.

Donna McDaniel, Administrative Assistant, CLD, ACE.

Council of Fellows Day
May 6-7, 1990
Marriott Key Bridge Hotel
Arlington, VA

All One System: School-College Collaboration

Sunday, May 6, 1990

- 5:30 p.m. Reception
- 6:15 p.m. Dinner
- 7:30 p.m. *Speaker:* **Mary Futrell**, Associate Director, Center for the Study of Educational and National Development; former president, National Education Association

Monday, May 7, 1990

- 7:30-8:45 a.m. Continental Breakfast and Discussion Session
 All participants and newly designated Fellows
- 9:00-10:15 a.m. Panel discussion on School-College Collaboration
Overview: **Paula Bagasao**, Director, Academic Alliances Project, and Chair, Asian Caucus, American Association of Higher Education (AAHE)
Moderator: **Judith Eaton**, Vice President, American Council on Education
Panelists: **Paula Bagasao**
Irving McPhail, President, LeMoyne-Owen College (TN), 1978-79 Fellow
 Others to be announced.
- 10:15-10:45 a.m. Break
- 10:45-11:45 a.m. Roundtable discussion led by Fellows
 (see call for volunteers in this *Newsletter*).
- 11:45-12:15 p.m. Discussion and wrap-up
- 12:15 p.m. Adjourn

REGISTRATION FORM * * REGISTRATION FORM * * REGISTRATION FORM

11th ANNUAL COUNCIL OF FELLOWS DAY
May 6-7, 1990 - Arlington, VA

ACE Fellows Registration Fee: \$70.00

Registration fee includes: materials, reception, banquet,
continental breakfast and coffee break.

Spouse/guest(s) Registration Fee:

Full participation:..... \$70.00

Reception and banquet only:..... 55.00

Name of spouse/guest for full participation: _____

Name of spouse/guest for reception and banquet only: _____

Enclosed is a check, payable to the **American Council on Education**, for
\$_____ to cover my registration fee and my spouse/guest's.

Refund Policy: before April 15, full refund;
April 16 to April 26, 50% refund;
after April 26, no refund.

A receipt for your registration fee will be included in your seminar materials.

ACE Fellow Name and Class Year: _____

Title: _____

Institution Name: _____

Mailing Address: _____

Office Telephone Number: _____

Deadline for receipt is April 26. Please mail to:

Council of Fellows Day
American Council on Education
One Dupont Circle
Washington, DC 20036

TRAVEL AND HOTEL INFORMATION**11th Annual Council of Fellows Day****Contact: Irene Itabashi (202) 939-9418**

HOTEL: Key Bridge Marriott, 1401 Lee Highway, Arlington, VA 22209. The local number is (703) 524-6400; the 800 number is 1-800-228-9290.

HOTEL ROOMS must be reserved by April 14, 1990 by calling to guarantee the negotiated conference rate. When calling the Key Bridge Marriott to make your reservations, please identify yourself with the ACE Fellows Program. Have your credit card number available to guarantee a late arrival.

HOTEL ROOM RATES: \$90.00 single or double occupancy. All rooms are subject to a 9.5% Virginia sales tax. You will be responsible for paying the room rate and any incidental charges upon check out. If two or more are planning to share a room, *only* one person needs to register; however, you must provide the name of your roommate. Free parking is available.

AIRPORT TRANSPORTATION SERVICES: (National Airport is the most convenient.)

From National Airport (DC):

- 1) **Taxi/Limo Services:** The Washington Flyer fare is \$5.00; taxi fare is approximately \$8.00.
- 2) **Hotel pickup:** the Blue Star Limosine fare is \$4.00 and services the Key Bridge Marriott. Once in the main terminal at National Airport call 524-2243 X 6400 (Bell Captain stand at the Key Bridge Marriott) and ask to be picked up. They will indicate where you should wait. Generally it takes approximately 8-10 minutes for pick up. You can also pre-arrange a pick-up time with the Blue Star Limosine Service by calling their local number (202) 914-6676.
- 3) **By METRO (subway):** take the Blue Line directly to the Rosslyn station. The hotel is a two block walk.

From Dulles Airport (VA):

- 1) **Limo Service:** The Blue Star Limosine fare is \$20.00.
- 2) **Hotel Pickup:** You can pre-arrange to be picked up by the Blue Star Limosine Service by calling their local number (202) 914-6676. If you choose not to pre-arrange a pickup at Dulles Airport, you can arrange transportation upon arrival in the airport by calling the Key Bridge Marriott's Bell Captain's stand at (703) 524-2243 X6400. They will indicate where you should wait for the Blue Star Limosine. Generally, it takes about 30 minutes for pick up.
- 3) **Taxi fare** is approximately \$25.00.

By car: The hotel is located on the Virginia side of the Key Bridge overlooking Georgetown and the Potomac River, just off the George Washington Memorial Parkway at Interstate 66. Free parking is provided.

AMTRAK Train to Union Station. You can take a taxi to the hotel for approximately \$7.00 or take the METRO (subway) Red Line to METRO CENTER and transfer to the Blue or Orange Line to the Rosslyn station. The hotel is a two block walk.

COUNCIL OF FELLOWS CALL FOR VOLUNTEERS

You are invited to express your interest in serving on a standing committee, ad hoc committee or task force of the Council of Fellows. If you are interested in serving, please complete this form and return it by **April 30** to:

Dr. Roy P. Peterson
Assistant to the Director for Educational Attainment
Kentucky Council of Higher Education
1050 U.S. 127 South
Frankfort, KY 40601

Name _____ Class Year _____

Title _____

Institution _____

Address _____

Telephone Number _____
(office) _____ (home) _____

My first choice (1) and second choice (2) for service on a Council of Fellows committee are indicated below:

_____ **Alumni Professional Development Committee** - To serve in an advisory and planning capacity to ACE staff in all areas related to alumni/ae professional development programming, including pre-conference workshops, Council of Fellows Day, annual working reunions, and summer renewal activities. Chaired by Barbara Hetrick (1983-84), *vice chair*, Council of Fellows.

_____ **Fund Raising Committee** - To plan and implement an annual fund drive among ACE Fellows Program alumni/ea. Co-chaired by Jean Dowdall (1978-79) and Richard Kamber (1980-81).

_____ **Major Event Committee** - To plan the annual major social event that takes place during the ACE Annual Meeting. Chaired by Annie Kronk (1982-83).

_____ **Service Committee** - To identify priorities and implement activities which provide service to ACE, Fellows, and ACE institutions. Chaired by Jessica Kozloff (1985-86).

_____ **Task Force on Minority Infusion** - To develop strategies on integrating minority perspectives into higher education through ACE activities, the Fellows Program, and the ACE Annual Meetings. Co-chaired by John Wolfe (1982-83) and Elsa Nunez-Wormack (1985-86).

_____ **Alumni Relations Committee** - To analyze patterns of involvement by former Fellows in the Council of Fellows and ACE; to develop and implement plans to enhance that involvement. Chaired by Lee Williams (1986-87).

_____ I cannot volunteer to serve on a committee this year, but I want to offer the following suggestions:

SEND US YOUR FAX NUMBERS!

We are in the process of collecting your FAX numbers to include in the next edition of the *Fellows Directory*. Please complete the information below and return it to the ACE Fellows Program office. Thank you.

Name _____ Class Year _____

Title _____

Address _____

Phone _____

FAX _____

SEND TO:

ACE FELLOWS PROGRAM
AMERICAN COUNCIL ON EDUCATION
ONE DUPONT CIRCLE
WASHINGTON, DC 20036

**AMERICAN
COUNCIL ON
EDUCATION**

One Dupont Circle
Washington, D. C. 20036

First Class Mail U.S. POSTAGE PAID Rockville, MD PERMIT NO. 800

Dr. Lawrence M. Clark
Associate Provost
North Carolina State University
Holladay Hall
P.O. Box 7101
Raleigh, NC 27695-7101

AMERICAN COUNCIL ON EDUCATION

Division of Policy Analysis and Research

February 5, 1990

*② American
Council on
Education*

Dear Colleague:

I am pleased to announce the American Council on Education's new Research Brief series. As an introduction to the series I have enclosed a complimentary copy of "Faculty Salaries in Perspective." Each year the series will publish eight research briefs on topics pertinent to postsecondary education.

Haven't you wished you had a handy source that pulls together the latest information on key issues in higher education? The Research Brief series fills that need and is designed to save time for busy administrators, faculty and researchers. We draw on a wide range of research that the Division of Policy Analysis and Research monitors on a regular basis.

If you should decide to subscribe to the Research Brief series, the schedule for the remainder of the year is:

February: "Students Who Work"

March: "Racial and Ethnic Trends in College
Participation: 1976 to 1988"
"Profile of Community College Students"

April: "College Graduates in the Labor Force"
"A Decade of Women Doctorates: 1978 to 1988"

May: "College Enrollment by Age"
"Institutional Responses to Student Assessment"

The enclosed announcement and subscription form describes the series.

We invite you to take out a subscription. I am confident that each of these briefs will prove to be a concise and useful resource.

If you have questions on any of the Research Briefs, please contact Cecilia Ottinger (202) 939-9452.

Cordially,

Elaine El-Khawas

Elaine El-Khawas
Vice President for Policy
Analysis and Research

EEK/rmh
Enclosure

One Dupont Circle, Washington, D.C. 20036-1193 (202) 939-9450
FAX (202) 833-4760





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- Profile of Community College Students
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One Dupont Circle, NW, Washington, DC 20036. (202) 939-9453.

All orders must be prepaid. No purchase orders accepted.

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Do you know someone else who would like to subscribe to the Research Brief Series?

Name: _____ Title: _____

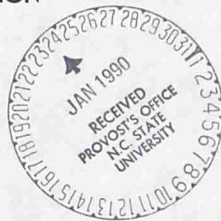
Institution: _____

Address: _____

City, State, Zip: _____ Phone: _____

AMERICAN COUNCIL ON EDUCATION

Center for Leadership Development



January 12, 1990

Dear Fellow:

We are pleased to send you the updated version of the ACE Fellows Directory which includes all Fellows through the 1988-89 class. As always, this is outdated before you receive it. Fellows do move a lot. Please do keep the information coming so we can keep our records straight and can share updated information with your colleagues.

As we put the finishing touches on the 25th Anniversary celebration of the ACE Fellows Program, we think about you and hope to see many of you in DC.

With all best wishes for the New Year,

Sincerely,

Madeleine F. Green
Vice President and Director
ACE Fellows Program

Marlene Ross
Deputy Director
ACE Fellows Program

MFG:MR/dm



ACE
Fellows Directory

1965—1989

**Center for
Leadership
Development**

**AMERICAN
COUNCIL ON
EDUCATION**

AMERICAN COUNCIL ON EDUCATION

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College
Harold T. Shapiro, President, Princeton University
Roy B. Shilling, Jr., President, Southwestern University

Elected Officers of Associations—Ex officio for three-year terms:

- Lawrence W. Tyree, Chancellor, Dallas County
Community College District, *American Association of
Community and Junior Colleges*
Alice Chandler, President, State University College at New
Paltz, *American Association of State Colleges and
Universities*
James H. Daughdrill, Jr., President, Rhodes College,
Association of American Colleges
Gene A. Budig, Chancellor, University of Kansas,
Association of American Universities
To Be Announced, *Association of Catholic Colleges and
Universities*
Thomas Savage, SJ, President, Rockhurst College,
Association of Jesuit Colleges and Universities
Keith G. Briscoe, President, Buena Vista College, *Council
of Independent Colleges*
William P. Hytche, Chancellor, University of Maryland,
Eastern Shore, *National Association for Equal
Opportunity in Higher Education*
Joab M. Lesesne, Jr., President, Wofford College, *National
Association of Independent Colleges and Universities*
John A. DiBiaggio, President, Michigan State University,
*National Association of State Universities and Land-
Grant Colleges*

Elected Officers of Associations—Ex officio for one-year nonvoting term:

- Gilbert Sanchez, President, New Mexico Highlands
University, *Hispanic Association of Colleges and
Universities*
Samuel DuBois Cook, President, Dillard University,
United Negro College Fund

WHES Representative—One-year nonvoting term:

- Alice Gallin, OSU, Executive Director, Association of
Catholic Colleges and Universities, *Washington Higher
Education Secretariat* . . .

ACE Fellows Directory

1965 - 1989

**Center for Leadership Development
American Council on Education
One Dupont Circle
Washington, DC 20036-1193
(202) 939-9420**

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American Council on Education
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CLASS OF 1965-66

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Address Unknown

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Whitewater, WI 53190
414-472-1918

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Department of Philosophy
University of Delaware
Newark, DE 19711
302-451-2359

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Professor, Engineering Department
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Bronx, NY 10453
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Logan, UT 83421
801-753-0841

Dr. Charles E. Teckman
Professor, Department of
Education Leadership
Miami University
350 McGuffey Hall
Oxford, OH 45056
513-529-6825

Dr. Jerusa C. Wilson
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 California State University-Northridge - Johnson, 1980-81
 California State University-Stanislaus - Alter, 1973-74
 Chaffey College - Young, 1975-76
 Chapman College - Beck, 1985-86
 College of Alameda - Brown, 1977-78
 College of Alameda - Davila, 1982-83
 College of Alameda - Tucker, 1974-75
 College of the Sequoias - Sanchez, 1973-74
 Communication Excellence Institute - Palmer, 1985-86
 Dominican College of San Rafael - Fink, 1974-75
 East Los Angeles College - Cardoza, 1980-81
 El Camino College - Drew, 1985-86
 The Fielding Institute - Di Stefano, 1987-88
 Foothill College - Fong, 1979-80
 Foothill College - McHargue, 1981-82
 Humboldt State University - Emenhiser, 1972-73
 Humboldt State University - Wallace, 1981-82
 Laney College - Newton, 1976-77
 Los Medanos College - Chin, 1976-77
 Mills College - Metz, 1974-75
 Mount St. Mary's College - Becker, 1967-68
 Mount St. Mary's College - Kelly, 1987-88
 Mount St. Mary's College - Kennelly, 1969-70
 Novato Unified School District - Whitt, 1970-71
 Pacific Homes Foundation - Skelly, 1968-69
 Peralta Community College District - Benton, 1983-84
 Peralta Community College District - Love, 1975-76
 Peralta Community College District - Williams, 1980-81
 Richmond Unified School District - Wood, 1984-85
 San Diego City College - Jackson, 1975-76
 San Diego State University - Little, 1971-72
 San Diego State University - Anthony, 1973-74
 San Francisco State University - Rogers, 1973-74
 San Jose State University - Buzanski, 1971-72
 San Jose State University - Cohen, 1970-71
 San Jose State University - Hughey, 1978-79
 San Jose State University - Melendy, 1967-68
 Skyline Community College - Valeau, 1985-86

ACE Fellows Overseas

SRI International Industry - Ruggels, 1969-70
St. Mary's College - Zingg, 1983-84
Sullivan and Associates - Sullivan, 1973-74
University of California-System - Keller, 1987-88
University of California-Berkeley - Haro, 1987-88
University of California-Davis - Dorf, 1968-69
University of California-Davis - Springer, 1980-81
University of California-Hastings College of the Law -
Woody, 1977-78
University of California-Irvine - Bird, 1972-73
University of California-Irvine - Clecak, 1974-75
University of California-Los Angeles - Siporin, 1972-73
University of California-Los Angeles - Wilson, 1967-68
University of California-San Diego - Brown, 1982-83
University of California-Santa Barbara - McAda, 1978-79
University of California-Santa Barbara - Smith, 1966-67
University of California-Santa Cruz - Shaw, 1975-76
University of Southern California - Koda, 1971-72
- 23 Nancy Way, Menlo Park - Holmes, 1969-70

COLORADO

Adams State College - Fulkerson, 1972-73
Boulder Consulting Group - Baldwin, 1974-75
Canon City Medical Center - Hubbell, 1967-68
Colorado School of Mines - Copeland, 1970-71
Colorado School of Mines - Golden, 1978-79
Colorado State University - Morgan, 1969-70
Fort Lewis College - Jones, 1972-73
Metropolitan State College - Angeletti, 1977-78
Metropolitan State College - Netzel, 1967-68
Regis College - Clarke, 1967-68
University of Colorado-Boulder - Silverman, 1966-67
University of Colorado-Boulder - Nelson, 1966-67
University of Colorado-Denver - Breivik, 1983-84
University of Colorado-Denver - Emmert, 1988-89
University of Northern Colorado - Kozloff, 1985-86
University of Southern Colorado - Janes, 1968-69
University of Southern Colorado - Pence, 1985-86
University of Southern Colorado - Wiedemann, 1985-86
- 2755 Julliard, Boulder - Bean, 1975-76
- 7860 S. Hudson St. Littleton - Haller, 1979-80

CONNECTICUT

Eastern Connecticut State University - Daniels, 1986-87
New Haven Public Schools - Quezada, 1982-83
Sacred Heart University - Wenzel, 1985-86
Trinity College - Robbins, 1987-88
University of Connecticut-Stamford - Arms, 1986-87
University of Hartford - Burke, 1986-87
University of Hartford - Giannaros, 1988-89
University of Hartford - Lawson, 1979-80
University of New Haven - Jewell, 1976-77
Waterbury State Technical College - Pace, 1986-87

DELAWARE

Delaware State College - Tisdale, 1985-86
University of Delaware - Dilley, 1965-66
University of Delaware - Palley, 1974-75
University of Delaware - Soles, 1971-72
University of Delaware - Wenger, 1970-71

DISTRICT OF COLUMBIA

American Association of State Colleges and Universities -
Stroup, 1975-76
American Association of University Professors - Kreiser,
1976-77
American Nurses Association - Bessent, 1974-75
Catholic University of America - Pickert, 1986-87
Council for International Exchange of Scholars - Baca,
1975-76
Jesuit Conference - Harmon, 1972-73
Howard University Hospital - Pinson, 1968-69
National Endowment for the Humanities - Frankfort,
1984-85
National Food Processors Association - Heldman, 1974-75
The Pentagon - Kauvar, 1976-77
Trinity College - Cook, 1973-74
University of the District of Columbia - Field, 1976-77
University of the District of Columbia - Paige, 1988-89
University of the District of Columbia - Racine, 1984-85
University of the District of Columbia - Verbal, 1972-73
The White House - Bennett, 1975-76
World Bank - Farner, 1965-66
- 6134 31st Pl. NW, - Maclin, 1977-78

FLORIDA

Florida A&M University - Ammons, 1986-87
Florida A&M University - Hemmingway, 1988-89
Florida A&M University - Hogg, 1975-76
Florida State University - Sherron, 1976-77
Miami-Dade Community College - Brown, 1967-68
Miami-Dade Community College - Lundgren, 1974-75
Miami-Dade Community College - Stokes, 1970-71
Pasco-Hernando Community College - Jones, 1967-68
Rollins College - Cohen, 1981-82
Saint Leo College - Parker, 1984-85
University of Central Florida - Astro, 1974-75
University of Central Florida - Llewellyn, 1968-69
University of Florida - Burns, 1985-86
University of Florida - Gary-Harris, 1983-84
University of North Florida - Coy, 1969-70
University of South Florida - Heck, 1965-66
University of South Florida - Parrino, 1988-89
University of Tampa - Mendelsohn, 1966-67
- 1810 Osceola St., Jacksonville - Stuckey, 1966-67
- 3103 San Isidro, Tampa - Owens, 1966-67
- 4372 Brandywine Dr., Sarasota - McCauliff, 1973-74
- 8545 S.W. 104th Street, Miami - Besvinick, 1966-67

GEORGIA

Brewton-Parker College - Holmes, 1982-83
 Center for Disease Control - Malvitz, 1984-85
 Georgia Southern College - Alexander, 1985-86
 Georgia Southern College - Carter, 1979-80
 Georgia State University - Baggett, 1968-69
 Georgia State University - Cantrell, 1985-86
 Georgia State University - Elifson, 1984-85
 Georgia State University - Knowles, 1976-77
 Georgia State University - Robbins, 1977-78
 INROADS/Atlanta, Inc. - Smith, 1977-78
 Southern Association of Colleges and Schools - Carter,
 1986-87
 University of Georgia - Calhoun, 1975-76
 University of Georgia - Del Rey, 1979-80
 University of Georgia - Price, 1984-85
 University of Georgia - Tresp, 1966-67
 Valdosta State College - Upchurch, 1979-80
 - 2193 Spearpoint Drive, Marietta - Kolka, 1972-73

HAWAII

Kapiolani Community College - Richards, 1981-82
 University of Hawaii - Izutsu, 1982-83
 University of Hawaii Community Colleges - Tsunoda,
 1973-74
 University of Hawaii-Manoa - Gething, 1974-75
 University of Hawaii-Manoa - McKnight, 1983-84
 University of Hawaii-Manoa - Wunsch, 1982-83

IDAHO

University of Idaho - McCroskey, 1977-78
 - 3736 LaFontana Way, Boise - Eibl, 1974-75

ILLINOIS

Augustana College - Selbyg, 1986-87
 Bradley University - Etaugh, 1982-83
 Chicago State University - Burris, 1982-83
 Chicago State University - Inglehart, 1983-84
 Chicago State University - Sesay, 1983-84
 Chicago State University - Sullivan, 1970-71
 Chicago State University - Wilson-Comer, 1977-78
 DePaul University - Masterson, 1969-70
 Eastern Illinois University - Rives, 1969-70
 The Franklin of American Brands - Martin, 1987-88
 Governors State University - Gross, 1977-78
 Governors State University - Verrett, 1978-79
 Illinois College - Nies, 1978-79
 Illinois State University - Chapman, 1979-80
 Illinois State University - Jefferson, 1974-75
 Illinois State University - Morris, 1972-73
 Illinois Wesleyan University - Myers, 1981-82
 Lake Forest College - Martin, 1967-68
 Mundelein College - Murphy, 1974-75

North Central College - McFaul, 1979-80
 Northeastern Illinois University - Lesmes, 1982-83
 Northeastern Illinois University - Smith, 1988-89
 Northern Illinois University - Beasley, 1969-70
 Northern Illinois University - Chibucos, 1983-84
 Northern Illinois University - Cress, 1985-86
 Northern Illinois University - Daniel, 1981-82
 Northern Illinois University - Williams, 1976-77
 Northwestern University - Lamont, 1971-72
 Oakton College - Bers, 1979-80
 Sangamon State University - Long, 1967-68
 Southern Illinois University - Comer, 1968-69
 Southern Illinois University - Gobert, 1969-70
 Southern Illinois University - Higginson, 1986-87
 Southern Illinois University - Myer, 1967-68
 Southern Illinois University - Shepherd, 1978-79
 Southern Illinois University-Edwardsville - Quillian,
 1983-84
 University of Chicago - Massey, 1974-75
 University of Illinois at Chicago - Brownlee, 1978-79
 University of Illinois at Chicago - Mrtek, 1978-79
 University of Illinois at Urbana-Champaign - Bentz,
 1967-68
 University of Illinois at Urbana-Champaign - Magelli,
 1965-66
 Western Illinois University - Ledbetter, 1977-78
 Western Illinois University - Wagoner, 1971-72
 Wilbur Wright College - Smith, 1969-70
 - 824 Echo Lane, Glenview - Hopfe, 1971-72
 2314 Simpson St., Evanston - Nebel, 1981-82
 - 4263 West 76th Street, Chicago - Krupp, 1968-69

INDIANA

Indiana State University - Caldwell-Colbert, 1987-88
 Indiana State University - Millar, 1976-77
 Indiana University - Mobley, 1970-71
 Indiana University East - Nelms, 1981-82
 Indiana University Northwest - Elliott, 1980-81
 Liberty Fund, Inc. - King, 1973-74
 Marian College - Felicetti, 1976-77
 Marian College - Gatto, 1966-67
 Marion College - Rocklage, 1970-71
 Taylor University - Stanislaw, 1982-83
 University of Indianapolis - Lantz, 1973-74
 University of Notre Dame - Scott, 1975-76
 Valparaiso University - Greinke, 1976-77
 Vincennes University - Budig, 1980-81
 - 334 E. Berry St., Fort Wayne - Petro, 1968-69

IOWA

Drake University - Russi, 1982-83
 Marycrest College - Bigham, 1983-84
 University of Northern Iowa - Geadelmann, 1981-82
 University of Northern Iowa - Hovet, 1978-79
 - RR 1, Box 126-D, Dysart - McFee, 1975-76

Kansas - Massachusetts

KANSAS

Emporia State University - Brinkman, 1970-71
Emporia State University - Payne, 1981-82
Kansas City Kansas Community College - Davies, 1968-69
Kansas State College of Pittsburg - Sandness, 1968-69
Saint Mary College - Miller, 1975-76
The Security Benefit Group, Inc. - Dykes, 1966-67
University of Kansas - Ramaley, 1978-79
Wichita State University - Jones, 1967-68
- 5544 Anderson Ave., Manhattan - Sjo, 1968-69

KENTUCKY

Alice Lloyd College - Whitaker, 1968-69
Bellarmine College - Permuth, 1980-81
Bellarmine College - Petrik, 1966-67
Bellarmine College - Starr, 1987-88
Berea College - Stephenson, 1973-74
Kentucky Council of Higher Education - Peterson, 1973-74
Knobs Haven Retreat Center - Manion, 1965-66
Morehead State University - Jones, 1977-78
Northern Kentucky University - Langmeyer, 1986-87
Northern Kentucky University - Snyder, 1985-86
Spaulding University - Egan, 1967-68
U. S. Army Reserve, Radcliff - MacLachlan, 1966-67
University of Kentucky - Cohen, 1985-86
University of Kentucky - Fink, 1985-86
University of Kentucky - Fleming, 1977-78
University of Kentucky - Jones, 1979-80
University of Kentucky - Middleton, 1981-82
University of Kentucky - Reedy, 1975-76
University of Kentucky - Wilson, 1988-89
Western Kentucky University - Chelf, 1969-70

LOUISIANA

Amoco Production Company - Truxillo, 1977-78
Centenary College of Louisiana - Richardson, 1967-68
Deutsch, Kerrigan & Stiles-New Orleans - Ferriot, 1974-75
Grambling State University - Carter, 1976-77
Grambling State University - Young, 1977-78
Louisiana State University - Hart, 1978-79
Louisiana State University - Rice, 1982-83
Louisiana State University-Shreveport - Bogue, 1974-75
Loyola University - Rousseau, 1971-72
Sophie Newcomb College - Die, 1986-87
Southeastern Louisiana University - Bregman, 1987-88
Southeastern Louisiana University - Smith, 1973-74
Southern University - Dupre', 1978-79
Tulane University - McDowell, 1966-67
Tulane University - Rogers, 1980-81
University of New Orleans - McNeely, 1988-89

MAINE

Colby College - McArthur, 1975-76
University of Maine System - MacKnight, 1982-83
University of Maine-Orono - Cronn, 1988-89
University of Maine-Fort Kent - Grady, 1970-71
University of Maine-Farmington - Maloney, 1985-86
University of Maine-Orono - Watkins, 1987-88
- 14 Sheridan Street, Portland - French, 1973-74

MARYLAND

Allegheny Community College - Alexander, 1973-74
Baker and Watts, Inc. - Dates, 1968-69
Bowie State University - Boone, 1978-79
Bowie State University - Elam, 1972-73
Bowie State University - Wolfe, 1982-83
Catonsville Community College - Hines, 1987-88
College of Notre Dame of Maryland - Feeley, 1970-71
Community College of Baltimore - Blaisdell, 1968-69
Community College of Baltimore - Lee, 1970-71
Coppin State College - Kelley, 1982-83
Coppin State College - Wilson, 1965-66
Education Consulting - Shoenberg, 1967-68
Goucher College - Jeffrey, 1987-88
Hood College - Bartlett, 1981-82
Hood College - Hetrick, 1983-84
Hood College - Peterson, 1987-88
The Johns Hopkins University - Kronk, 1982-83
The Johns Hopkins University - McGovern, 1981-82
Loyola College - Gray, 1976-77
Loyola College - McGuire, 1969-70
Meristem - Pearson, 1980-81
Montgomery College - Cronin, 1986-87
Montgomery College - Goldenberg, 1981-82
Morgan State University - Hawthorne, 1974-75
Public Health Service, Bethesda - Price, 1980-81
St. Mary's College - Underwood, 1979-80
University of Maryland System - Schick, 1968-69
University of Maryland - Cortes, 1985-86
University of Maryland - Leach, 1982-83
University of Maryland - Ridky, 1979-80
University of Maryland - Rutherford, 1977-78
University of Maryland-Baltimore - Burley, 1981-82
University of Maryland-Baltimore - Hovland, 1984-85
University of Maryland-Baltimore County - Starr, 1982-83
- 22 Acorn Circle #101, Meszaros, 1981-82

MASSACHUSETTS

Becker Junior College - Mott, 1969-70
Boston College - Valette, 1976-77
Bunker Hill Community College - Chisholm, 1972-73
Bunker Hill Community College - Robertson, 1978-79
College of the Holy Cross - Delaney, 1986-87
Dean Junior College - Kreshpane, 1969-70

Massachusetts - Missouri

Emerson College - Liebergott, 1987-88
Fitchburg State College - Ford, 1979-80
Harvard Graduate School of Education - Hoffman, 1986-87
Harvard University - Davis, 1972-73
Harvard University - Graham, 1969-70
Massachusetts Board of Regents - Mitchell, 1972-73
Merrimack College - Branca, 1978-79
N.E.C.C.U.M. - Elyssa, 1984-85
National Evaluation Systems - Alpert, 1978-79
Northeastern University - Lowndes, 1981-82
Regis College - Oates, 1969-70
Simmons College - Holmes, 1968-69
Simmons College - Wittenberg, 1988-89
Smith College - Jacobs, 1984-85
Smith College - Skarda, 1978-79
Stonehill College - Flora, 1982-83
Truce Road, Conway - Graves, 1975-76
University of Lowell - Cannon, 1978-79
University of Lowell - Goodwin, 1977-78
Worcester Polytechnic Institute - Massouh, 1974-75
Worcester Polytechnical Institute - Lutz, 1988-89
Worcester State College - Stefanini, 1977-78
- 121 Kirkstall Rd., Newtonville - Perlman, 1972-73
- 60 Forest St., Brookline - Rudnick, 1980-81
- 8 Springdale Road, Lexington - Scott, 1979-80
- 238 Warren Rd., Framingham - McCormick, 1969-70

MICHIGAN

Central Michigan University - Kohrman, 1974-75
Central Michigan University - Van Horn, 1978-79
Communicology, Inc. - Covington, 1981-82
Delta College - McKinnon, 1977-78
Eastern Michigan University - Johnson, 1985-86
Grand Rapids Junior College - Reikse, 1966-67
Grand Valley State Colleges - Seeger, 1974-75
Grand Valley State Colleges - Travis, 1983-84
Kalamazoo College - LaPlante, 1976-77
Mercy Health Services - Mansour, 1970-71
Michigan State University - Boger, 1972-73
Michigan State University - Book, 1980-81
Michigan State University - Harrison, 1970-71
Michigan State University - Pogel, 1988-89
Michigan State University - Williams, 1988-89
Northern Michigan University - Appleberry, 1973-74
Northern Michigan University - Glenn, 1966-67
Oakland University - Otto, 1982-83
Siena Heights College - Bennett, 1975-76
Siena Heights College - Real, 1970-71
Sisters of St. Joseph Health System - Waldmann, 1966-67
University of Michigan - Chin, 1982-83
University of Michigan - Colburn, 1975-76
University of Michigan - Lipschutz, 1980-81
University of Michigan - Pachella, 1978-79
W. K. Kellogg Foundation - Baines, 1978-79
W. K. Kellogg Foundation - Elser, 1967-68
Wayne State University - Chestang, 1979-80

Wayne State University - Churchwell, 1971-72
- 1001 Superior, Saulte Ste. Marie - MacLaren, 1972-73

MINNESOTA

Augsburg College - Noonan, 1981-82
Carleton College - Carlin, 1976-77
College of Saint Thomas - Madsen, 1982-83
College of St. Benedict - Super, 1977-78
College of St. Catherine - Pampusch, 1976-77
Concordia College - Anderson, 1971-72
Gustavus Adolphus College - Johnson, 1968-69
Gustavus Adolphus College - Jones, 1969-70
Honeywell, Inc. - Hogan, 1976-77
Macalester College - Rossmann, 1977-78
Minnesota State University System - Larson, 1987-88
Saint John's University - Hooker, 1979-80
St. Cloud State University - Lamwers, 1988-89
St. Cloud State University - Robinson, 1981-82
University of Minnesota - Benson, 1967-68
University of Minnesota - McBee, 1974-75
University of Minnesota - Thawley, 1984-85
- 138 South Gore, St. Louis - Muir, 1984-85
- Fox Chase Road, Hokah - Rose, 1966-67

MISSISSIPPI

Jackson State University - Benjamin, 1985-86
Jackson State University - Brooks, 1971-72
Jackson State University - Holloway, 1975-76
Jackson State University - Peoples, 1965-66
Jackson State University - Reeves, 1976-77
Millsaps College - Shive, 1978-79
Mississippi College - McCarty, 1971-72
Mississippi State University - Gilbert, 1979-80
Mississippi State University - Mabry, 1978-79
Mississippi State University - Wolverton, 1965-66
Mississippi Valley State University - Hudson, 1978-79
Tougaloo College - Goins-Shakir, 1982-83
University of Mississippi - McClelland, 1976-77
University of Mississippi - Meek, 1977-78

MISSOURI

American Soybean Association - Bader, 1967-68
Community Federal Savings & Loan - Davis, 1970-71
Famous Barr Company - Fulcher, 1978-79
Fontbonne College - Dunham, 1971-72
Fort Zumwalt School District - Boyles, 1969-70
Park College - Breckon, 1979-80
Southeast Missouri State University - Coar-Cobb, 1981-82
Southwest Missouri State University - Oberst, 1987-88
The Employment Partnership - Vander Waardt, 1983-84
University of Missouri - Bondeson, 1974-75
University of Missouri - Young, 1979-80
University of Missouri-Columbia - Gafke, 1983-84

Missouri - New York

University of Missouri-Columbia - Gautt, 1984-85
University of Missouri-Columbia - Johnson, 1972-73
University of Missouri-Columbia - Mitchell, 1966-67
University of Missouri-Columbia - Zguta, 1986-87
University of Missouri-Kansas City - Eubanks, 1979-80
University of Missouri-Kansas City - Harrington, 1981-82
University of Missouri-Rolla - Weart, 1970-71
University of Missouri-St. Louis - Burger, 1984-85
University of Missouri-St. Louis - Christensen, 1975-76
University of Missouri-St. Louis - Franzen, 1968-69
University of Missouri-St. Louis - Jones, 1981-82

MONTANA

Carroll College - Kerins, 1968-69
- 2011 24th St. West, Apt. 14, Billings - Blair, 1972-73

NEBRASKA

Peru State College - Cox, 1981-82
University of Nebraska - Craig, 1973-74
University of Nebraska - Horner, 1965-66
University of Nebraska-Omaha - Bauer, 1969-70

NEVADA

University of Nevada System - Fox, 1981-82
University of Nevada-Las Vegas - Starkweather, 1987-88
- 1616 Ridge Rd., Lansing - Hamill, 1984-85

NEW HAMPSHIRE

Colby-Sawyer College - Iadarola, 1980-81
Colby-Sawyer College - Stock, 1979-80
Colby-Sawyer College - Wyld, 1987-88
N.H. Council for the Humanities - Bickford, 1980-81
Plymouth State College - Kalikow, 1983-84
University of New Hampshire - Prince, 1965-66
University of New Hampshire - Trout, 1977-78
- Route 1, Box 192, Walpole - Seelye, 1973-74

NEW JERSEY

Brookdale Community College - DeCinque, 1985-86
Carnegie Foundation, Princeton - Glassick, 1967-68
Cumberland County College - Henry, 1978-79
Educational Testing Service - Mow, 1980-81
Fairleigh Dickinson University-Madison Campus - Gora,
1981-82
Glassboro State College - Masat, 1978-79
Glassboro State College - Simpson, 1973-74
Kean College of New Jersey - Gomez, 1982-83
Montclair State College - Jacobs, 1979-80
New Jersey Department of Higher Education - Schiwiek,
1984-85
New Jersey Institute of Technology - Allentouch, 1970-71

New Jersey Institute of Technology - Deutschman,
1971-72
Ramapo College - Brown, 1976-77
Ramapo College - Cody, 1983-84
Ramapo College - Hatala, 1974-75
Rutgers University - Gary, 1974-75
Rutgers University - Kells, 1966-67
Rutgers University - Laggini, 1966-67
Rutgers University - Ogilvie, 1980-81
Rutgers University - Wheeler, 1966-67
Rutgers University - Young, 1966-67
Seton Hall University - Wish, 1987-88
Stockton State College - Levin, 1980-81
Trenton State College - Kamber, 1980-81
William Paterson College - McNamara, 1985-86
- 47 Dowitcher Court - Gates, 1984-85

NEW MEXICO

College of Sante Fe - Mouton, 1979-80
Kaman Sciences Corporation - McLemore, 1979-80
New Mexico Institute of Mining and Technology - Bopp,
1968-69
New Mexico State University - Burke, 1970-71
New Mexico State University - Tombes, 1980-81
University of New Mexico - Porter, 1982-83

NEW YORK

The Academic Year in New York City - Baker, 1976-77
Alfred University - Rossington, 1972-73
Alfred University - Spriggs, 1970-71
American Scandinavian Foundation - McFate, 1973-74
Bankers Trust Company, New York - Fasel, 1977-78
Bronx Community College - CUNY - Stillerman, 1965-66
Clinton Community College - Fennell, 1972-73
Colgate University - Holbrow, 1972-73
College of Mt. Saint Vincent - Smith, 1970-71
Columbia University - Wolf, 1977-78
Cornell University - Wing, 1974-75
CUNY-College of Staten Island - Kleinman, 1975-76
CUNY-H.H. Lehman College - Stegmaier, 1971-72
CUNY-Hunter College - Hely, 1983-84
CUNY-Medgar Evers College - Johnson, 1977-78
CUNY-Medgar Evers College - McLaughlin, 1980-81
CUNY-Queens College - O'Brien, 1972-73
CUNY-Queensborough Community College - Loo, 1971-72
CUNY-Staten Island - Nunez-Wormack, 1985-86
Davis, Polk & Wardwell - Kable, 1969-70
Empire State College-SUNY - Brunschwig, 1980-81
Hobart & William Smith Colleges - March, 1977-78
Ithaca College - Williams, 1985-86
Keuka College - Lacy, 1978-79
Manhattan College - Ermg, 1972-73
Manhattanville College - Savage, 1972-73
Marymount Manhattan College - Reggio, 1982-83
Modern Language Association - Franklin, 1980-81

New York - Ohio

Mousaw, Vigdor, Reeves, Heilbronner & Knoll - Valenti,
1970-71

Nassau Community College - Nealon, 1969-70
New York City Technical College - Walter, 1987-88
Pace University - Saly, 1966-67
Parsons School of Design - Olton, 1970-71
Paul Smith's College - Chamberlain, 1976-77
Rensselaer Polytechnic Institute - Carlson, 1969-70
Russell Sage College - Colby, 1975-76
Sarah Lawrence College - Conant, 1966-67
Skidmore College - Seligman, 1980-81
Southern Illinois University - Conde, 1968-69
St. Bonaventure University - Campbell, 1968-69
SUNY-Albany - Flanagan, 1988-89
SUNY-Albany - Jennings, 1971-72
SUNY-Albany - Wiles, 1978-79
SUNY-Brockport - Siegel, 1974-75
SUNY-Buffalo - Albino, 1983-84
SUNY-Buffalo - Baumer, 1972-73
SUNY-Buffalo - Eddins, 1968-69
SUNY-Buffalo - Jenkins, 1971-72
SUNY-Buffalo - Mohl, 1975-76
SUNY-Buffalo - Sample, 1970-71
SUNY-Buffalo - Whitmore, 1983-84
SUNY-College of Environmental Science, Syracuse -
Anderson, 1970-71

SUNY-Fredonia - Warner, 1976-77
SUNY-Oswego - Hertz-Ohmes, 1971-72
SUNY-Oswego - Silveira, 1969-70
SUNY-Stony Brook - Dolan, 1966-67
U. S. Embassy, Athens - Boneparth, 1978-79
Westchester Community College - Berg, 1968-69
Yeshiva University - Bacon, 1980-81
Yeshiva University - Gurock, 1988-89
- P. O. Box 023625 - Klotzburger, 1977-78
- 18 West 90th Street - Forte, 1985-86
- 295 Park Ave. So., #358L - Alper, 1977-78
- 73 Berkshire Road - Baker, 1967-68

NORTH CAROLINA

Appalachian State University - Durham, 1969-70
Atlantic Christian College - Davis, 1972-73
Atlantic Christian College - Hemby, 1979-80
Belmont Abbey College - Arslanian, 1980-81
Belmont Abbey College - McLeod, 1987-88
Central Piedmont Community College - Baker, 1981-82
Duke University - Sawyer, 1974-75
East Carolina University - Chia, 1980-81
East Carolina University - Cullop, 1971-72
East Carolina University - Maier, 1965-66
East Carolina University - Springer, 1982-83
Lenoir-Rhyne College - Von Dohlen, 1976-77
Livingstone College - Franklin, 1988-89
Mars Hill College - Schmeltekopf, 1982-83
North Carolina A&T State University - Smith, 1976-77
North Carolina A&T State University - Hayes, 1966-67

North Carolina Central University - Lipscomb, 1976-77
North Carolina State University - Clark, 1977-78
North Carolina State University - Grant, 1986-87
North Carolina State University - Harvey, 1983-84
North Carolina State University - Howard, 1976-77
North Carolina State University - Poulton, 1966-67
North Carolina State University - Stewart, 1982-83
Pembroke State University - Hutchins, 1968-69
Salem College - Cobb, 1986-87
Sandhills Community College - Dempsey, 1980-81
University of North Carolina-Asheville - Brown, 1966-67
University of North Carolina-Asheville - Browning, 1983-84
University of North Carolina-Chapel Hill - Dill, 1972-73
University of North Carolina-Chapel Hill - Memory, 1971-72
University of North Carolina-Charlotte - Carrubba, 1981-82
University of North Carolina-Greensboro - DeRosa,
1984-85
University of North Carolina-Greensboro - Miller, 1967-68
Wake Forest University - Hamilton, 1982-83
Western Carolina University - Wakeley, 1969-70
Winston-Salem State University - Johnson, 1987-88
Winston-Salem State University - Thompson, 1970-71

NORTH DAKOTA

Dickinson State University - Watrel, 1967-68
Tri-College University - Kierscht, 1980-81

OHIO

Baldwin-Wallace College - Bender, 1982-83
Baldwin-Wallace College - Collier, 1980-81
Bowling Green State University - Hutchinson, 1982-83
Bowling Green State University - Tack, 1977-78
Cleveland State University - Jordan, 1979-80
Cleveland State University - Soules, 1965-66
Cleveland State University - Tew, 1970-71
College of Mount Saint Joseph - Haubner, 1974-75
Denison University - Hill, 1979-80
Denison University - Myers, 1981-82
John Carroll University - Schlegel, 1982-83
Kettering Foundation - Smith, 1968-69
Medical College of Ohio - Vogt, 1974-75
Miami University - Skipper, 1972-73
Miami University - Teckman, 1965-66
Miami University - Ward, 1975-76
Mount Union College - Stanitski, 1984-85
Oberlin College - Swan, 1979-80
Ohio State University - Halverson, 1965-66
Ohio State University - Harf, 1975-76
Ohio State University - Pruitt, 1977-78
Ohio State University - Skidmore, 1967-68
Ohio University - Allen, 1978-79
Ohio University - Gilfert, 1971-72
Ohio University - Robe, 1970-71
Ohio Wesleyan University - Pitts, 1986-87
University of Akron - Moore, 1985-86

Ohio - South Carolina

University of Cincinnati - Millard, 1982-83
University of Cincinnati - Rubenstein, 1980-81
University of Cincinnati - Trent, 1983-84
University of Dayton - Fitz, 1978-79
University of Dayton - Karns, 1988-89
Wilmington College - Marcuson, 1969-70
Wilmington College - Thorburn, 1976-77
Wright State University - White, 1988-89

OKLAHOMA

University of Tulsa - Brill, 1969-70
Lewis and Clark College - Davis, 1984-85

OREGON

Oregon State University - Bloomfield, 1984-85
Oregon State University - Patterson, 1965-66
Oregon State University - Phillips, 1967-68
Oregon State University - Van de Water, 1982-83
Portland State University - Dahl, 1967-68
Reed College - Bennett, 1987-88
University of Oregon - Blankenship, 1969-70
University of Oregon - Leistner, 1966-67
- 1847 Fircrest Dr., Eugene - Rider, 1967-68

PENNSYLVANIA

American Diabetes Association - Cormier, 1982-83
Beaver College - Dowdall, 1978-79
Beaver College - Gray, 1968-69
Bloomsburg University of Pennsylvania - Newson, 1987-88
Bucknell University - Becker, 1978-79
Carlow College - Dana, 1974-75
Carnegie Mellon University - Thacker, 1984-85
Chestnut Hill College - MacDonald, 1974-75
Gettysburg College - Cowan, 1980-81
Gettysburg College - Stavropoulos, 1988-89
Harrisburg Area Community College - Solon, 1977-78
Indiana University of Pennsylvania - Richards, 1976-77
Indiana University of Pennsylvania - Fordyce, 1982-83
Kutztown State College - Wittman, 1973-74
Lafayette College - Childs, 1986-87
Lafayette College - Sharpless, 1981-82
Lehigh University - Ota, 1982-83
Lehigh University - Ottervik, 1968-69
Lock Haven University of Pennsylvania - Zaharis, 1972-73
Medical College of Pennsylvania - Peterson, 1975-76
Medical College of Philadelphia - Dugan, 1982-83
Middle States Colleges and Schools - Simmons, 1972-73
Montgomery County Community College - Bender, 1985-86
Montgomery County Community College - Rizzo, 1984-85
Moravian Academy - Sipple, 1973-74
The Pennsylvania State University - Malone, 1969-70
The Pennsylvania State University - Simmons, 1984-85
The Pennsylvania State University - Smyer, 1985-86

The Pennsylvania State University - Sullivan, 1987-88
Seton Hill College - Mann, 1967-68
Shippensburg State College - Bassin, 1972-73
Shippensburg State College - Oravetz, 1969-70
Susquehanna University - Cunningham, 1976-77
Susquehanna University - Dotterer, 1987-88
Susquehanna University - Neff, 1978-79
University of Pennsylvania - Misalis, 1980-81
University of Pennsylvania - Randolph, 1982-83
University of Pittsburgh - Daniel, 1973-74
University of Scranton - Williams, 1986-87
Ursinus College - Pilgrim, 1984-85
Villanova University - Cherry, 1977-78
Westminster College - Swanhart, 1966-67
Wilson College - Merriam, 1977-78
- 2060 15th St., Bethlehem - Van Gieson, 1974-75
- 51 Caenarvon Lane, Haverford - Papalia-Finlay, 1979-80

PUERTO RICO

Xavier University - Mariano, 1971-72
Ana G. Mendez Educational Foundation - Garcia-Passalacqua, 1968-69
Inter American University of Puerto Rico - Guardiola de Suris, 1983-84
Inter American University of Puerto Rico - Lopez, 1985-86

RHODE ISLAND

Brown University - Gregorian, 1973-74
Bryant College - Trueheart, 1968-69
Rhode Island College - Bierden, 1975-76
University of Rhode Island - Brownell, 1978-79
University of Rhode Island - Gutchen, 1967-68
University of Rhode Island - Kellogg, 1979-80
University of Rhode Island - Lord, 1988-89
University of Rhode Island - Tyler, 1977-78
- 2110 Gin Branch Road, Sumter - McDavid, 1973-74

SOUTH CAROLINA

Denmark Technical College - Knowles, 1984-85
Medical University of South Carolina - Higgins, 1982-83
Technical College of the Lowcountry - McNutt, 1985-86
University of South Carolina - Schwab, 1985-86
University of South Carolina - Columbia - Mulvaney, 1968-69
University of South Carolina-Coastal Carolina College - Thompson, 1967-68
University of South Carolina-Columbia - Kay, 1981-82
University of South Carolina-Columbia - Moody, 1969-70
Wofford College - McGehee, 1968-69

South Dakota - Virginia

SOUTH DAKOTA

Northern State University - Brown, 1977-78
Northern State University - Wallisch, 1982-83
South Dakota State University - Spinar, 1970-71

TENNESSEE

LeMoyné-Owen College - Bailey, 1975-76
LeMoyné-Owen College - Jordan, 1986-87
LeMoyné-Owen College - McPhail, 1978-79
LeMoyné-Owen College - Vaughn, 1988-89
Memphis State University - Arata, 1968-69
Middle Tennessee State University - McCash, 1986-87
Molloy State Community College - Finch, 1986-87
Rhodes College - Hammond, 1975-76
Shelby State Community College - Hooks, 1978-79
Tennessee Higher Education Commission - Ellsworth, 1975-76
Tennessee State Board of Regents - Bach, 1973-74
Tennessee State University-Nashville - Neal, 1978-79
University of Tennessee-Chattanooga - Breland, 1983-84
University of Tennessee-Chattanooga - Obear, 1967-68
University of Tennessee-Chattanooga - Packard, 1978-79
University of Tennessee-Knoxville - Cochran, 1980-81
University of Tennessee-Knoxville - Reese, 1969-70
University of the South - Alvarez, 1971-72
Vanderbilt University - Phillips-Madson, 1976-77

TEXAS

Baylor College of Medicine - Camacho, 1977-78
Dallas County Community College District - Acevedo, 1987-88
Dallas County Community College District - Caswell, 1978-79
Diocese of Galveston-Houston - Honeywell, 1973-74
El Centro Community College - Ruffin, 1975-76
Griffith and Reese, Lubbock - Reese, 1973-74
Incarnate Word College - Monahan, 1976-77
Jarvis Christian College - Nimmons, 1979-80
Lamar University - Baker, 1988-89
Lamar University - Summerlin, 1988-89
North Texas State University - Simms, 1983-84
North Texas State University - Totten, 1970-71
Our Lady of the Lake University - Benoist, 1984-85
Sam Houston State University - Strecher, 1971-72
Southern Methodist University - Stephens, 1968-69
Southwest Texas State University - Peterson, 1971-72
Stephen F. Austin State University - Johnson, 1971-72
Stephen F. Austin State University - Wood, 1976-77
Tactile Learning Product - Traylor, 1971-72
Texas Southern University - Williams, 1982-83
Texas Southern University - Race, 1971-72
Texas Tech University - Ainsworth, 1972-73
Texas Tech University - Curl, 1972-73
Texas Tech University - Davenport, 1967-68

Texas Tech University - Morrow, 1974-75
Trinity University - Stepsis, 1976-77
Trinity University - White, 1987-88
University of Houston - Quintanilla, 1977-78
University of Houston - Reber, 1969-70
University of Houston - Stauffer, 1971-72
University of Texas at Dallas - Cherrington, 1977-78
University of Texas at Austin - Rhodes, 1973-74
University of Texas of the Permian Basin - Watts, 1969-70
University of Texas at San Antonio - Gibbs, 1972-73
University of Texas at Tyler - Fernandez, 1967-68
University of Texas at Dallas - Wiorkowski, 1981-82
West Texas State University - Freidell, 1969-70
- 15107 Sun Spur, San Antonio - Baker, 1974-75
- 3318 Adair St., Houston - Jones, 1968-69

UTAH

Dixie College - Alder, 1973-74
Utah State University - Cazier, 1967-68
- 1758 Country Club Dr., Logan - Swenson, 1965-66

VIRGINIA

College of William and Mary - Wiseman, 1987-88
Fairfax Presbyterian Church - Glasse, 1969-70
Florida Institute of Technology, Alexandria - Haring, 1968-69
George Mason University - Diner, 1983-84
George Mason University - Lewis, 1984-85
George Mason University - Potter, 1979-80
George Mason University - Renick, 1983-84
George Mason University - Swope, 1981-82
George Mason University - Taylor, 1972-73
Hampden-Sydney College - Drew, 1977-78
Hollins College - Stewart, 1966-67
J. Sargent Reynolds Community College - Greene, 1975-76
James Madison University - Warren, 1975-76
James Madison University - Emmert, 1977-78
Johnson C. Smith University - Hedgespeth, 1981-82
Longwood College - Lehman, 1976-77
Mary Washington College - Weinstock, 1980-81
Randolph-Macon College - Porter, 1981-82
Roanoke College - Gring, 1975-76
St. Paul's College - Satcher, 1975-76
United Jewish Federation - Rubin, 1979-80
University of Richmond - Eakin, 1975-76
University of Virginia - Gray, 1986-87
University of Virginia - Haas, 1966-67
Virginia Commonwealth University - Harris, 1980-81
Virginia Commonwealth University - Koerin, 1987-88
Virginia Commonwealth University - Melson, 1988-89
Virginia Polytechnic Institute - Smith, 1973-74
- 11705 Amkin Drive, Clifton - Janczewski, 1967-68
- 128 S. Lynnhaven Road, Virginia Beach - Jones, 1969-70

Virgin Islands - ACE Fellows Overseas

VIRGIN ISLANDS

University of the Virgin Islands - Kean, 1978-79

WASHINGTON

Eastern Washington University - Barber, 1966-67

Eastern Washington University - Felder, 1983-84

Gonzaga University - Bender, 1970-71

Gonzaga University - Kelsh, 1974-75

Seattle Pacific University - Boyce, 1978-79

Seattle University - Cronin, 1968-69

University of Puget Sound - Davis, 1971-72

University of Washington - Bollard, 1967-68

University of Washington - DeRouen, 1979-80

University of Washington - Loftus, 1975-76

University of Washington - Lorenzen, 1977-78

University of Washington - Thomas, 1979-80

University of Washington - Wolf-Wilets, 1975-76

Washington State University - Morgan, 1976-77

WEST VIRGINIA

Davis & Elkins College - Brayton, 1978-79

Marshall University - Hunter, 1986-87

University of Charleston - Hartman, 1975-76

West Virginia College of Graduate Studies - Childress, 1981-82

West Virginia State College - Darnton, 1968-69

West Virginia State College - Scott, 1972-73

West Virginia University - Collins, 1971-72

West Virginia University - Lucas, 1983-84

ACE FELLOWS OVERSEAS

AUSTRALIA

Western Institute of Management - Hayes, 1980-81

WISCONSIN

The Marine Corporation, Milwaukee - Fraser, 1976-77

Marquette University - Lazarus, 1978-79

Milwaukee Area Technical College - Stikes, 1981-82

University of Wisconsin-Eau Claire - Wenner, 1967-68

University of Wisconsin-Green Bay - Jowett, 1976-77

University of Wisconsin-Green Bay - Prange, 1965-66

University of Wisconsin-La Crosse - Schellin, 1980-81

University of Wisconsin-Milwaukee - Fernandez, 1981-82

University of Wisconsin-Milwaukee - Lasca, 1974-75

University of Wisconsin-Milwaukee - Schroeder, 1982-83

University of Wisconsin-Milwaukee - Van Horn, 1983-84

University of Wisconsin-River Falls - Copp, 1987-88

University of Wisconsin-Stevens Point - North, 1972-73

University of Wisconsin-Stevens Point - Sanders, 1980-81

University of Wisconsin-Superior - Haugland, 1965-66

University of Wisconsin-Whitewater - Conner, 1965-66

University of Wisconsin-Whitewater - Dominquez, 1976-77

University of Wisconsin-Whitewater - McLeRoy, 1969-70

- 3438 N. Oakland Ave., #206, Milwaukee - Frey, 1968-69

WYOMING

University of Wyoming - Powell, 1988-89

University of Wyoming - Schaefer, 1986-87

University of Wyoming - Sojka, 1984-85

PHILLIPPINES

Adamson University - del Callar, 1975-76

Xavier University - Mariano, 1971-72

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Wai-Shuang-Hsi, Shihlin
Taipei, Taiwan

ALPHABETICAL LISTING

A

Acevedo, Baltazar 1987-88
 Ainsworth, Charles 1972-73
 Albino, Judith 1983-84
 Alder, Douglas 1973-74
 Alexander, Donald 1973-74
 Alexander, Livingston 1985-86
 Allen, William 1978-79
 Allentouch, Arnold 1970-71
 Alper, M. Victor 1977-78
 Alpert, Richard 1978-79
 Alter, Richard 1973-74
 Alvarez, Laurence 1971-72
 Ammons, James 1986-87
 Anderson, David 1970-71
 Anderson, Jerry 1971-72
 Angeletti, Charles 1977-78
 Anthony, Sally 1973-74
 Appleberry, James 1973-74
 Arata, Dorothy 1968-69
 Arms, Karen 1986-87
 Arslanian, Artin 1980-81
 Astro, Richard 1974-75

B

Baca, M. Carlota 1975-76
 Bach, Bert 1973-74
 Bacon, Karen 1980-81
 Bader, Kenneth 1967-68
 Baggett, William 1968-69
 Bailey, Charles 1975-76
 Bailey, Ronald 1973-74**
 Baines, Tyrone 1978-79
 Baker, Alison 1976-77
 Baker, Christopher 1988-89
 Baker, Marion 1981-82
 Baker, Ronald 1974-75
 Baker, Thomas 1967-68
 Baldwin, Thomas 1974-75
 Ballantine, James 1968-69**
 Barber, William 1966-67
 Bareikis, Robert 1986-87
 Barnett, Edward 1976-77
 Bartlett, Patricia 1981-82
 Bassin, William 1972-73
 Bauer, Otto 1969-70
 Bauer, Roger 1970-71
 Baumer, William 1972-73
 Baxter, William 1967-68
 Bean, Geraldine 1975-76
 Beasley, Kenneth 1969-70
 Beck, Thomas 1985-86
 Becker, Barbara 1967-68

* Deceased

** Address Unknown

Becker, William 1978-79
 Belmore, Susan 1983-84*
 Bender, Donald 1970-71
 Bender, Lee 1985-86
 Bender, Obie 1982-83
 Benedict, Ted 1968-69
 Benjamin, Mary 1985-86
 Bennett, Douglas 1987-88
 Bennett, John 1975-76
 Bennett, William 1975-76
 Benoist, Howard 1984-85
 Benson, Frank 1967-68
 Benton, Delores 1983-84
 Bentz, Robert 1967-68
 Berg, Edward 1968-69
 Bers, Trudy 1979-80
 Bessent, Hattie 1974-75
 Besvinick, Sidney 1966-67
 Bickford, Charles 1980-81
 Bierden, James 1975-76
 Bigham, Wanda 1983-84
 Bird, Lewis 1972-73
 Blair, Charles 1972-73
 Blaisdell, H. Paul 1968-69
 Blankenship, Warren 1969-70
 Bloomfield, Stefan 1984-85
 Boger, Robert 1972-73
 Bogue, E. Grady 1974-75
 Bollard, R. J. H. 1967-68
 Bondeson, William 1974-75
 Boneparth, Ellen 1978-79
 Book, Cassandra 1980-81
 Boone, Zola 1978-79
 Bopp, Gordon 1968-69
 Boyce, Ronald 1978-79
 Boyles, Lyle 1969-70
 Branca, Geraldine 1978-79
 Brayton, Abbott 1978-79
 Breckon, Donald 1979-80
 Bregman, Norman 1987-88
 Breivik, Patricia 1983-84
 Breland, Walker 1983-84
 Brien, Richard 1968-69**
 Brill, James 1969-70
 Brinkman, J. Warren 1970-71
 Brooks, William 1971-72
 Brown, Catherine 1977-78
 Brown, David 1966-67
 Brown, Lester 1967-68
 Brown, Terence 1977-78
 Brown, Walter 1976-77
 Brown, Wayne 1968-69*
 Brown, Willie 1982-83

Brownell, Winifred 1978-79
 Browning, Shirley 1983-84
 Brownlee, Geraldine 1978-79
 Brunschwig, Fernand 1980-81
 Buck, Annye 1977-78*
 Budig, Jeanne 1980-81
 Burger, Gary 1984-85
 Burke, Gerald 1970-71
 Burke, Joseph 1986-87
 Burley, Dexter 1981-82
 Burns, J. Patout 1985-86
 Burris, Berlean 1982-83
 Buzanski, Peter 1971-72

C

Cain, Joseph 1965-66**
 Caldwell, Roger 1978-79
 Caldwell-Colbert, A. Toy 1987-88
 Calhoun, James 1975-76
 Camacho, Zenaido 1977-78
 Campbell, Joel 1968-69
 Cannon, Joan 1978-79
 Cantrell, Cecilia 1985-86
 Cardoza, Raul 1980-81
 Carlin, Charles 1976-77
 Carlson, A. Bruce 1969-70
 Carrubba, Robert 1981-82
 Carter, David 1986-87
 Carter, Harrison 1979-80
 Carter, Lamore 1976-77
 Cartwright, John 1967-68**
 Caswell, Jacquelyn 1978-79
 Cazier, Stanford 1967-68
 Chamberlain, H. David 1976-77
 Chapman, Elizabeth 1979-80
 Chapman, Karen 1974-75**
 Chelf, Carl 1969-70
 Cherrington, Blake 1977-78
 Cherry, Charles 1977-78
 Chestang, Leon 1979-80
 Chia, Rosina 1980-81
 Chibucos, Thomas 1983-84
 Childress, Ronald 1981-82
 Childs, Alan 1986-87
 Chin, Bruce 1982-83
 Chin, Stanley 1976-77
 Chisholm, Patricia 1972-73
 Christensen, Jerry 1975-76
 Churchwell, Charles 1971-72
 Clark, David 1967-68
 Clark, Lawrence 1977-78
 Clarke, David 1967-68
 Clecak, Peter 1974-75

Coar-Cobb, Bernice 1981-82
 Cobb, Eulalia 1986-87
 Cochran, J. Otis 1980-81
 Cody, Edward 1983-84
 Coffey, William 1984-85
 Cohen, Edward 1981-82
 Cohen, Jordan 1985-86
 Cohen, Kathleen 1970-71
 Colburn, C. William 1975-76
 Colby, Ursula 1975-76
 Collier, Mark 1980-81
 Collins, William 1971-72
 Comas, Robert 1976-77
 Comer, James 1968-69
 Conant, Miriam 1966-67
 Conde, David 1968-69
 Conely, James 1979-80
 Connell, Charles 1986-87
 Conner, James 1965-66
 Cook, Mary 1973-74
 Copeland, William 1970-71
 Copp, Brian 1987-88
 Cormier, Patricia 1982-83
 Cortes, Dario 1985-86
 Coughlin, Richard 1983-84*
 Covington, Ann 1981-82
 Cowan, David 1980-81
 Cox, Channing 1981-82
 Coy, Darwin 1969-70
 Craig, Karen 1973-74
 Craven, Eugene 1973-74*
 Cress, Donald 1985-86
 Cronin, James 1986-87
 Cronin, Timothy 1968-69
 Cronn, Dagmar 1988-89
 Cullop, Charles 1971-72
 Cunningham, Joel 1976-77
 Cunningham, Richard 1968-69**
 Curl, Samuel 1972-73

D

Dahl, Victor 1967-68
 Daleski, Richard 1975-76**
 Dana, Maria 1974-75
 Daniel, Jack 1973-74
 Daniel, Phillip 1981-82
 Daniels, Craig 1986-87
 Darnton, Donald 1968-69
 Dates, Victor 1968-69
 Davenport, Monty 1967-68
 Davies, Alton 1968-69
 Davila, Marita 1982-83
 Davis, Clarence 1984-85
 Davis, F. Mark 1972-73
 Davis, Harold 1970-71
 Davis, James 1972-73

Davis, Samuel 1972-73**
 Davis, Thomas 1971-72
 DeBoer, Marvin 1967-68
 DeCinque, Gregory 1985-86
 DeKoff, Irving 1967-68*
 del Callar, Achilles 1975-76
 Del Rey, Patricia 1979-80
 Delaney, Francis 1986-87
 Dempsey, John 1980-81
 Dent, Preston 1971-72**
 DeRosa, Donald 1984-85
 DeRouen, Timothy 1979-80
 Deutschman, Harold 1971-72
 Devettere, Raymond 1979-80**
 Di Stefano, Anna 1987-88
 Die, Ann 1986-87
 Dill, David 1972-73
 Dilley, Frank 1965-66
 Diner, Steven 1983-84
 Dinham, Sarah 1979-80
 Distasio, Patrick 1969-70**
 Dolan, Paul 1966-67
 Dominguez, John R. 1976-77
 Dorf, Richard 1968-69
 Dotterer, Ronald 1987-88
 Dowdall, Jean 1978-79
 Downard, William 1983-84*
 Drew, C. Irvin 1985-86
 Drew, Lewis 1977-78
 Dugan, Marjorie 1982-83
 Dunham, Meneve 1971-72
 Dupre, Beverly 1978-79
 Durham, Harvey 1969-70
 Dykes, Archie 1966-67

E

Eakin, Frank 1975-76
 Eddins, Berkley 1968-69
 Egan, Eileen 1967-68
 Eibl, John 1974-75
 Eklund, Dalhart 1969-70**
 Elam, Ada 1972-73
 Elifson, Joan 1984-85
 Elliott, Peggy 1980-81
 Ellsworth, Lucius 1975-76
 Elser, Arlon 1967-68
 Elyssa, Tara 1984-85
 Emenhiser, JeDon 1972-73
 Emge, Walter 1972-73
 Emmert, Mark 1988-89
 Emmert, Phillip 1977-78
 Etaugh, Claire 1982-83
 Eubanks, Eugene 1979-80

F

Farner, Frank 1965-66
 Fasel, George 1977-78
 Feeley, Kathleen 1970-71
 Felder, B. Dell 1983-84
 Felicetti, Daniel 1976-77
 Fennell, Jay 1972-73
 Fernandez, Ricardo 1981-82
 Fernandez, Thomas 1967-68
 Ferriot, Joanne 1974-75
 Field, Ronald 1976-77
 Finch, Janet 1986-87
 Fink, Joseph 1974-75
 Fink, Joseph L. 1985-86
 Fitz, Raymond 1978-79
 Flanagan, Timothy 1988-89
 Fleming, Juanita 1977-78
 Flora, Jo-Ann 1982-83
 Follett, Charles 1968-69**
 Fong, Bernadine 1979-80
 Ford, Oliver 1979-80
 Fordyce, Rachel 1982-83
 Forte, Joseph 1985-86
 Foster, Julian 1967-68
 Fox, Warren 1981-82
 Frankfort, Frank 1984-85
 Franklin, Bernard 1988-89
 Franklin, Phyllis 1980-81
 Franzen, William 1968-69
 Fraser, Leila 1976-77
 Freidell, Theodore 1969-70
 French, Paulette 1973-74
 Frey, John 1968-69
 Fulcher, Mary 1978-79
 Fulkerson, William 1972-73

G

Gafke, Roger 1983-84
 Garcia-Passalacqua, Juan 1968-69
 Gary, Melvin 1974-75
 Gary-Harris, Faye 1983-84
 Gates, Paul 1984-85
 Gatto, Louis 1966-67
 Gautt, Sandra 1984-85
 Geadelmann, Patricia 1981-82
 Gething, Judith 1974-75
 Giannaros, Demetrios 1988-89
 Gibbs, Beverly 1972-73
 Gilbert, Kathie 1979-80
 Gilmert, James 1971-72
 Glasse, James 1969-70
 Glassick, Charles 1967-68
 Glenn, Robert 1966-67
 Gobert, David 1969-70
 Goins Shakir, Annette 1982-83
 Golden, John 1978-79

* Deceased
 ** Address Unknown

G - L

Goldenberg, Myrna 1981-82
 Gomez, Elsa 1982-83
 Goode, Kenneth 1972-73**
 Goodwin, Susan 1977-78
 Gora, JoAnne 1981-82
 Gordon, Margaret 1984-85
 Grady, T. Franklin 1970-71
 Graham, Patricia 1969-70
 Grant, W. Harold 1974-75
 Grant, William 1986-87
 Graves, William 1975-76
 Gray, David 1968-69
 Gray, John 1976-77
 Gray, Pearl 1986-87
 Gray, Rust 1972-73*
 Greene, Robert 1975-76
 Gregorian, Vartan 1973-74
 Greinke, Gary 1976-77
 Griffin, Joyce 1975-76**
 Gring, David 1975-76
 Gross, Harriet 1977-78
 Guardiola de Suris, Dagmar 1983-84
 Gurock, Jeffrey 1988-89
 Gutchen, Robert 1967-68

H

Haas, Raymond 1966-67
 Haller, John 1979-80
 Halverson, William 1965-66
 Hamill, Monica 1984-85
 Hamilton, William 1982-83
 Hammond, Grant 1975-76
 Harf, James 1975-76
 Haring, Robert 1968-69
 Harman, Paul 1972-73
 Haro, Roberto 1987-88
 Harrington, Marilyn 1981-82
 Harris, Grace 1980-81
 Harrison, Michael 1970-71
 Hart, Pierre 1978-79
 Hartman, Donald 1975-76
 Harvey, William 1983-84
 Hatala, Robert 1974-75
 Haubner, Mary 1974-75
 Haugland, John 1965-66
 Hawthorne, Lucia 1974-75
 Hayes, Charles 1966-67
 Hayes, Lynton 1980-81
 Heck, James 1965-66
 Hedgespeth, George 1981-82
 Heldman, Dennis R. 1974-75
 Helly, Dorothy 1983-84
 Hemby, James 1979-80
 Hemmingway, Theodore 1988-89
 Henry, Thomas 1978-79
 Hertz-Ohmes, Peter 1971-72

Hetrick, Barbara 1983-84
 Higgerson, Mary Lou 1986-87
 Higgins, Earl 1982-83
 Hill, Barbara 1979-80
 Hines, Mary 1987-88
 Hoffman, Nancy 1986-87
 Hogan, William 1976-77
 Hogg, Richard 1975-76
 Holbrow, Charles L. 1972-73
 Holley, William 1978-79
 Holloway, Dennis 1975-76
 Holmes, Charles 1969-70
 Holmes, William 1968-69
 Holmes, Y. Lynn 1982-83
 Honeywell, Wallace 1973-74
 Hooker, Eva 1979-80
 Hooks, Mose 1978-79
 Hople, Lewis 1971-72
 Horner, James 1965-66
 Hovet, Grace 1978-79
 Hovland, Eric 1984-85
 Howard, Donald 1976-77
 Hubbell, Robert 1967-68
 Hudson, Roy 1978-79
 Hughey, Andrew 1978-79
 Hunter, Carolyn 1986-87
 Hutchins, Terry 1968-69
 Hutchinson, Peter 1982-83

I

Iadarola, Antoinette 1980-81
 Inglehart, Babette 1983-84
 Irwin, Phyllis 1973-74
 Iztsu, Satoru 1982-83

J

Jackson, Arthur 1975-76
 Jackson, Dorothy 1975-76**
 Jacobs, Carolyn 1984-85
 Jacobs, Rita 1979-80
 James, Aaron 1978-79
 Janczewski, George 1967-68
 Janes, Donald 1968-69
 Jefferson, Robert 1974-75
 Jeffrey, Julia 1987-88
 Jenkins, Edward 1971-72
 Jennings, Edward 1971-72
 Jewell, Walter 1976-77
 Johnson, Alex 1987-88
 Johnson, David 1968-69
 Johnson, Judith 1985-86
 Johnson, Mack 1980-81
 Johnson, Robert 1977-78
 Johnson, Vern 1982-83
 Johnson, Walter 1972-73
 Johnson, William 1971-72

Joiner, Charles 1981-82
 Jones, Billy 1967-68
 Jones, E. Terrence 1981-82
 Jones, Ellis 1969-70
 Jones, Joel 1972-73
 Jones, Larry 1977-78
 Jones, Margaret 1979-80
 Jones, Milton 1967-68
 Jones, Robert 1969-70
 Jones, Walter 1968-69
 Jones-Davis, Gwen 1975-76**
 Jordan, Carolyne 1986-87
 Jordan, Diana 1979-80
 Jordan, Nancy 1986-87
 Jowett, David 1976-77

K

Kable, William 1969-70
 Kahklien-Jones, Antoinette 1982-83
 Kalkikow, Theodora 1983-84
 Kamber, Richard 1980-81
 Karns, Margaret P. 1988-89
 Kauvar, Gerald 1976-77
 Kay, Carol 1981-82
 Keane, Orville 1978-79
 Keller, Edmund 1987-88
 Kelley, Delores 1982-83
 Kellogg, Theodore 1979-80
 Kells, Herbert 1966-67
 Kelly, Kathleen 1987-88
 Kelsch, Dennis 1974-75
 Kennelly, Karen 1969-70
 Kerins, Francis 1968-69
 Kierscht, Marcia 1980-81
 Kimbo, Conney 1975-76*
 King, J. Charles 1973-74
 Kleinman, Neil 1975-76
 Klotzburger, Katherine 1977-78
 Knowles, Marjorie 1976-77
 Knowles, Timothy 1984-85
 Koda, Robert 1971-72
 Koerin, Beverly 1987-88
 Kohrman, Robert 1974-75
 Kolka, James 1972-73
 Kozloff, Jessica 1985-86
 Kreiser, B. Robert 1976-77
 Kreshpane, Harry 1969-70
 Kronk, Annie 1982-83
 Krupp, Robert 1968-69
 Kuipers, Judith 1978-79

L

Lacy, Gregg 1978-79
 Laggini, Joseph 1966-67
 Lamont, Douglas F. 1971-72
 Lamwers, Linda 1988-89

* Deceased
 ** Address Unknown

Langmeyer, Melinda 1986-87
 Lantz, G. Benjamin 1973-74
 LaPlante, Marilyn 1976-77
 Larson, James 1987-88
 Lasca, Norman 1974-75
 Lassek, Carolyn 1968-69**
 Lawson, Jonathan 1979-80
 Lazarus, Francis 1978-79
 Leach, Mary 1982-83
 Ledbetter, Rosanna 1977-78
 Lee, Calvin B.T. 1965-66*
 Lee, Frederick 1970-71
 Lehman, Robert 1976-77
 Leistner, Charley 1966-67
 Lesmes, George 1982-83
 Levin, Suzanne 1980-81
 Lewis, Jacqueline 1977-78*
 Lewis, Paula 1984-85
 Liebergott, Jacqueline 1987-88
 Lipschutz, Susan 1980-81
 Lipscomb, LaFayette 1976-77
 Little, D. Richard 1971-72
 Livix, Mary Jo 1966-67
 Llewellyn, Ralph 1968-69
 Loftus, Elizabeth 1975-76
 Long, Durward 1967-68
 Loo, Robert 1971-72
 Lopez, Estela 1985-86
 Lord, Blair M. 1988-89
 Lorenzen, Richard 1977-78
 Love, William 1975-76
 Lowndes, Robert 1981-82
 Lucas, Margaret 1983-84
 Lundgren, Elizabeth 1974-75
 Lutz, Francis 1988-89

M

Mabry, Donald 1978-79
 MacDonald, Matthew 1974-75
 Mace, George 1970-71**
 MacKnight, Nancy
 MacLachlan, Bruce 1966-67
 MacLaren, Sharon 1972-73
 MacInn, Arlene 1977-78
 Madsen, William 1982-83
 Magelli, Paul 1965-66
 Maier, Robert 1965-66
 Malone, John 1969-70
 Maloney, Kathleen 1985-86
 Malvitz, Dolores 1984-85
 Manion, Patricia 1965-66
 Mann, Jacinta 1967-68
 Mansour, Agnes 1970-71
 March, Tamar 1977-78
 Marcuson, Lewis 1969-70
 Mariano, Lorenzo 1971-72

Martin, Jacqueline 1987-88
 Martin, William 1967-68
 Masat, Francis 1978-79
 Massey, Walter 1974-75
 Massouh, Michael 1974-75
 Masterson, John 1969-70
 McAda, Harleen 1978-79
 McArthur, Robert 1975-76
 McBee, James 1974-75
 McCarty, Phillips 1971-72
 McCash, June 1986-87
 McCauliff, C. Elizabeth 1973-74
 McClelland, Benjamin 1976-77
 McCormick, Beth 1969-70
 McCroskey, William 1977-78
 McDavid, Sandra 1973-74
 McDowell, John 1966-67
 McFate, Patricia 1973-74
 McFaul, Thomas 1979-80
 McFee, Wilhelmina 1975-76
 McGaha, Glenda 1988-89
 McGarry, Patrick 1969-70*
 McGehee, Larry 1968-69
 McGovern, Jill 1981-82
 McGuire, Francis 1969-70
 McHargue, Mike 1981-82
 McKinnon, Murlene 1977-78
 McKnight, Brian 1983-84
 McLaughlin, Andre 1980-81
 McLemore, Donald 1979-80
 McLeod, Michael 1987-88
 McLeRoy, Thomas 1969-70
 McNamara, Susan 1985-86
 McNeely, R.L. 1988-89
 McNutt, Anne 1985-86
 McPhail, Irving 1978-79
 Meek, Edwin 1977-78
 Melendy, H. Brett 1967-68
 Melson, Gordon A. 1988-89
 Memory, Jasper 1971-72
 Mendelsohn, Michael 1966-67
 Merriam, Mary-Linda 1977-78
 Meszaros, Patricia 1981-82
 Metz, Mary 1974-75
 Middleton, Ernest 1981-82
 Millar, Dan 1976-77
 Millard, Ronald 1982-83
 Miller, Joan 1975-76
 Miller, Robert 1967-68
 Miselis, Karen 1980-81
 Mitchell, Peter 1972-73
 Mitchell, Roger 1966-67
 Mobley, Tony 1970-71
 Mochoch, Marion 1974-75*
 Mohl, Norman 1975-76
 Monahan, Helena 1976-77

Monk, Dennis 1977-78
 Monson, Charles 1965-66*
 Moody, William 1969-70
 Moore, Cecilia 1966-67
 Moore, Linda 1985-86
 Moorhead, Ralph 1969-70**
 Morgan, George 1969-70
 Morgan, Patrick 1976-77
 Morris, Charles 1972-73
 Morrow, Carmyn 1974-75
 Mott, H. Wilmarth 1969-70
 Mouton, Donald 1979-80
 Mow, Shirley 1980-81
 Mrtek, Robert 1978-79
 Muir, Marry 1984-85
 Mulvaney, Robert 1968-69
 Murphy, Mary 1974-75
 Myer, Donal 1967-68
 Myers, Michele 1981-82
 Myers, Minor 1981-82

N

Neal, Annie 1978-79
 Nealon, Thomas 1969-70
 Nebel, S. Sue 1981-82
 Neff, Jeanne 1978-79
 Nelms, Charlie 1981-82
 Nelson, Conny 1973-74*
 Nelson, Russell 1966-67
 Netzel, Richard 1967-68
 Newson, Roosevelt 1987-88
 Newton, Melvin 1976-77
 Nies, John 1978-79
 Nimmons, Julius 1979-80
 Noonan, Norma 1981-82
 North, Joan 1972-73
 Nunez-Wormack, Elsa 1985-86

O

O'Brien, John 1972-73
 Oates, Mary 1969-70
 Obear, Frederick 1967-68
 Oberst, Bathany 1987-88
 Ogilvie, Daniel 1980-81
 Olton, Charles 1970-71
 Oravetz, Robert 1969-70
 Ota, Peggy 1982-83
 Ottervik, Eric 1968-69
 Otto, Mary 1982-83
 Overton, Betty 1981-82
 Owens, B. D. 1966-67

* Deceased

** Address Unknown

P - S

P

Pace, Cynthia 1986-87
 Pachella, Robert 1978-79
 Packard, Sandra 1978-79
 Paige, Jerome 1988-89
 Palley, Marian 1974-75
 Palmer, Arvin 1971-72
 Palmer, Janet 1985-86
 Pampusch, Anita 1976-77
 Papalia-Finlay, Diana 1979-80
 Parker, Bernard 1984-85
 Parrino, Donna 1988-89
 Patterson, Kenneth 1965-66
 Payne, David 1981-82
 Pearson, Carol 1980-81
 Pemberton, LeRoy 1970-71*
 Pence, James 1985-86
 Peoples, John 1965-66
 Perlman, Daniel 1972-73
 Permut, Steve 1980-81
 Perry, Ervin 1967-68*
 Peterson, Douglas 1987-88
 Peterson, Edward 1975-76
 Peterson, Norman 1971-72
 Peterson, Roy 1973-74
 Petrik, Eugene 1966-67
 Petro, Louis 1968-69
 Petty, Mickey 1977-78
 Phillips, Robert 1967-68
 Phillips-Madson, Lynda 1976-77
 Pickert, Sarah 1986-87
 Pilgrim, John 1984-85
 Pinson, Thomas 1968-69
 Pitts, James 1986-87
 Pogel, Nancy 1988-89
 Porter, James 1982-83
 Porter, Thomas 1981-82
 Potter, David 1979-80
 Poulton, Bruce 1966-67
 Powell, Judith A. 1988-89
 Prange, Werner 1965-66
 Price, Alan 1980-81
 Price, Sharon 1984-85
 Prince, Allan 1965-66
 Proenza, Luis 1983-84
 Pruitt, Anne 1977-78

Q

Quam-Hawkins, Mary 1973-74*
 Quezada, Rosa 1982-83
 Quillian, Benjamin 1983-84
 Quintanilla, Guadalupe 1977-78

R

Race, James 1971-72
 Racine, Marie 1984-85

Ramaley, Judith 1978-79
 Randolph, Joyce 1982-83
 Real, Cathleen 1970-71
 Reaves, James 1969-70*
 Reber, Nelson 1969-70
 Reedy, Daniel 1975-76
 Reese, C. Thomas 1973-74
 Reese, Jack 1969-70
 Reeves, Bennie 1976-77
 Reggio, Robert 1982-83
 Reikse, Robert 1966-67
 Renick, James 1983-84
 Reynolds, Janice 1980-81
 Rhodes, Lodi 1973-74
 Rice, Mitchell 1982-83
 Richards, Hilda 1976-77
 Richards, Leon 1981-82
 Richardson, Barrie 1967-68
 Rider, Morette 1967-68
 Ridky, Robert 1979-80
 Rives, Stanley 1969-70
 Rizzo, Gary 1984-85
 Robbins, David 1987-88
 Robbins, Jerry 1977-78
 Robinson, Harry 1979-80**
 Robe, Richard 1970-71
 Robertson, Piedad 1978-79
 Robinson, Lora 1981-82
 Rogers, James 1980-81
 Rogers, Robert 1973-74
 Rose, Howard 1966-67
 Rosenblum, Sidney 1966-67*
 Rossington, David 1972-73
 Rossmann, Jack 1977-78
 Rousseau, Dennis 1971-72
 Rowland, M. Joyce 1966-67
 Rubenstein, Jill 1980-81
 Rubin, Gary 1979-80
 Rudnick, Diane 1980-81
 Ruffin, Herbert 1975-76
 Ruggels, W. Lee 1969-70
 Runnalls, Nelva 1977-78*
 Russi, Gary 1982-83
 Rutherford, Charles 1977-78

S

Sailor, Patricia 1973-74*
 Saly, John 1966-67
 Sample, Steven 1970-71
 Sanchez, Richard 1973-74
 Sanders, Keith 1980-81
 Sandness, Wesley 1968-69
 Satcher, Robert 1975-76
 Savage, Marcia 1972-73
 Sawyer, Robert 1974-75

Sayers, E. Roger 1969-70
 Schaefer, Jean 1986-87
 Schelin, Charles 1980-81
 Schick, Edgar 1968-69
 Schiwek, Beate 1984-85
 Schlegel, John 1982-83
 Schmeltekopf, Donald 1982-83
 Schroeder, John 1982-83
 Schwab, Kenneth 1985-86
 Scott, Harry 1972-73
 Scott, Joseph 1975-76
 Scott, Marvin 1979-80
 Seeger, Mary 1974-75
 Seelye, Barbara 1973-74
 Selbyg, Arne 1986-87
 Seligman, David 1980-81
 Sesay, Chernoh 1983-84
 Sharpless, Richard 1981-82
 Shaw, Priscilla 1975-76
 Sheley, Wayne 1978-79
 Shepherd, Benjamin 1978-79
 Sherron, Gene 1976-77
 Shive, Robert 1978-79
 Shoenberg, Robert 1967-68
 Shuford, David 1968-69
 Siegel, Patricia 1974-75
 Silcott, Gary 1969-70**
 Silveria, Augustine 1969-70
 Silverman, Lawrence 1966-67
 Simmons, Donald 1984-85
 Simmons, Howard 1972-73
 Simms, Richard 1983-84
 Simpson, Eugene 1973-74
 Sipurin, Rae 1972-73
 Sipple, Peter 1973-74
 Sjo, John 1968-69
 Skarda, Patricia 1978-79
 Skelly, John 1968-69
 Skidmore, Duane 1967-68
 Skipper, Charles 1972-73
 Smith, Alfred 1973-74
 Smith, Doris 1970-71
 Smith, Estus 1968-69
 Smith, G. Warren 1973-74
 Smith, George 1966-67
 Smith, Jane 1977-78
 Smith, Margo 1988-89
 Smith, Ralph 1969-70
 Smith, Robert 1973-74
 Smith, Ronald 1976-77
 Smyer, Michael 1985-86
 Snead, Jonathan 1973-74
 Snyder, Robert 1985-86
 Sojka, Gregory 1984-85
 Soles, James 1971-72
 Solon, Bernard 1977-78

* Deceased
 ** Address Unknown

Soules, Jack 1965-66
 Spikes, Franklin 1980-81**
 Spinar, Leo 1970-71
 Spriggs, Richard 1970-71
 Springer, Marlene 1982-83
 Springer, Sally 1980-81
 Stanislaw, Richard 1982-83
 Stanitski, Conrad 1984-85
 Starkweather, Peter 1987-88
 Starr, Douglas 1987-88
 Starr, John 1982-83
 Stauffer, Thomas 1971-72
 Stavropoulos, Janet 1988-89
 Stefanini, Maureen 1977-78
 Stegmaier, Norma 1971-72
 Stephens, John 1968-69
 Stephenson, John 1973-74
 Stepsis, Robert 1976-77
 Stevens, Edward 1969-70
 Stewart, Debra 1982-83
 Stewart, Roberta 1966-67
 Stikes, C. Scully 1981-82
 Stillerman, Manuel 1965-66
 Stock, Peggy 1979-80
 Stokes, William 1970-71
 Strecher, Victor 1971-72
 Stroup, Kala 1975-76
 Stuckey, Roy Joe 1966-67
 Sullivan, Alfred 1987-88
 Sullivan, Michael 1970-71
 Sullivan, Patrick H. 1973-74
 Summerlin, Timothy 1988-89
 Super, Delores 1977-78
 Sutton, William 1971-72**
 Swafford, Jane 1978-79**
 Swan, Edith 1979-80
 Swanhart, Harry 1966-67
 Swenson, Richard 1965-66
 Swope, Suzanne 1981-82

T

Tack, Martha 1977-78
 Taylor, Anita 1972-73
 Teckman, Charles 1965-66
 Tew, Arnold 1970-71
 Thacker, Victor 1984-85
 Thawley, David 1984-85
 Thomas, Carol 1979-80
 Thomas, Joab 1970-71
 Thompson, Cleon 1970-71
 Thompson, Donald 1967-68
 Thompson, Mary 1966-67
 Thornburn, Neil 1976-77
 Tisdale, Henry 1985-86
 Tombs, Averett 1980-81
 Totten, Herman 1970-71

Travis, Anthony 1983-84
 Traylor, Reginald 1971-72
 Trent, Judith 1983-84
 Tresp, Lothar 1966-67
 Trout, Thomas 1977-78
 Trueheart, William 1968-69
 Trumbo, Bruce 1968-69
 Truxillo, Stanton 1977-78
 Tsunoda, Joyce 1973-74
 Tucker, Norma 1974-75
 Tunncliffe, Guy 1969-70**
 Tyler, Gerry 1977-78

U

Underwood, John 1979-80
 Upchurch, John 1979-80

V

Valeau, Edward 1985-86
 Valenti, Joseph 1970-71
 Valentine, Carol 1973-74
 Valette, Rebecca 1976-77
 Van de Water, John 1982-83
 Van Gieson, Nan 1974-75
 Van Horn, K. Roger 1978-79
 Van Horne, Winston 1983-84
 Vander Waardt, Lois 1983-84
 Vaughn, Sandra C. 1988-89
 Verbal, Betty 1972-73
 Verrett, Joyce 1978-79
 Vogt, Molly 1974-75
 Von Dohlen, Richard 1976-77

W

Wagoner, Ralph 1971-72
 Wakeley, Jack 1969-70
 Waldmann, Irene 1966-67
 Wallace, Sharon 1981-82
 Wallin, Franklin 1966-67**
 Wallisch, William 1982-83
 Walter, Judith 1987-88
 Ward, Roy 1975-76
 Warner, Stephen 1976-77
 Warren, Russell 1975-76
 Watkins, Julia 1987-88
 Watrel, Albert 1967-68
 Watts, William 1969-70
 Weart, Harry 1970-71
 Weiner, Linda 1981-82**
 Weinstock, Roy 1980-81
 Wenger, Ronald 1970-71
 Wenner, James 1967-68
 Wenzel, Kristen 1985-86
 Wheeler, Kenneth 1966-67
 Whitaker, Charlie 1968-69
 White, Charles 1987-88

White, Karen 1988-89
 White, Kenneth 1980-81
 Whitmore, Jon 1983-84
 Whitt, Robert 1970-71
 Wiedemann, Friederike 1985-86
 Wiles, David 1978-79
 Williams, Lee 1986-87
 Williams, Eddie 1976-77
 Williams, Herma 1985-86
 Williams, Marcellette 1988-89
 Williams, McKinley 1980-81
 Williams, Patricia 1982-83
 Wilson, Charles 1967-68
 Wilson, H. David 1988-89
 Wilson, Jerusa 1965-66
 Wilson-Comer, Marian 1977-78
 Wing, Kenneth 1974-75
 Wiorowski, John 1981-82
 Wiseman, Lawrence 1987-88
 Wish, Naomi 1987-88
 Wittenberg, Judith 1988-89
 Wittman, Robert 1973-74
 Wolf, Frank 1977-78
 Wolf-Wilets, Vivian 1975-76
 Wolfe, John 1982-83
 Wolverton, Robert 1965-66
 Wood, Craig 1976-77
 Wood, Santiago 1984-85
 Woody, Wayne 1977-78
 Wunsch, Marie 1982-83
 Wyld, Jean 1987-88

Y

Young, Edith 1979-80
 Young, James 1966-67
 Young, Jerry 1975-76
 Young, Phillip 1977-78

Z

Zaharis, John 1972-73
 Zguta, Russell 1986-87
 Zingg, Paul 1983-84

* Deceased

** Address Unknown

ACE Fellows Program Directors - 1965-89

1965 - 66

Lanier Cox
Ashbel Smith Professor Emeritus
of Business Administration
2530 Spring Lane
Austin, TX 78703

1966 - 67

Maxwell E. Lapham
Deceased, 1983

1967 - 68

David C. Knapp
President
University of Massachusetts
Central Office
250 Stuart Street
Boston, MA 02116

1968 - 73

Charles G. Dobbins
Deceased, 1989

1973 - 78

Thomas M. Stauffer
President
University of Houston-Clear Lake
2700 Bay Area Boulevard
Houston, TX 77058

1978 - Present

Madeleine F. Green
Vice President and Director
Center for Leadership Development
American Council on Education
One Dupont Circle
Washington, DC 20036

Executive Committee Council of Fellows

Chairs

1980-81	Walter L. Jewell, 1976-77 Fellow
1981-82	James B. Heck, 1965-66 Fellow
1982-83	Judith L. Kuipers, 1978-79 Fellow
1983-84	Robert E. Shoenberg, 1967-68 Fellow
1984-85	Daniel H. Perlman, 1972-73 Fellow
1985-86	Peggy L. Stock, 1979-80 Fellow
1986-87	Frederick W. Obear, 1967-68 Fellow
1987-88	Patricia S. Breivik, 1983-84 Fellow
1988-89	Annie K. Kronk, 1982-83 Fellow

Class of 1989

Annie K. Kronk, Executive Assistant to the Senior Vice President for Administration, The Johns Hopkins University, MD
Sister Kathleen Feeley, President, College of Notre Dame of Maryland, MD
Elsa Gomez, President, Kean College of New Jersey
Tamar March, Associate Provost, Hobart and William Smith College, NY
James Renick, Associate Provost, George Mason University, VA

Class of 1990

Phyllis Franklin, Executive Director, Modern Language Association, NY
Pearl Spears Gray, Associate Provost for Policy, University of Virginia
Barbara A. Hill, Provost, Denison University, OH
Francis M. Lazarus, Vice President for Academic Affairs, Marquette University, WI
Margaret O. Lucas, Dean, College of Creative Arts, West Virginia University, WV
Anne S. McNutt, President, Technical College of the Lowcountry, SC
John T. Starr, Associate Vice Chancellor for Academic Affairs, University of Maryland Baltimore County, MD
Paul J. Zingg, Dean, School of Liberal Arts, St. Mary's College, CA

Class of 1991

Patricia Chisholm, Associate Vice President for Academic and Student Affairs, Bunker Hill Community College, MA
Joel L. Cunningham, President, Susquehanna University, PA
Rachel A. Fordyce, Dean, College of Humanities and Social Sciences, Indiana University of Pennsylvania
Barbara Jeanne Hetrick, Vice President and Dean of Academic Affairs, Hood College, MD
Carolyne L. Jordan, Vice President of Academic Affairs/Dean of Faculty, LeMoyné-Owen College, Memphis, TN
Irving P. McPhail, President, LeMoyné-Owen College, Memphis, TN
Elsa Nunez-Wormack, Associate Dean of Faculty, CUNY-Staten Island, NY
Roy P. Peterson, Deputy Executive Director for Educational Attainment, Kentucky Council on Higher Education
Eugene V. Petrik, President, Bellarmine College, KY
Joyce M. Randolph, Director, Office of International Programs, University of Pennsylvania
Estus Smith, Program Officer, Kettering Foundation, OH

.....

Center for Leadership Development Staff

Madeleine F. Green	Vice President, and Director ACE Fellows Program
Marlene Ross	Associate Director, Center for Leadership Development and Deputy Director, ACE Fellows Program
Ena Hall	Assistant Director, and Meeting Planner, Center for Leadership Development
Rose-Marie G. Oster	Director, Departmental Leadership Program
Irene O. Itabashi	Coordinator, ACE Fellows Program
Colleen A. Allen	Administrative Assistant
Donna McDoniel	Administrative Assistant
Mona K. Sutphen	Administrative Assistant
Pamela Woods	Administrative Assistant



**AMERICAN
COUNCIL ON
EDUCATION**

One Dupont Circle
Washington, D. C. 20036

American Council on Ed.

villanova
university

VILLANOVA, PENNSYLVANIA 19085-1699

Vice President for Academic Affairs

October 31, 1989

Dear *Larry* :

We professional class agents term this a "softening the terrain" letter. As a 1977-78 American Council on Education Fellow, you will be contacted in the future by me or another Fellow soliciting a contribution. Since this year is special--the 25th anniversary of the ACE Fellows Program--we are making a special request and asking all alumni of the Program to contribute at least \$100. If this is not possible, we hope at least to get 100% participation.

All contributions should be sent to:

American Council on Education
Council of Fellows
One Dupont Circle
Washington, DC 20036

Please make checks payable to AFP Annual Fund.

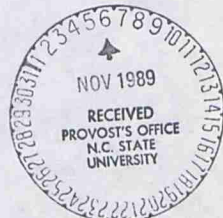
Shy, generous Ed Meek has already contributed \$100 without being asked. I too have done likewise, but in my case it's sort-of, you-know, expected. Please be inspired by Ed and send your donation without further solicitations; give now and keep the wolves off your tail. Help support a program that gave each of us so many pleasant, beneficial experiences.

Cordially,

Charles L. Cherry
Associate Vice President for Academic Affairs
Class Agent, 1977-78 Fellows

CLC/ag

Have you been approached yet about becoming Athletic Director at N.C. State? If so, don't do it.



THE UNIVERSITY OF TENNESSEE
AT CHATTANOOGA

⑨ ACE



Line

Office of the Provost
102 Founders Hall
615 McCallie Avenue
Chattanooga, TN 37403
(615) 755-4633

September 12, 1989

Dear fellow Fellow:

Due to an overwhelming lack of interest, I must regretfully report that the Southeast Regional ACE Fellows Meeting scheduled for November 15-17 on Hilton Head Island will not take place. We simply did not receive enough paid registrations to make arrangements with Sea Pines Resort by the contract deadline.

I am sorry that we will not have this opportunity to meet and share insights, but I shall look forward all the more to seeing you at the next ACE Annual Meeting.

Sincerely,

Sandra Packard
Sandra Packard
Provost

rl/9-12

xc: Madeleine Green
Marlene Ross

AMERICAN COUNCIL ON EDUCATION

Center for Leadership Development

LMC

November 14, 1988

Dear Colleague:

I write to ask your help in a very important search for the American Council on Education. Reginald Wilson has assumed the position of Senior Scholar at ACE, and we are now seeking to recruit a director of the Office of Minority Concerns.

As I hope you know, the issue of minority participation is ACE's highest priority and we have been working energetically in this area for the past two years. The new director of the Office of Minority Concerns will be key to this effort.

I hope that you will share the enclosed job description with qualified individuals. Of course, please consider applying yourself if the position is of interest.

Nominations and applications should be directed to Suzanne Forsyth, Director, Human Resources Department, as soon as possible. Suzanne is very receptive to receiving calls -- do let her know if you have any questions.

We appreciate your help.

Sincerely,

Madeleine Green
Madeleine Green
Director



AMERICAN COUNCIL ON EDUCATION
POSITION DESCRIPTION

POSITION TITLE: Director

POSITION #: 20

DIVISION OR DEPT: Office of Minority
Concerns

DATE PREPARED: September 1988

IMMEDIATE SUPERVISOR: TITLE: President
NAME : Robert H. Atwell

Outline of Principal Responsibilities:

Identifies and defines issues and problems related to minority concerns and higher education. Provides leadership in finding solutions to these problems in cooperation with minority and higher education organizations sharing these concerns, including ACE member institutions, other associations and ACE staff.

Directs the activities associated with ACE Special Minority Initiatives, including:

- Minority Graduate Study
- Recruitment and Retention Conference - Atena
- Proposed Technical Assistance to Campuses
- Proposed Resource Center on Minority Advancement

Writes on topics relevant to the Special Initiative for ACE and other publications.

Speaks on Minority issues at selected conferences and programs.

Writes reports for funding agencies, ACE Board and others concerned with the Initiatives.

Convenes meetings and provides staff support to the Commission on Minorities in Higher Education.

Serves other Council offices, as well as the ACE membership by speaking, writing, consulting on issues related to minorities in higher education.

Represents ACE in meetings with higher education administrators, local educational administration and ethnic organizations of minority higher education administrators.

Fosters development of an interassociation effort to assist black public institutions with problems in desegregation of higher education.

Gathers and publishes data regarding minorities in higher education in an annual Status Report. Sponsors national forums on issues of concern to minorities and publishes the proceedings for distribution. Acts as consultant to colleges, universities, and higher education associations on matters such as affirmative action, faculty and student recruitment, etc.

Develops and implements a national project to improve the mobility of minority administrators. Identifies qualified members of minority groups as candidates for top administrative positions in higher education. Works cooperatively with the ACE Leadership Group which includes the Office of Women in Higher Education, the Office of Minority Concerns, and the Center for Leadership Development.

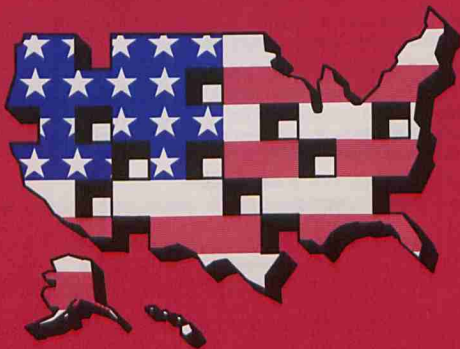
Develops and designs programs and conferences/meetings to enhance minority participation in higher education.

Prepares funding proposals to support ACE minority initiatives in higher education.

ADVANCE PROGRAM

Registration Information • Hotel Registration • Airline Information

EDUCATING ONE-THIRD OF A NATION II: WHAT WORKS



★
Parc Fifty Five Hotel • San Francisco, California • November 5-7, 1989

sponsored by the

AMERICAN COUNCIL ON EDUCATION

in cooperation with

American Association of Community and Junior Colleges

American Association of State Colleges and Universities

American Indian Higher Education Consortium

Association of American Universities

Council of Independent Colleges

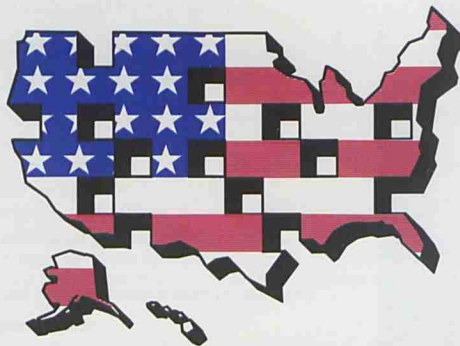
Hispanic Association of Colleges and Universities

National Association for Equal Opportunity in Higher Education

National Association of Independent Colleges and Universities

National Association of State Universities and Land Grant Colleges

United Negro College Fund



EDUCATING ONE-THIRD OF A NATION II: WHAT WORKS

Over the past ten years, while the rate at which minority students complete high school has risen significantly, the percentage going on to college has declined. For this reason, and because of increasing racial tensions on campuses around the country, the American Council on Education has made increased minority participation in higher education its highest program priority.

By the year 2000, one-third of the school-age children in the United States will be members of minority groups—Blacks, Hispanics, American Indians, and Asian Americans. Yet college enrollment of Black males has slipped alarmingly since the mid-1970s, and participation by Hispanics and American Indians is well below their proportional representation in the college-age population.

For the United States, minority advancement is a matter of enlightened self-interest as well as a moral mandate embedded in the Constitution. A strong democracy and a healthy economy demand a highly educated citizenry. If we allow current disparities to continue, the nation inevitably will suffer a compromised quality of life and a lower standard of living. Social conflict will intensify. Our ability to compete in world markets will decline, our domestic economy will falter, our national security will be endangered. In brief, we will find ourselves unable to fulfill the promise of the American dream.

Higher education must take a leadership role in reversing recent trends. **Educating One-Third of a Nation II: What Works** is the second in a series of working conferences designed to help colleges and universities increase minority participation in all aspects of higher education. The conference will use *Minorities on Campus: A Handbook for Enhancing Diversity** as the basis for developing and fine-tuning campus plans and programs. Institutional teams and individual administrators who have been using the *Handbook* or working on this issue will have an opportunity to review their successes, discuss the difficulties they have encountered, and engage in problem solving with national experts and educational leaders. In addition, the conference will offer technical assistance to those who are just beginning a process to improve minority participation on their campuses.

The working sessions will address:

- setting or refining an institutional agenda;
- improving the campus climate;
- transforming the curriculum;
- strengthening linkages between higher education, elementary and secondary education, and business and government;
- exploring strategies to recruit and retain minority students, faculty, staff, and administrators; and
- examining ways in which language, its usage, and its meaning shape our perceptions and actions.

*Participation in the sessions will be enhanced if you have read *Minorities on Campus: A Handbook for Enhancing Diversity* prior to the conference. It is available for \$17.50 prepaid from the American Council on Education, Publications Department, One Dupont Circle, Washington, DC 20036.

WORKSHOP DESCRIPTIONS

The working sessions, scheduled on Monday from 2:30 to 3:40 and repeated from 3:50 to 5:00 pm, are designed to provide an opportunity for participants to discuss in greater depth an aspect of the topic presented in a general session. Each workshop will be facilitated by experts in the field.

Racial Tensions and the First Amendment

Racial incidents on campus have often been triggered by racist language on signs, in statements, and in passing comments. Universities and colleges are considering limitations on such uses of language as a way of creating a more hospitable campus environment. This workshop will address the question: Is this limit on speech an infringement of the First Amendment?

Resource: **David Tatel**, *Attorney, Hogan and Hartson*

Valuing Diversity

Recognition of diversity is an important component of a hospitable campus climate. This workshop will help participants explore ways to increase their understanding of diversity and to translate that understanding into actions that inform the curriculum, the search process, the social life of the campus, ceremonies and rituals, and determine the future direction of the institution.

Resource: **Robert Terry**, *Director, Reflective Leadership Center, Hubert Humphrey Institute, University of Minnesota*

Graduate Student Recruitment and Retention

Increasing the number of minority graduate students is an essential step in providing an adequate supply of faculty members and professionals. This workshop will examine recent trends and explore successful strategies for enlarging the pool of graduate students.

Resources: **Susan Hill**, *Senior Science Resources Analyst, Science and Engineering Education Senior Studies Group, National Science Foundation*; **Clara Sue Kidwell**, *Associate Professor, Native American Studies, University of California, Berkeley*

Faculty Recruitment and Retention

There is general agreement that minority faculty are essential to a truly pluralistic campus—contributing their perspectives and serving as role models for all. This workshop will focus on how to recruit and retain minority faculty. The session will also report on the results of a study of more than 500 faculty members in more than 90 colleges and universities.

Resources: **Myrna C. Adams**, *Vice Provost, Graduate School, State University of New York at Stony Brook*; **Joseph H. "Pete" Silver, Sr.**, *Assistant Vice Chancellor for Academic Affairs, Board of Regents of the University System of Georgia*

Undergraduate Recruitment and Retention

Getting minority students to the institution is the critical first step in increasing minority participation in higher education, but understanding the effect of the environment on retention is crucial. This workshop will explore innovative programs and practices.

Resources: **Laurence Marcus**, *Director, Division of Faculty Development and Education Policy, New Jersey State Department of Higher Education*; **John B. Slaughter**, *President, Occidental College*

Imagery, Naming and Communication: The Power of Language

The images we paint with the words we use can communicate effectively, or they can give mixed, or worse, negative messages. This workshop will concentrate on ways to appreciate and enhance communication among different cultures, races, ethnic groups, and men and women, by deepening our understanding of the power of language.

Resources: **Donna Shavlik**, *Director, Office of Women in Higher Education, American Council on Education*; **Joanne Yamauchi**, *Professor of Communications, The American University*

Developing a Values Profile

Articulated institutional values may or may not be supported by what actually takes place on campus. This workshop is designed to help institutions begin the process of conducting an institutional values profile to identify areas where values are clearly articulated, understood, and adhered to by the campus community, as well as areas of value conflict.

Resource: **David Smith**, *Director, Society for Values in Higher Education*

Administrative Recruitment and Retention

The search for administrators is a comprehensive process, beginning with the identification of institutional needs and continuing after the new person arrives on campus. Fully involving minority administrators in the life of the institution is essential to their success and to the health of the institution. This workshop will provide an opportunity to discuss the tensions resulting from diversifying the staff and the clues and etiquette which can contribute to harmonious work relationships.

Resources: **Madeleine F. Green**, *Vice President and Director, Center for Leadership Development, American Council on Education*; **Brunetta Wolfman**, *Senior Associate, American Council on Education*

Managing Organizational Culture to Improve Student Achievement (offered once from 2:30-5:00 pm)

This workshop will: (a) introduce a model for understanding the process of adaptation to diversity; (b) identify the interventions associated with each stage; and (c) describe the strategies through which administrators manage the process of organizational change. Participants will be introduced to a self-administered inventory that can be used by an institution interested in assessing its own environment in relation to the model.

Resources: **Richard C. Richardson, Jr.**, *Professor and Associate Director, National Center for Postsecondary Governance and Finance, Arizona State University*; **Tanzella Gaither**, *Graduate Research Associate, Arizona State University*; **Elizabeth Skinner**, *Faculty Research Associate, Arizona State University*

PRE-CONFERENCE WORKSHOPS

Two pre-conference workshops will be offered on Sunday, November 5, prior to the Opening Session. Both workshops will be limited in size, and require an extra fee which must accompany the registration form.

For Chairs of Campus Task Forces

From 10:00 am until 3:00 pm, a workshop will be held for chairs of campus task forces on increasing institutional response to minority participation in higher education. This session will focus on theories of organizational change and practical strategies to energize the campus, to plan for the necessary changes, to implement the plans, to anticipate difficulties and to evaluate progress. The workshop will be led by Robert Terry, Director, Reflective Leadership Center, Hubert Humphrey Institute at the University of Minnesota and a leading scholar on organizational change and race relations, and Reginald Wilson, Senior Scholar, American Council on Education, who has facilitated change on many campuses throughout the country and whose extensive and widely read scholarship on these issues has informed many. Lunch is included. Additional fee \$50.

For Those Seeking to Explore the Relationship between Personal Values and Institutional Actions...

From 12:30-4:00 pm, a workshop entitled, "Recognizing, Accepting, and Celebrating Differences: The Personal is Institutional," will be conducted by Nancy Barcelo, Assistant Dean of Academic Affairs, University of Iowa; and three representatives of the Women's Resource and Action Center at the University of Iowa: Susan Buckley, Director; Mary Arnold, Educational Analyst and Maria Luisa Molina, Educational Analyst. These women are the founders and participants in a now nationally recognized group—Women Against Racism Committee—began at the University of Iowa in 1981 and resulting this year in a national conference of 1500 people.

In a highly participatory workshop, participants will explore myths and misinformation we have learned about ourselves and others, and the impact of racism on our lives including how we are divided from each other and from understanding our common interests within institutions. There will be an emphasis on the relationship between personal values and beliefs and institutional structure, policy and procedures. Additional fee \$25.

SUNDAY, November 5, 1989

10:00-3:00 pm

Chairs of Campus Task Forces on Increasing Minority Participation

Robert Terry, Director, Reflective Leadership Center, Hubert Humphrey Institute, University of Minnesota
Reginald Wilson, Senior Scholar, American Council on Education

12:30-4:00

Recognizing, Accepting, and Celebrating Differences: The Personal is Institutional

Nancy "Rusty" Barcelo, Assistant Dean of Academic Affairs, University of Iowa
Mary Arnold, Educational Analyst, Women's Resource and Action Center, University of Iowa
Susan Buckley, Director, Women's Resource and Action Center, University of Iowa
Maria Luisa Molina, Educational Analyst, Women's Resource and Action Center, University of Iowa

DID YOU KNOW????

... SAN FRANCISCO has a temperate marine climate—almost a perpetual spring. Temperature seldom above 75 degrees or below 45 degrees; less rain in "winter" than most parts of the U.S. in summer.

INFORMATION EXCHANGE ROOM

There will be a room set aside at the conference site for sharing information about specific projects, programs and materials designed to increase participation of minorities in higher education. This room will be open during the following hours:

Sunday, November 5 2:30-4:00 pm

Monday, November 6 2:30-3:30 pm

Tuesday, November 7 4:00-5:00 pm

You can place materials in the room for sharing. However, it is preferable to have someone there during the scheduled hours to answer questions.

If you wish to send materials ahead of time address shipments to arrive no earlier than November 2, 1989 to:

**American Council on Education
% Diane Borst
Parc Fifty Five
55 Cyril Magnin
San Francisco, CA 94102-2865**

On the side of the box, please write your project name.

If you are interested in participating in the Information Exchange Room, contact Martha Morse Rawlings (202) 939-9393 at the American Council on Education before October 1, 1989, to reserve space.



S.F. Convention and Visitors Bureau

PRELIMINARY PROGRAM

SUNDAY, November 5, 1989

4:30-6:00

WELCOME AND GREETINGS

Robert H. Atwell, *President, American Council on Education*

Allan Ostar, *President, American Association of State Colleges and Universities*

Richard Rosser, *President, National Association of Independent Colleges and Universities*

KEYNOTE ADDRESS

Creating Change Through Leadership

Franklyn G. Jenifer, *Chancellor, Massachusetts Board of Regents Public Higher Education System*

6:00-7:00

RECEPTION

7:00-9:00

DINNER

MONDAY, November 6, 1989

8:00-8:45 am

CONTINENTAL BREAKFAST

8:45-10:00

PANEL

Setting Your Institutional Agenda

Moderator: Sara Meléndez, *Vice Provost and Executive Assistant to the President, University of Bridgeport*

Sam C. Carrier, *Provost, Oberlin College*

Alfredo G. de los Santos Jr., *Vice Chancellor for Educational Development, Maricopa Community Colleges*

Joyce Justus, *Assistant Vice President, Educational Relations, University of California, Berkeley*

10:15-11:45

SEMINARS

Defining the Task:

Blandina Cárdenas Ramirez, *Director, Office of Minority Concerns, American Council on Education*

Seminar Leaders:

Robert L. Albright, *President, Johnson C. Smith University*

Tomás A. Arciniegua, *President, California State University, Bakersfield*

Roscoe C. Brown, Jr., *President, Bronx Community College, CUNY*

Sr. Magdalen Coughlin, *President, Mount St. Mary's College*

Hilary K.L. Hsu, *Chancellor-Superintendent, San Francisco Community College District*

James E. Lyons, Sr., *President, Bowie State University*

Donald G. Phelps, *Chancellor, Los Angeles Community College District*

Gilbert Sánchez, *President, New Mexico Highlands University*

Blenda Wilson, *President, University of Michigan, Dearborn*

12:00-1:15 pm

LUNCHEON

1:30-2:15

ADDRESS

Campus Climate: Perceptions and Reality

Roberto Haro, *Assistant Chancellor, University of California, Berkeley*

2:30-3:40 pm

WORKING SESSIONS

Racial Tensions and the First Amendment

David Tatal, *Attorney, Hogan and Hartson*

Valuing Diversity

Robert Terry, *Director, Reflective Leadership Center, Hubert Humphrey Institute, University of Minnesota*

Graduate Student Recruitment and Retention

Susan Hill, *Senior Science Resources Analyst, Science and Engineering Education Senior Studies Group, National Science Foundation*

Clara Sue Kidwell, *Associate Professor, Native American Studies, University of California, Berkeley*

Faculty Recruitment and Retention

Myrna C. Adams, *Vice Provost, Graduate School, State University of New York at Stony Brook*

Joseph H. "Pete" Silver, Sr., *Assistant Vice Chancellor for Academic Affairs, Board of Regents of the University System of Georgia*

Undergraduate Recruitment and Retention

Laurence Marcus, *Director, Division of Faculty Development and Education Policy, New Jersey State Department of Higher Education*

John B. Slaughter, *President, Occidental College*

Imagery, Naming and Communication:

The Power of Language

Donna Shavlik, *Director, Office of Women in Higher Education, American Council on Education*

Joanne Yamouchi, *Professor of Communications, The American University*

Developing A Values Profile

David Smith, *Director, Leadership, Ethics and Values Program, North Central College*

Administrative Recruitment and Retention

Madeleine F. Green, *Vice President and Director, Center for Leadership Development, American Council on Education*

Brunetta Wolfman, *Senior Associate, American Council on Education*

2:30-5:00 pm

Managing Organizational Culture to Improve Student Achievement

Richard C. Richardson, Jr., *Professor and Associate Director, National Center for Postsecondary Governance and Finance, Arizona State University*

Tanzella Gaither, *Graduate Research Associate, Arizona State University*

Elizabeth Skinner, *Faculty Research Associate, Arizona State University*

3:50-5:00

WORKING SESSIONS REPEATED

EVENING

"DINE AROUND"

TUESDAY, November 7, 1989

8:00-9:00 am

CONTINENTAL BREAKFAST

9:00-10:15

PLENARY SESSION

Teaching, Learning, and Curriculum

Moderator: Arturo Madrid, *President, Tomás Rivera Center*

Eugene Cota-Robles, *Assistant Vice President of Academic Affairs, University of California, Office of the President*

Barrie Thorne, *Streisand Professor, Program for the Study of Women and Men in Society, University of Southern California*

Yvonne Williams, *Dean of Faculty, College of Wooster*

10:30-12:00

SEMINARS

Defining the Task:

Blandina Cárdenas Ramirez, *Director, Office of Minority Concerns, American Council on Education*

Seminar Leaders:

Robert L. Albright, *President, Johnson C. Smith University*

Tomás A. Arciniegua, *President, California State University, Bakersfield*

Sr. Magdalen Coughlin, *President, Mount St. Mary's College*

Hilary K.L. Hsu, *Chancellor-Superintendent, San Francisco Community College District*

James E. Lyons, Sr., *President, Bowie State University*

Donald G. Phelps, *Chancellor, Los Angeles Community College District*

Gilbert Sánchez, *President, New Mexico Highlands University*

Blenda Wilson, *President, University of Michigan, Dearborn*

12:00-1:15 pm

LUNCHEON

1:30-2:15

ADDRESS

Linkages: Investing in the Future

W. Ann Reynolds, *Chancellor, California State University System Office*

2:30-3:30

INDIVIDUAL CAMPUS PLAN DEVELOPMENT

3:30-4:00

CLOSING SESSION

Summary, Evaluation, Charge to Action

Reginald Wilson, *Senior Scholar, American Council on Education*

HOTEL REGISTRATION FORM

American Council on Education
EDUCATING ONE THIRD OF A NATION II: WHAT WORKS
November 5-7, 1989 • San Francisco, California

- The Parc Fifty Five, located in downtown San Francisco, is just two blocks from Union Square.
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- The conference rate is guaranteed for reservations received by the hotel on or before October 14, 1989. Requests for room reservations received by the hotel after that date will be on a space-available basis.
- Rates are subject to an 11% occupancy tax.

(Please type or print your reservation information)

Arrival Date: _____ Departure Date: _____

Name: _____
(Last) (first)

Title: _____

Institution/Organization: _____

Address: _____

City/State/Zip: _____

Daytime Telephone: _____
(area code)

Estimated Time of Arrival: _____ Sharing Room With: _____

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Concierge Club	\$175	\$195

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ATTN: Reservation Dept
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S.F. Convention and Visitors Bureau

YOU CAN SAVE ON YOUR AIRFARE...

The American Council on Education has negotiated special convention rates for air travel available through **Destination Systems**. American Airlines is the official carrier for ACE's Educating One-Third of a Nation II conference. **Destination Systems** is the official travel agency and will give you savings off the lowest applicable airfare to San Francisco. For fare information and ticketing, call an ACE coordinator at **Destination Systems** (Mon-Fri, 9am to 5pm, Eastern Time):

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REGISTRATION FORM

EDUCATING ONE-THIRD OF A NATION II: WHAT WORKS

November 5-7, 1989

Reg. No.			

1. Badge Information

First Name _____ Last Name _____

Title _____

Institution _____

Title Code	

2. Address

Street _____

City _____ State _____ Zip _____

Daytime Telephone Number _____ FICE Code _____

3. Is your institution a member of ACE? _____ Yes _____ No

4. Registration Fees

Non-ACE member institutions add \$100. to the appropriate registration fee.

Select fees by team size:

*NOTE: Each team member must fill out a registration form; all team registration forms must be submitted together for the discount to apply.

	# Attending	
Individual	1	× \$225 = \$ _____
3-5 each	_____	× \$200 = \$ _____
6 or more each	_____	× \$150 = \$ _____
Pre-conference Workshops (additional fee required)		
Campus Task Force Chairs (includes lunch) 10:00 am-3:00 pm	_____	× \$ 50 = \$ _____
Recognizing, Accepting & Celebrating Differences 12:30-4:00 pm	_____	× \$ 25 = \$ _____
Registration Total		\$ _____

The reception and dinner, two continental breakfasts, two lunches, and conference materials are included in the registration fee. They are not deductible from the fee.

Registration Instructions and Deadline: Registration must be postmarked on or before October 20, 1989. After that, you must register on site in San Francisco. No credit cards are accepted. Full payment must accompany this form. **PLEASE MAKE CHECKS PAYABLE TO THE AMERICAN COUNCIL ON EDUCATION.**

5. Team Leader's name _____

6. Workshop Attendance

You will have the opportunity to attend two of the following workshop sessions. See descriptions on previous page. Please indicate 1st, 2nd and 3rd choices. We will try to accommodate your 1st and 2nd choices.

- | | |
|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <input type="checkbox"/> Racial Tensions and the First Amendment | <input type="checkbox"/> Administrative Recruitment and Retention |
| <input type="checkbox"/> Valuing Diversity | <input type="checkbox"/> Undergraduate Student Recruitment and Retention |
| <input type="checkbox"/> Imagery, Naming and Communication: The Power of Language | <input type="checkbox"/> Graduate Student Recruitment and Retention |
| <input type="checkbox"/> Faculty Recruitment and Retention | <input type="checkbox"/> Developing a Values Profile |
| <input type="checkbox"/> Managing Organizational Culture to Improve Student Achievement (offered once only) | |

7. Special Services Required

Handicapped _____ Special Meals _____ Please enclose a brief description of your needs.

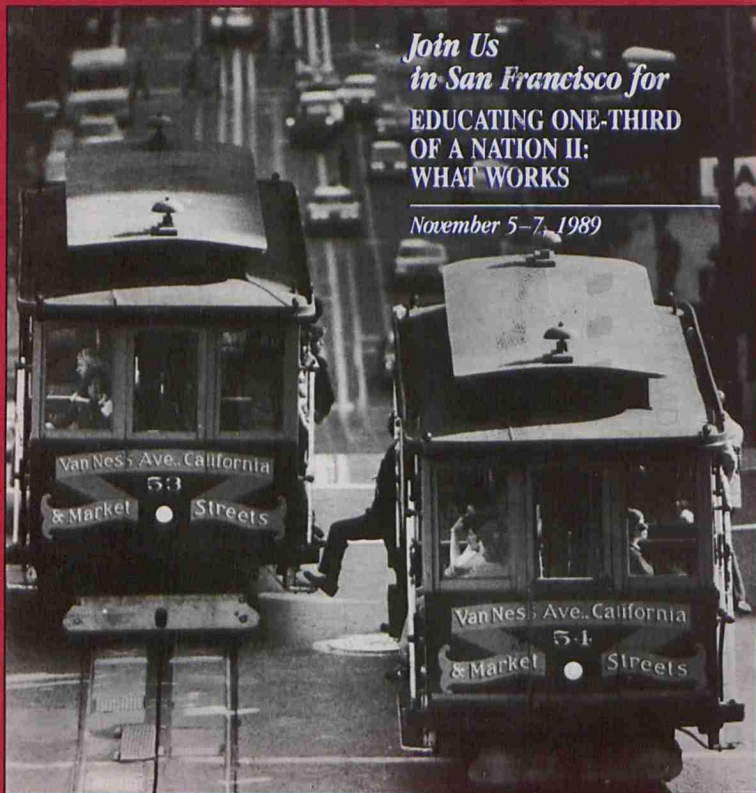
Pmt. Amt. _____	Pmt. Date _____	Ck. No. _____	Pmt. Type _____
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8. Refund Policy

Registration fees paid in advance are refundable (less a \$25 cancellation fee) if written notice is received on or before October 14, 1989. After that, a \$50 cancellation fee will be charged. If letters or calls are not received by October 25, 1989, it will not be possible to issue refunds for cancellations. All refunds must be requested in writing and will be issued *after* the conference.

9. Signature _____ Date _____

Mail to: Educating One-Third of A Nation II
American Council on Education
One Dupont Circle, NW
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November 5-7, 1989

J.F. Davidson and Victor Egan

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HIGHER EDUCATION & NATIONAL AFFAIRS

VOLUME 38, NUMBER 15

Newsletter of the American Council on Education



Service Measure Gains in Senate

The American Council on Education and other higher education groups have endorsed national service legislation that combines proposals from several service bills introduced earlier this year. The legislation was approved this month by the Senate Labor and Human Resources Committee.

Senate Democratic leaders, including Majority Leader George J. Mitchell (D-ME) and Sens. Edward M. Kennedy (D-MA), chair of the Labor and Human Resources Committee, and Sam Nunn (D-GA), unveiled the compromise plan at a news conference last month.

"The compromise we have achieved is a worthwhile measure that includes the best features of all the bills, and the price tag is within realistic budget constraints," Kennedy said of the \$300 million proposal.

The legislation does not contain the controversial proposal by Nunn and Rep. Dave McCurdy (D-OK) that would have required students to complete a tour of national service as a precondition for receiving federal student aid. Under the "National and Community Service Act of 1989," \$100 million would be authorized for a demonstration program designed to make education and housing more readily available to those who perform full-time or part-time national service. This feature, which is similar to the Nunn-McCurdy plan, would test concepts that could lead to linking benefits to national service, Nunn said at the press conference.

(continued on page 2)

Student Aid Funding Reduced

House Passes 1990 Spending Bill

The House earlier this month approved an appropriations bill that funds most student financial assistance programs at current levels and cuts funding below current levels for other key higher education programs.

The House bill, approved by a vote of 365 to 58, provides increases for a number of higher education programs, including TRIO, international education, and historically black colleges and universities. The measure, however, provides no additional financial assistance above current levels for needy students, and reduces some important programs below fiscal 1989 levels.

Higher education institutions "will have to redouble their efforts in the Senate to offset the funding shortages in the House bill," said Becky Timmons, director of congressional liaison for the American Council on Education (ACE).

The Senate Subcommittee on Labor, Health and Human Services, Education, and Related Agencies is set to mark up its version of the bill on Sept. 8.

"We continue to believe that the subcommittee's allocation, based on budget resolution assumptions, has sufficient room to accommodate the increases we are seeking in priority student aid programs," Timmons said.

Under HR 2900, student aid programs would receive \$6 billion in fiscal 1990, a \$177 million increase over the Bush administration's budget request and \$207 million over this year's appropriation.

(See chart on page 5.)

In its report, however, the Appropriations Committee voiced concern about the growing cost of the programs. "In addition to fiscal integrity and financial management issues, the committee has been concerned by a rapid expansion of the program to nontraditional students for whom the standard student aid programs may not be the most suitable," the report said, noting that more than 25 percent of student aid funds now go to proprietary schools.

The legislation would provide \$4.7 billion for Pell Grants, the same amount as the budget request and an increase of \$256 million over 1989. The maximum Pell award would remain at \$2,300. State Student Incentive Grants (SSIG) would be cut by \$22 million, from \$71.9 million this year to \$50 million. Capital contributions to the Perkins Loan Program would be reduced by \$47 million, from \$183.5 million to \$137 million.

Timmons and other higher education representatives have been meeting with Labor, Health and Human Services, and Education Subcommittee staffers to make known their concerns about the House reductions. ACE recently issued an alert urging its members to contact their congressional delegations immediately. "The only hope now lies with the Senate," the alert said.

ACE, on behalf of 12 other education groups, also sent letters to Sen. Tom

(continued on page 5)

Inside:

- The Justice Department is investigating several campuses for possible antitrust violations. 2
- A new report cites declines by black Americans. 3
- C. Gregg Petersmeyer is interviewed on President Bush's Thousand Points of Light initiative. 6
- Darryl G. Greer discusses college and university assessment in *Opinion*. 7
- Student loan default rates are down. 8

College Board Costs Price Increases

Tuition and fees will increase an average of 5 to 9 percent this academic year, depending on the type of institution students attend, says the College Board in its "Annual Survey of Colleges, 1989-90," released late last week.

Survey data show that students at four-year public colleges will pay an average of \$1,694 for tuition and fees in 1989-90, a 7 percent increase over last year. Those attending two-year public colleges will pay an average of \$842 for tuition and fees, a 5 percent increase.

The cost of tuition and fees at four-year and two-year independent colleges will average \$8,737 and \$4,713—up 9 percent and 7 percent from 1988-89.

The survey also found a wide variation in college costs. Tuition and fees at independent four-year colleges range

between \$100 and \$16,495 at the least and most expensive schools. Fifty percent of those colleges charge between \$5,500 and \$7,200. At four-year public institutions, tuition and fees range from \$100 to \$3,672 at the least and most expensive institutions, with 50 percent charging between \$1,251 and \$1,537.

The survey found that the average student who lives in college housing can expect to pay \$3,039 at a public four-year institution and \$3,898 at an independent four-year school for room and board. Additional expenses for books and supplies, transportation, and personal expenses will cost students between \$1,700 and \$1,900. Students living at home can expect to pay between \$1,800 and \$2,250 for books

(continued on page 8)

Service Measure Gains in Senate

(continued from page 1)

Through the demonstration program, a new national service corporation would make grants to states for full- or part-time civilian national service programs for individuals 17 years old and older. Participants would be eligible for education or housing vouchers of \$8,500 annually for up to two years of full-time work and \$3,000 annually for three to six years of part-time work.

Incentives also would be provided for colleges and universities to use College Work-Study funds for community service programs. A 50 percent set-aside for community service in the State Student Incentive Grant program also would be created for funds appropriated above \$75 million. Repayment of Perkins and Stafford Loans would be reduced for persons performing full-time community service.

Youth service corps programs modeled after conservation corps already established in several states would receive \$100 million. The Employment Opportunities Subcommittee of the House Education and Labor Committee recently approved a similar conservation corps measure.

The Senate bill also would expand the Volunteers in Service to America (VISTA) program and volunteer programs for older Americans.

No date has been set for floor action in the Senate, according to Shirley Sagawa, education counsel to the Senate Labor and Human Resources Committee. "We hope to bring the bill to the floor this fall," she said, adding that the Democratic leaders will seek to work with the Bush administration, which is expected to introduce its service legislation later this year.

HIGHER EDUCATION & NATIONAL AFFAIRS (ISSN 0018-1579) is published twice a month (except for monthly publication in August and December) by the American Council on Education (ACE). Circulation: 23,000. Subscriptions: \$30 per year, single subscription; two to five subscriptions to one address, \$25 each per year; six to nine subscriptions, \$20 each per year; 10 or more, \$16 each per year. (Subscription price included in annual membership dues.) Send all address changes to ACE, One Dupont Circle, Suite 800, Washington, DC 20036-1193. ACE is an equal opportunity employer and takes affirmative action to ensure nondiscrimination.

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Robert H. Atwell, President, ACE

David R. Merkwowitz, Director of Public Affairs

Staff:

Nancy Grund, Editor and Assistant Director of Public Affairs

Shanda Thomas Ivory, Assistant Editor

Bill Targets Lobbying for Federal Grants

The Senate has approved a measure prohibiting nearly all recipients of federal grants and contracts from using federal funds to pay lobbyists.

The legislation, which passed without objection, was introduced by Sen. Robert C. Byrd (D-WV), chair of the Senate Appropriations Committee. Byrd, angered over accounts in the *Washington Post* that West Virginia University had hired a Washington lobbying firm to help it win funds for an \$18 million research center, withdrew his support for the project and pushed through the legislation to reform lobbying as part of the appropriations bill for the Department of Interior.

Byrd's proposal would prohibit recipients of federal funds from using the funds to pay intermediaries directly or indirectly to lobby the president or Congress. Grants, contracts, and cooperative agreements of less than \$50,000, loans that do not exceed \$150,000, and payments to consultants for professional and technical services would be exempt.

Persons seeking or receiving contracts would have to disclose the name of the lobbyist paid with nonfederal funds, the amount paid, and the purpose. Federal agencies would report all of the lobbying information twice a year. Violators would face a \$100,000 civil fine and cancellation of grants. Currently, lobbyists who have an interest in pending legislation only have to register with Congress.

Byrd has said he introduced the legislation in response to recent press accounts of hefty fees paid to consultants lobbying the Department of Housing and Urban Development, as well as others who create projects and have them included in appropriations

bills for their clients. Companion bills have been introduced in the House by Rep. Tom Lantos (D-CA).

Cassidy and Associates, a Washington firm that represents West Virginia University and about 40 other higher education institutions, has been the target of Byrd's ire. The firm's lobbying strategy has gained millions of federal dollars for its clients.

While Byrd contends that lawmakers do not need lobbyists to tell them how to spend money in their states, some university officials say they are essential to their schools' representation on Capitol Hill.

"Many universities have government relations offices at the vice presidential level; some of these have Washington offices," William J. Byron, S.J., president of Catholic University of America (DC), another Cassidy client, wrote in a letter to the *Post*.

"Catholic University has no such officer or staff. By purchasing the services of an outside firm, we have available to us the same professional talent at a fraction of the cost of salaries, office space, and related expenses we would otherwise incur."

Noting that most universities use outside counsel for campus planning, capital campaigns, lawsuits, and academic program development, Byron said some institutions—as in the West Virginia case—are hiring consultants for government relations.

"Some elected representatives will have sufficient knowledge of the needs of some universities to represent their interests effectively in Congress and before executive agencies," Byron said. "The majority of colleges and universities cannot count on that type of well-informed representation."

Campuses Probed For Antitrust Violations

The Antitrust Division of the Justice Department has requested information from approximately 20 colleges and universities, apparently to determine if they have violated antitrust laws in setting tuition and financial aid packages.

Letters were mailed to the various campuses over the last six weeks, said department spokeswoman Gina Talamona. "We are in the information gathering phase right now," said Talamona, who would not comment on the exact nature of the investigation or disclose the names of the campuses involved.

Talamona said the letters "mention the Sherman Antitrust Act," which prohibits any transaction in restraint of trade or commerce.

American Council on Education Gen-

eral Counsel Sheldon E. Steinbach noted that "our analysis of the Sherman Act leads me to the conclusion that the activities noted by the Justice Department are educational, not commercial activities, and therefore are not embraced by the antitrust laws."

"In view of the various anticompetitive activities pervading society in general, one must question the wisdom and appropriateness of this Justice Department action," he added.

The investigation follows an article entitled "Do Colleges Collude on Financial Aid?" that appeared in the May 2 issue of the *Wall Street Journal*. The article focused on 23 independent institutions in the Northeast and how they establish financial aid packages for prospective students.

Gains by Blacks Stalled, Report Finds

A wide gap continues to exist between blacks and whites in almost every aspect of American society, including education, says a new National Research Council (NRC) report on the status of black Americans. The nation faces an "unfinished agenda" to correct these inequities, the report says.

Despite significant gains since the 1940s, blacks on average lost ground or have remained at the same level since the early 1970s, especially in real income, concludes the 22-member committee that prepared the report, "A Common Destiny: Blacks and American Society."

"By almost all aggregate statistical measures—income and living standards, health and life expectancy, educational, occupational, and residential opportunities, political and social participation—the well-being of both blacks and whites has advanced greatly over the past five decades. By almost all the same indicators, blacks remain substantially behind whites," the committee's report notes.

Education was no exception. "Segregation and differential treatment of blacks continue to be widespread in the

elementary and secondary schools," the committee found. Early intervention programs, such as Head Start, "have had positive effects on blacks' educational performance," and black students have made small but consistent gains in academic achievement.

At the college level, "the odds that a black high school graduate will enter college within a year of graduation are less than one-half the odds that a white high school graduate will do so," said Gerald Jaynes, professor of economics and African and African-American studies at Yale University, who directed the study.

The panel found that further gains for blacks are unlikely without "purposeful actions and policies by governments and private institutions."

"Public policies, such as compensatory education in the public schools and financial aid to college students, [as well as] health care and employment programs have been shown to improve the position of blacks," Jaynes noted.

Copies of the report are available for \$35 (prepaid) from the National Academy Press, 2101 Constitution Ave. NW, Washington, DC 20418, (202) 334-3313.

ACE Seeks Nominations For Fellows Program

The American Council on Education (ACE) is seeking nominations for its Fellows Program for the 1990-91 academic year. Nomination and application forms were mailed to presidents and chief academic officers of ACE member institutions this month.

The ACE Fellows Program identifies and trains promising administrators who are nominated by the president or senior officer of their institution and selected through a national competition. Fellows spend a year as interns to college presidents and senior administrators, preferably on another campus, and also attend three week-long seminars sponsored by ACE and visit other campuses.

Of the 930 fellows who have completed the program, 123 have served as presidents of colleges and universities and an additional 496 have held the position of vice president or dean, or have been an associate or assistant in those offices.

The deadline for receiving nominations and completed applications is Nov. 1. For additional information, contact the ACE Fellows Program, (202) 939-9420.

FACTS IN BRIEF

Voluntary Support of Higher Education Decreases to \$8.2 Billion

In 1987-88 voluntary support of higher education reached \$8.2 billion, down \$3 billion from 1986-87, says a report by the Council for Aid to Education (CFAE). A decline in individual giving was cited as a major reason for the decrease.

- Donations from alumni declined by 13 percent from 1986 to 1987, from \$2.3 billion to \$2 billion.

- Contributions by nonalumni individuals fell by 7 percent, from \$2.1 billion to \$1.9 billion, from 1986 to 1987.

- Foundation grants to higher education increased by 6 percent between 1986 and 1987, from \$1.5 billion to \$1.6 billion.

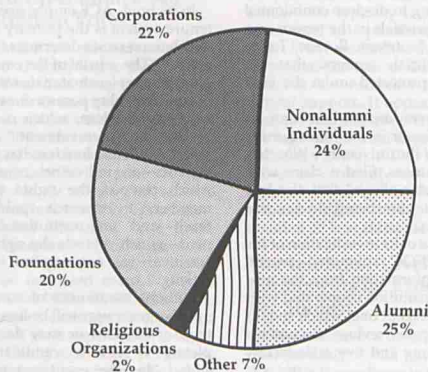
- Corporations donated \$1.85 billion to higher education in 1987-88, a 2 percent increase over 1986-87.

- Giving by religious organizations stood at \$197 million for 1987-88, a 3 percent decrease compared to 1986-87.

- More than half of all voluntary support was contributed for current operations in 1987-88 (57 percent); gifts for capital purposes accounted for 43 percent of the total.

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

Sources of Voluntary Support, 1987-88



Source: "Voluntary Support of Education 1987-88," Council for Aid to Education. Available for \$35 each (prepaid) from CFAE, 51 Madison Ave., New York, NY 10010.

August 14, 1989

Section 127 Aids Workers at all Levels

A new study on employer-provided educational assistance shows that 99 percent of those receiving such assistance earn less than \$50,000 annually, with 71 percent earning less than \$30,000 and 36 percent earning less than \$20,000.

The study, by Coopers and Lybrand's National Tax Policy Group, also found that those students attending professional schools account for less than one-half of 1 percent of all recipients of employer-provided educational assistance.

"The study shows that these benefits have enabled thousands of workers at all salary levels to gain the education and training they need to become more productive members of the work force," said Sheldon E. Steinbach, general counsel for the American Council on Education.

The employee educational assistance provision—Section 127—of the Internal Revenue Code, which expired last December, allowed employers to provide limited tax-free educational assistance to employees. Legislation has

been introduced in the House and Senate to reenact the law. A budget reconciliation package approved last month by the House Ways and Means Committee includes a three-year extension of Section 127. The proposal would reinstate Section 127 benefits for undergraduate education retroactive to Jan. 1, 1989, through Dec. 31, 1991.

Other findings of the report, "Section 127 Employee Educational Assistance: Who Benefits? At What Cost?," include:

- Nearly half of those with identified majors and using Section 127 benefits are taking business-related courses, with the remainder taking courses in engineering, health science/nursing, education, and computer science.

- Over 90 percent of Section 127 benefits are for less than \$2,000. Average payments are concentrated well below \$1,000 and are generally related to costs of tuition, fees, books, and supplies.

For a copy of the study, contact Sharon Cranford, Coopers and Lybrand, 1800 M St. NW, Washington, DC 20036, or call (202) 822-4439.

ACE Files Brief in Tenure Case Appeal

The American Council on Education (ACE) has filed an *amicus* brief in the U.S. Supreme Court supporting the University of Pennsylvania in its appeal of a case brought against the school by the Equal Employment Opportunity Commission (EEOC). Arguments in the case are scheduled for this fall.

The EEOC originally sued the university for refusing to disclose confidential peer review materials in the tenure case of Associate Professor Rosalie Tung. University officials contend that the materials are protected under the First Amendment.

The controversy arose when Tung, an associate professor in the Management Department of the university's Wharton School of Business, filed a claim with the EEOC. Tung alleged that she had been denied tenure based on sex and national origin.

In the course of its investigation of the claim, the EEOC submitted several requests for information from the university. The institution cooperated with every request except one, which sought confidential peer review documents concerning Tung and five male faculty members.

The EEOC, without reviewing any of the materials already provided by the university, subsequently issued a subpoena. The university then petitioned the EEOC to modify its request to protect the confidentiality of the peer review materials.

The U.S. District Court ordered the

university to produce the documents, and the appeals court affirmed the decision based on an earlier ruling in *EEOC v. Franklin and Marshall College*. In that case, the court held that the college was required to produce all confidential peer review materials when they were potentially "relevant" to an EEOC investigation.

In its brief, ACE emphasized that the tenure system is the primary means by which universities determine "who may teach." "The refusal of the court... [to give] peer review materials any measure of confidentiality poses a direct threat to academic freedom, which is protected by the First Amendment," the brief said. "Academic freedom has two components—an individual component—which protects the rights of faculty members to research, publish, and teach—and an institutional component—which protects the rights of universities to autonomous decision-making."

Without assurances of confidentiality, peer reviewers will be less candid in their evaluations or may decline completely to review candidates, ACE added. "In either event, peer review can no longer be as effective in assisting the tenure decision-making process. This action could lead to a decline in quality of scholarship and instruction to the detriment of the university, its faculty and students."

The Supreme Court will hear the case during the term beginning in October.

COPA Seeks Comments

The Council on Postsecondary Accreditation (COPA) is accepting comments on the procedures and practices of accrediting agencies seeking continued or initial recognition. The deadline for receipt of comments or requests to present verbal testimony is Nov. 10. Accrediting agencies will be reviewed Jan. 8-10 in Washington, DC.

Comments must be related to an accrediting agency's compliance with COPA's "provisions for recognition," which are available from COPA. Accrediting agencies' applications and materials submitted by third parties are available from COPA until Dec. 8.

The following accrediting agencies have applied for continuing recognition: Commission on Institutions of Higher Education/New England Association of Schools and Colleges; Commission on Vocational, Technical, and Career Institutions/New England Association of Schools and Colleges; Council for Accreditation of Counseling and Related Educational Programs/American Association for Counseling and Development; Council on Accreditation of Nurse Anesthesia Educational Programs; Committee on Accreditation/American Psychological Association; Educational Standards Board/American Speech-Language-Hearing Association.

The National Accreditation Commission for Schools and Colleges of Acupuncture and Oriental Medicine has applied for initial recognition.

Comments or requests to present testimony should be submitted to COPA, One Dupont Circle, Suite 305, Washington, DC 20036, (202) 452-1433.

Video Series Planned

A series of five telecommunications programs highlighting key issues in higher education is planned for the 1989-90 academic year. Each program in the series, sponsored by Cox, Matthews & Associates and cosponsored by the American Council on Education, will be interactive, allowing viewers to participate by calling a toll-free number.

The first program, "Faculty Rights—Tenure and Governance: Negotiation vs. Litigation," will air Oct. 11. Other programs include: "The State of Black Health Care: Where Are We Heading As We Approach the Year 2000," Dec. 6; "Beyond the Dream II: A Celebration of Black History," Feb. 1; "Men of Color: Absence in Academia," March 14; and "The Black Athlete: Winners or Losers in Academia," April 18.

For information on the series, contact Cox, Matthews & Associates, Inc., 10520 Warwick Ave., Suite B-8, Fairfax, VA, 22030, (703) 385-2981.

HIGHER EDUCATION & NATIONAL AFFAIRS

Newsletter of the American Council on Education

August 14, 1989

Why Are College Charges Rising?

By Arthur M. Hauptman

Every year college presidents across the country face the unenviable task of explaining to students and their parents why tuitions and other charges are being increased. In the 1980s, this task has been particularly unpleasant because college tuitions have been increasing at roughly twice the general rate of inflation and substantially faster than the growth in incomes of most families.

In deciding how to approach this delicate subject, many college presidents choose to discuss the fact that tuition is well below what it costs to provide an education at their institution. They often point to studies that show the price of a college education is more than worth it in terms of additional income as well as the nonpecuniary benefits that will accrue to students over their lifetimes. Usually included in the presidents' explanations is the fact that it costs a lot to provide a quality education: to find and keep good faculty, build and renovate facilities, add new academic programs, maintain libraries, equip laboratories, and provide more student aid.

More often than not, the question the presidents are answering is not why their prices have increased, but why it costs so much to send one's children to college these days. But this question is not so difficult to answer, when one considers all that goes into a college education. Whatever the price, it is a lot less than what is expended per student, in either the public or the private sectors, albeit for very different reasons. State funding keeps tuitions substantially below expenditures in the public sector, and endowment income and gifts allow private institutions to keep their prices well below costs.

The much more difficult question to answer is why college prices have been going up so rapidly in the 1980s. It is difficult to answer because it requires going beyond simply saying that college is expensive; instead, one must examine what has changed in the 1980s to make tuitions go up so much faster than his-

torically has been the case. It is important to note here that the factors underlying tuition increases at any one college or university, or any one set of institutions, often will differ from the reasons tuitions have increased at other institutions. Officials should, therefore, take into account the particular circumstances at their own institution in examining how well the explanations provided here apply.

One way to begin is to note that, historically, tuitions have tended to increase 1 to 2 percentage points per year faster than the general rate of inflation. This difference generally is ascribed to the labor intensiveness of higher education—over four-fifths of all college expenditures are for employee compensation—and the inability or unwillingness of the “industry” to achieve productivity gains. In a break from that historical pattern, tuitions in the 1980s have been increasing at roughly twice the rate of inflation. Between 1980 and 1987 tuition increased an average of 10 percent per year, while the Consumer Price Index grew by 5 percent annually. What accounts for this change?

Increased Expenditures and Their Effect on Prices

A look at the cost side of the equation indicates that, according to U.S. Department of Education data, expenditures by colleges and universities increased about 8 percent per year during the first half of the 1980s (more recent data is not available). These increases result from two related factors: the price that colleges pay for the goods and services they buy, and how much they purchase.

The Higher Education Price Index (HEPI), a measure of the change in the price that colleges pay for their purchases, has increased about 7 percent per year in the 1980s. The HEPI is by no means a perfect measure; it is composed principally of the compensation colleges pay their faculty and other personnel, and therefore, much of the index could be said to be internally generated. Nonetheless, the HEPI does provide a sense of the price structure colleges face, and, because it reflects the market basket of goods and services that colleges and universities buy rather than what the typical consumer purchases, it is more appropriate than the CPI as a

measure of real increases in higher education expenditures.

The pattern in the 1980s suggests that the “real” rate of increase in college expenditures has been about one percent per year, based on an annual growth in expenditures of 8 percent and a 7 percentage point growth in HEPI. This one percent annual “real” growth can be used as a measure of how much the quantity of college purchases grew in the 1980s.

Several categories of expenditures grew much faster than the average, including administrative costs, student services, sponsored research, and student financial aid, leading to suggestions that these items are responsible for the growth of tuitions. Reagan administration officials were particularly critical of the growth in administrative costs. However, they never identified whether the growth was in unnecessary staff enlargements or in services and costs that students demanded, such as career placement, or that governments required, such as meeting health and safety standards. One element that may have contributed to increased spending for support services is the rapid growth of part-time and nontraditional students, who typically require more services than an equivalent full-time student. Many research university officials claim that the cost of doing sponsored research has exceeded the growth in federal support. It appears that undergraduate tuitions may have been one of the revenue sources used to pay for the shortfall. There is little question that increased student aid funded from internal sources has been paid for through higher tuitions charged to unaided or less aided students.

The Impact of Level Enrollments on Expenditures Per Student

The increase in expenditures per student probably would have been less in the 1980s if enrollments had expanded rather than remained relatively level. In the 1960s and early 1970s, enrollments grew rapidly as colleges and universities sought to accommodate the baby boom generation. As a consequence, spending by institutions grew faster than per student spending, as many colleges were able to spread their fixed

Arthur M. Hauptman is an independent education consultant. This article is based on a larger study sponsored by the American Council on Education and the College Board that will be published later this year.

costs over an expanding number of students. For example, from 1965 to 1970, education and general expenditures at all institutions grew by 15 percent per year, while expenditures per student increased less than 4 percent annually. From 1970 to 1975, total spending increased more than 12 percent per year, almost twice as fast as spending per student.

Since the mid-1970s, the pattern of college enrollments has changed dramatically as the size of the traditional college age group of 18 to 24 year olds grew more slowly, peaked around 1980, and then began a decline that will not end until the mid 1990s, when the group will be about 25 percent smaller than at the beginning of the 1980s. With this demographic trend, college enrollments leveled as many institutions deliberately moved to a steady enrollment policy, while many others could not expand simply for lack of qualified applicants. It is now commonly understood that overall college enrollments would have declined except for a small increase in the rate of participation of the traditional college age group and a substantial increase in participation by older, nontraditional students.

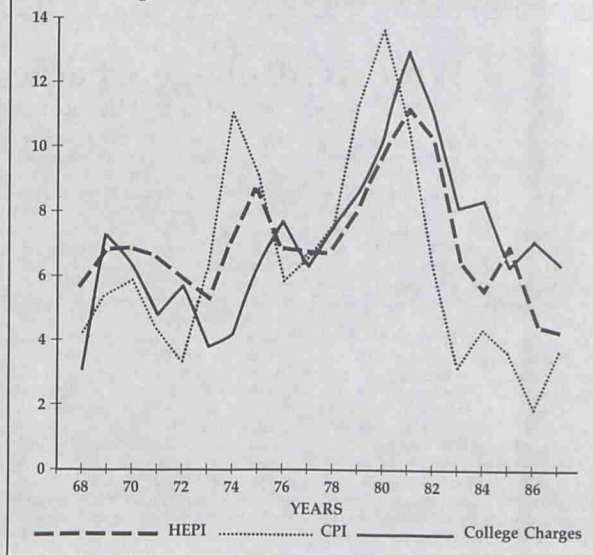
With this leveling, most institutions have not been able to spread their costs over growing numbers of students, as was the case in the 1960s and early 1970s. From 1975 to 1980 and again from 1980 to 1985, total expenditures and per student spending grew at virtually the same rate. These historical patterns suggest that the annual increase in per student spending in the 1980s could have been as much as several percentage points lower had enrollments grown rather than remained level.

Level enrollments, however, do not help to explain why tuitions in the 1980s have grown at an average of 10 percent per year, while spending per student has grown at an average of 8 percent per year. Unlike the expenditure patterns for public and private institutions, which have been fairly similar over time, the reasons why tuition growth has exceeded spending diverge for the public and private sectors.

State Funding Patterns and Public Sector Tuition Increases

For public institutions, there is little question that the major reason tuition increases have exceeded the growth in expenditures is the pattern of state funding for public higher education. Tuitions at public institutions tend to act as a "plug" between what an institution plans to spend in its budget and the level of state funding. In the early 1980s, state resources became strained as a result of a national economic recession; this, in turn, limited the growth in state

Annual Percentage Change in College Charges and Consumer Price Index, 1968-87



funding for higher education. Public tuitions were then used to make up the difference, registering double digit increases in each year between 1980 and 1983. As the economic recovery gained momentum, state tax revenues rebounded, state funding for public higher education began growing again in real terms, and tuition growth greatly moderated. Tuition increases at public institutions have declined in real terms since 1983.

This pattern serves as a reminder that the traditional method of funding public higher education in this country results in the largest tuition increases occurring when the economy is doing poorly and students can least afford to pay. By contrast, when economic times are good, tuition increases are kept down.

The association of State Higher Education Executive Officers (SHEEOs) reports that in the 1980s about a dozen states have adopted policies in which public sector tuitions are tied to either the level of state funding for or expenditures by public institutions. Under such formulas, tuitions tend to grow more rapidly in years when state funding increases are higher, rather than the traditional inverse relationship, whereby tuition increases are largest when funding is most constrained. Although the trend toward tuition/funding formulas has not been

large enough to displace the traditional inverse relationship, the fact that so many states have been willing to move in this direction is an encouraging sign.

It is not a coincidence that a number of states have moved to a formula approach when times were relatively good and the funding escalator was moving upwards. The difficulty with tying tuitions to funding or expenditure levels arises when state resources are strained, either through a general economic downturn or through some other situation peculiar to the state—for example, when misestimates of revenue in one year lead to severe belt tightening in the next. When this happens, institutions in states with tuition/funding formulas will face a double hit—their state funding growth will slow and they will lose tuition revenues at the same time. This reality is often used as an argument against state policies that link tuition with funding.

To avoid this problem, states with formulas should build up reserves during the economic good times that can be used to offset tuition increases that otherwise would be needed when, for whatever reason, state funding becomes constrained. The simplest way to do this would be for states to withhold a small portion of the funding increase in the good years to establish a reserve fund that earns income in liquid assets,

and then spend down this fund when state resources are not so available. Such an arrangement would have the added benefit of restraining the growth of spending during the good times when institutions may get into the habit of padding their budgets.

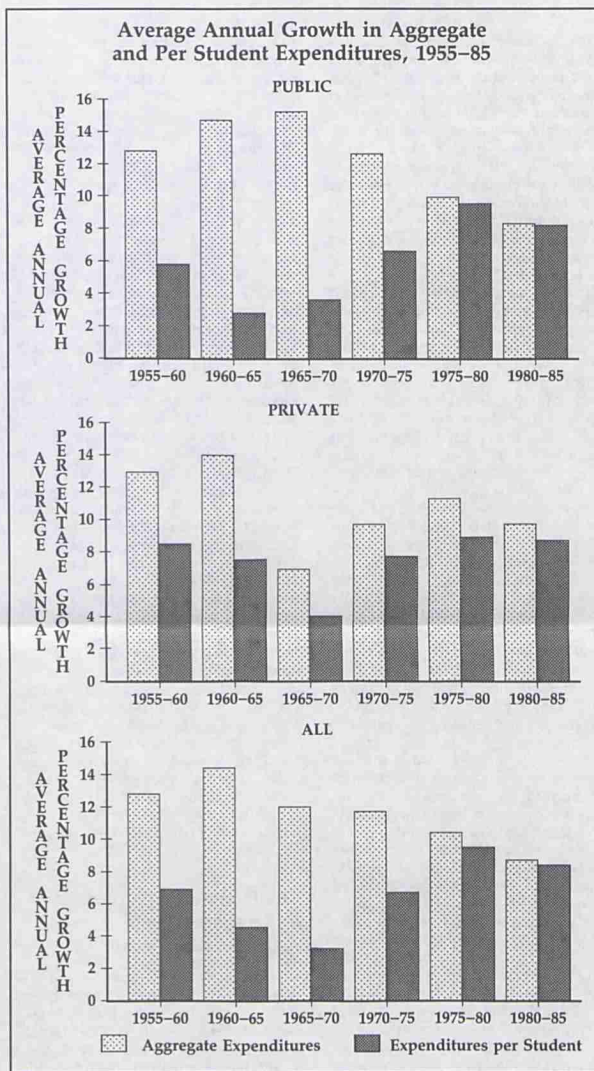
One reason this "smoothing out" of expenditure growth does not occur is due to institutional practices. Many public institutions are uncomfortable not spending what they are provided because they fear the money will be taken away before they get a chance to spend it. In addition, legal restrictions in some states against the creation of reserves would preclude such arrangements. While these are legitimate concerns, the consequences of sticking to a short-term policy of "spend everything you have now" can be disastrous. Prudent budgeting—whether it be for a family, government, or college—dictates the necessity of thinking beyond today for tomorrow's needs.

Competition and Private Sector Pricing Policies

The process of setting tuitions at private colleges and universities differs considerably from that of the public sector, principally because tuitions represent so much larger a share of institutional budgets. On average—and there is great variation among different types of institutions—tuitions constitute over half of all education and general expenditures in the private sector, compared to less than one-fifth at public institutions. This difference in tuition reliance may mean that at private institutions tuitions tend to get factored into the budget process earlier because they have a larger impact on the institution's overall budget parameters.

Some administrators have tended to characterize their budget setting process as a one-way street in which the cost pressures they face force them to raise their prices. This unidimensional "cost-push" explanation, however, runs contrary to common sense; not only do institutional costs push up tuitions, but what an institution charges its students helps to determine how much it can spend, particularly in the private sector. It is more helpful and accurate, therefore, to view the institutional budget process as a two-way street in which cost factors such as salary hikes help to shape pricing decisions, and where the rate of growth in tuitions and other charges is critical in determining the size of an institution's overall budget.

It is also helpful to distinguish between what an institution must spend and what it chooses to spend. Every institution must expend a certain amount of funds to keep its doors open



for obligations that include paying utility bills so that the lights stay on; paying the faculty and other personnel enough to keep them from going on strike; making necessary expenditures to meet governmental safety, health, and financial regulations; and meeting other contractual obligations such as paying the interest on the debt. The

amount necessary to pay for these expenditures might be called the base level budget, below which an institution cannot continue to operate. Base level budgets for different institutions vary greatly, depending on differences in collective bargaining agreements, the age and location of the institution, its historical spending patterns, and other

factors.

The tuition needed to pay for this base level budget is rarely as high as the amount the institution actually charges. The difference between the base level tuition and the actual tuition in a given year might be referred to as the *choice* portion of an institution's budget—the segment in which it decides where to position itself in the market. The choices an institution makes in setting its tuition help determine where it draws the line on its priority spending list. The higher the tuition increase, the further down the priority list it can go.

It also is the case that the choices an institution makes in setting tuition are highly influenced by competitive considerations. At the beginning of the 1980s, it would have been reasonable to expect private colleges to compete for the declining number of traditional college age youth by trying to keep their tuitions as low as possible. The fact that tuitions have increased rapidly in the 1980s, however, leads to a different conclusion: colleges have decided to compete in ways other than keeping their prices down. Observation of many of today's campuses suggests that one form of competition has been in facilities enhancement. Another has been the desire to maintain quality by paying enough to keep and recruit good faculty members and other staff.

Still another form of competition that has intensified in the 1980s has been the greater use of internally funded student aid. All the available evidence suggests that colleges and universities, especially in the private sector, have greatly increased the amount of aid and the proportion of students aided through the institutions' own resources. Data reported on institutional applications for federal campus-based aid indicate the amount of all forms of internally funded student aid provided by private colleges and universities nearly tripled between 1979-80 and 1986-87, more than doubling the real level of aid provided. Analysis of this data suggests that 1 to 2 percentage points of the annual increase in private sector tuitions in the 1980s can reasonably be accounted for by the growth of internally funded aid financed by tuition revenues. Perhaps the easiest way, therefore, for private institutions to have moderated their price increases in the 1980s would have been to slow the growth in the student aid they provide. However, this would have reduced dramatically access to and choice of a broad range of postsecondary options for many students.

The Role of Federal Aid and Tuition Levels

William Bennett, when he was Sec-

retary of Education, asserted that a principal reason tuitions increased so quickly is that the ready availability of federal student aid allowed institutions to raise tuition without students having to pay more out-of-pocket expenses. The available data, however, including that provided by the U.S. Department of Education itself, suggest that the Bennett hypothesis was, for the most part, incorrect. Federal aid has gone up only slowly in the 1980s, while in the same period tuitions have increased quickly in real terms. In addition, most students receive little or no federal aid, meaning they are not insulated against the effects of higher tuitions and other charges. Just as important, an analysis of the award formulas used in the federal aid programs indicates that higher charges result in a much smaller percentage increase in the amount of federal aid students actually receive.

At least two exceptions to this general rule of nonindexing, where price and aid do appear to be heavily linked, can be identified. One is at very low-priced institutions, where increases in tuition would, in fact, raise the amount of Pell Grants and other federal aid needy students receive. The other is at proprietary trade schools, where the pattern of tuition charges over time has tended to follow the rate of increase in federal student aid maximums, suggesting that these schools are setting their prices in relation to the availability of student aid. In general, however, it appears that cuts in federal student aid are more likely than increases to lead to higher charges because many institutions feel they must expand the amount of internally funded aid they provide to offset federal shortfalls. Tuition revenues collected from unaided students are a principal means of paying for the additional student aid.

The Declining Traditional College Age Group: A Crosscutting Factor?

In analyzing the reasons given for the rapid increase in college charges in the 1980s, one factor that repeatedly surfaces is the decline in the traditional college age group. This demographic fact, which has contributed greatly to the leveling of enrollments, may have had an impact on expenditures per student, as discussed earlier. The declining number of potential students also has forced many institutions to try harder to recruit and retain students by enlarging admissions staffs and enhancing marketing efforts, improving facilities, and providing the services needed to help the growing number of college students who traditionally have been outside the

mainstream of higher education. Increased aid funded from internal sources to attract college age students reasonably might be viewed as another recruitment device.

The decline in traditional college age youth may also have had an indirect impact on college prices by making the labor market more attractive for college graduates. The smaller cohort of traditional age students, combined with a growing number of jobs requiring a college education, has greatly enhanced the economic prospects of college graduates. This is reflected in the widening earnings differential between high school and college graduates. These enhanced prospects may be one factor in the continued growth of levels of college applications in the 1980s. And this demand, in turn, may be one factor that has convinced administrators they can raise their prices without adversely affecting the quality or diversity of their student bodies.

What Does the Future Hold?

To the extent that the traditional college age group will continue to decline through the middle of the 1990s, it is plausible that tuitions will continue to rise much more quickly than inflation for the next half dozen years for the reasons stated above. But many other considerations have to be factored into the equation, including how well the economy performs and the impact an economic recession might have on the financial health of institutions. In the public sector, an economic downswing will pressure public institutions to raise their tuitions to make up for shortfalls in state funds. In states without tuition/funding formulas, tuitions will continue to act as a plug to make up for reduced state revenues. In those states that adopted funding formulas in the 1980s, a recession will sorely test their resolve to maintain a direct relationship between state funding and tuitions.

For many private institutions, the largest unknown is whether the strategy in the 1980s of simultaneously increasing tuitions and aid can be maintained without adversely affecting enrollment. An economic downturn most likely would restrict the ability of private institutions to raise their tuitions because parents would have difficulty meeting higher prices.

The question of whether the tuition increases of the 1980s are a harbinger of the future, or simply the result of a chance confluence of diverse economic and demographic factors, cannot be answered fully yet. The patterns over the next several years, however, should provide a reasonably clear indication of the direction in which we are headed.

House Passes Spending Bill

(continued from page 1)

Harkin (D-IA), chair of the appropriations subcommittee, and other subcommittee members urging them to consider the groups' recommendations to help fund programs for needy students.

The groups, noting a 29 percent erosion in the value of Pell grants over the past decade, urged lawmakers to increase funding for the Pell Grant.

(The Education Department has estimated that an additional \$696 million will be needed for fiscal 1989 and 1990 to sustain the current \$2,300 maximum award.)

The groups also recommended that funding for Supplemental Educational Opportunity Grants (SEOG) be increased by at least \$85 million above the \$453 million proposed by the House.

In addition, the groups urged the Senate panel to restore the \$22 million cut by the House from the SSIG program and the \$47 million reduction in capital contributions to the Perkins Loan program. They asked the committee to restore \$30 million cut from the College Work-Study program and \$1.2 million from the Jacob K. Javits fellowships. An additional \$500,000 will be needed for the program to support a stable level of fellowships in each class, ACE said.

In other congressional action, the Senate approved a highly unusual measure that would raise funds for antidrug programs above the amount requested by the Bush administration. The proposal would raise the money by taking a portion of each federal agency's unobligated balances as of Sept. 30. (Unobligated balances are committed funds approved in appropriations bills for expenditure but not yet disbursed.)

All discretionary programs, including defense and education, would be reduced by an amount consistent with their respective share of the total amount of unobligated balances, which is estimated to be \$160 billion. About \$2 billion of that amount is held by the Department of Education, with \$1.7 billion held in account for Pell Grants.

The measure, attached to the defense authorization bill, seeks to raise \$1.7 billion annually for the war on drugs.

"This proposal represents yet another attempt by Congress to discover a backdoor mechanism for funding high-cost programs in fiscally stringent times," Timmons said. "An unusual and unwelcomed aspect of this provision is that it attempts to appropriate funds on an authorization bill by reducing amounts already appropriated for other programs."

Higher Education Funding

(Budget Authority in Millions of \$)

	Final FY 89	FY 90 (Request)	House Appropriations Committee
Student Aid			
Pell Grants	\$4,484	\$4,740	\$4,740
Supplemental Educational Opportunity Grants	438	453	452.8
College Work Study	610	610	610
Perkins Loans (Capital contributions)	183.5	0	137
Income Contingent Loans	4.9	20	10
State Student Incentive Grants	71.9	0	50
Stafford Student Loans	3,174	2,963	3,651
Special Programs for the Disadvantaged	219.3	228.2	248.2
Byrd Merit Fellowships	8.2	8.5	8.5
Graduate Fellowships			
Program for Minorities	3.5	3.6	3.6
Harris Graduate Fellowships	15.7	16.2	16.2
Harris Public Service Fellowships	3.3	0	3.3
National Graduate Fellowships	7.9	5.8	6.7
Graduate Assistance in Areas of National Need	12.8	11.9	17
Legal Training for the Disadvantaged	1.9	2	2.5
Douglas Teacher Scholarships	15.2	0	14.2
McAuliffe Fellowships	1.9	2	2
Categorical Programs			
Student Literacy Corps	4.9	5.1	5.1
Library Training and Demonstrations	0.7	0	0.7
Research Libraries	5.7	0	5.7
College Library Technology	3.7	0	3.7
Strengthening Institutions	77.5	80.1	83
Strengthening Historically Black Colleges and Universities	84.4	87.3	96.2
Challenge and Endowment Grants	12.7	13.1	23.1
Veterans Education Outreach	2.8	0	2.8
Midcareer Teacher Training	0	0	2
School, College, and University Partnerships	2.8	2.9	2.9
International Education and Foreign Language Studies	25.1	25.1	35.1
Overseas Programs (Fulbright-Hays Act)	5.2	5.2	5.2
Facilities Grants	0	0	0
Interest Subsidy Grants	22.7	22.7	22.7
Cooperative Education	13.6	0	13.6
Law School Clinical Experience	4	0	5
Fund for Improvement of Postsecondary Education	11.9	11.9	11.9
Minority Institutions Science Improvement	5.3	5.5	5.5
Innovative Projects for Community Services	1.5	0	0
Other Programs			
Education Research and Statistics	78.2	101.3	100.3
Women's Educational Equity	2.9	0	2.9
Vocational Education: Basic Grants	911.3	942.2	942.2

INTERVIEW



President Bush has proposed a national service initiative that would increase the participation of Americans of all ages in voluntary activities. The plan, which would be administered by a public-private Points of Light Foundation, is committed to addressing critical social problems through involvement of all individuals and institutions in community service. C. Gregg Petersmeyer, deputy assistant to the president and director of the Office of National Service, was interviewed recently by Higher Education & National Affairs assistant editor Shanda Thomas Ivory about Bush's "Thousand Points of Light" initiative. Following are edited excerpts of the interview.

Why has President Bush focused so much attention on voluntarism?

The country now is faced with large scale problems that are essentially community-based in nature—epidemic rates of teenage pregnancy, drug abuse, high school dropouts. If these problems are viewed primarily as problems that government programs can solve, in my opinion, they never will be solved. They are a family of problems that are inherently behavioral in nature and require community attention and resources.

Is a national voluntarism program a response to a tight federal budget?

It's the response to the nature of the problems that now exist. The president has said that he wishes there was more federal money to spend on a range of programs. He's also said that the federal role in problem-solving is critical. But the federal government's role, while critical, is wholly insufficient to overcome many of the most difficult problems this society faces.

The Senate Labor and Human Resources Committee recently marked up its service proposal. When will you send your proposal to Capitol Hill?

The president has appointed Gov. Thomas H. Kean of New Jersey to head a presidential advisory committee that will be appointed shortly and that will probably meet next month. One of that committee's objectives is to determine the legislative strategy that should be pursued to accomplish the mission and objectives of the Points of Light Foundation. Given that this is a 45-day committee, I think the president will have the committee's recommendations no later than November, at which point he will go forward with legislation.

Are you concerned that the proposal will fall off the legislative track if you don't get it in before the full Senate takes action?

I would have preferred that the timing of the Senate Labor and Human Resources Committee's action coincided with the timing of the president's initiative. But the Senate bill must go to the House, and other steps along the way will take the legislation into the fall. I wish the timing had been a little different.

With more than 20 national service bills in Congress, what is the key difference in the president's plan?

All of the bills that are on Capitol Hill address only a small portion of the American people who are capable of engaging in community service. Some of the bills address young people, but there are many others who must become involved in this movement if it's going to succeed in overcoming our problems. Many of the bills use federal funds as an incentive for engaging Americans in service. The president's approach does not.

A second difference is that the president believes the concept of service to others should be viewed as a national movement, not as a federal program. If you look around the world today, the most dramatic changes in the Soviet Union, China, South Africa, and the Philippines have not occurred because of programs but because of movements.

A third element is that most of the bills tend to consider service only as a full-time activity for a relatively short period of one's life. The president believes that service should be a lifelong practice that is begun ideally at an early age but extends and brings satisfaction for the rest of one's life.

There currently are thousands of volunteer programs for those who are interested. Do you have an estimate of the number of volunteer programs now available on the college level?

I know it is a vast number because virtually every college has volunteer programs that are successfully engaging college students in community service.

How will the administration get the American public—young people, in particular—behind the "Thousand Points of Light" initiative?

Many people in America have the understanding that serving other people in one way or the other is the way one lives a satisfying life. To those who do not act on that belief, there needs to be a much larger

sense of awareness about that idea. To do that, the president will continue to relentlessly talk about the subject, and Mrs. Bush will continue to do what she's done for her whole adult life, which not only is to speak about the subject, but also to engage in service.

There was widespread concern earlier this year about the Nunn-McCurdy proposal that would have required service in return for federal assistance. What is the president's feeling about such a requirement?

The president did not indicate a position on that bill. He's never said anything that I'm aware of that would make me believe he would ever support such a proposal.

To what extent have the Department of Education and other agencies been involved in the planning of the initiative?

The president's initiative has been the result of many discussions, most of them with individuals outside of the federal government. But we've also had discussions with people at the departments of Labor, Education, and other federal agencies.

Rep. Augustus Hawkins of California has expressed concern that the president's proposal not take away money from successful existing programs. From where would funding for the program come? Is Hawkins' concern unwarranted?

The president's initiative involves funding from the private sector that the president has said should at least match the \$25 million a year of federal funds. My own belief is that the growing awareness of the importance of community service will cause more and more people to step forward with resources to commit to the president's national movement.

How will you gauge the success of the "Thousand Points of Light" initiative?

The success of this initiative probably won't be easily measurable in the next few months. But the president is determined that individual engagement in community service attack the heart of the most awful domestic problems the country faces.

Therefore, the success of this movement should be measured by the ability of the American people through millions and millions of small acts of service, as well as the enlisting of institution after institution in developing community programs, to effect change. During this presidency, we should see progress in the areas of illiteracy, teenage dropout rates, drug abuse, teen pregnancy, and other problems.

OPINION

Assessment Cannot Occur in a Vacuum

by Darryl G. Greer, Executive Director
New Jersey State College Governing Boards Association

The pressure is growing from state and federal agencies and regional accrediting bodies for colleges and universities to become more accountable for the educational products and services they provide. State governments, led by state-level coordination boards, governors, and legislators, have been especially aggressive in seeking to impose uniform measures of educational outcomes on institutions.

In encouraging institutions to conduct assessments of students, programs, and overall educational outcomes, four principles that allow for accountability but do not undermine institutional autonomy should be recognized:

- Higher education is in the assessment business, and assessment of students is largely the business of the faculty.

- State-level policy on assessment should encourage institutions to evaluate programs and overall educational outcomes rather than merely record student achievement.

- Assessment of programs and institutional outcomes must be multidimensional and cannot be standardized across all colleges.

- Assessment should help an institution improve its academic productivity, within its mission.

The current drive behind assessment comes from a need to justify the higher education system as it has matured in practice and to account for the overall purpose of the enterprise. The public policy decision to expand the capacity of higher education in the 1950s and 1960s consciously preceded the matter of determining precisely how new and expanded institutions would accomplish their jobs.

Two unprecedented public policy decisions greatly changed the nature of colleges in those decades: opportunities in higher education were expanded greatly to serve broadly and equitably the educational needs of a growing and diverse population, and funding for



Darryl G. Greer

higher education was increased to create and sustain the new capacity.

Unlike in a business setting where productive capacity normally would not be expanded without documenting explicit business goals and markets, public policymakers expanded higher education's capacity as a social decision, and trusted education leaders to fill in the substance without previously determined educational goals, markets, and outcomes.

Now we are struggling to rationalize missions and evaluate educational structures and functions in light of changes that have occurred in the ensuing years.

Just as the product of any enterprise cannot be evaluated without taking into account an organization's particular goals and markets, neither can a college's product. Products or outputs must be measured within a context. What is the mission that the institution strives to accomplish? Who are its clients? What are their needs? Questions such as these must drive assessment processes. Evaluation of educational outcomes cannot occur in a vacuum. Without such a mission-related starting point, assessment is meaningless and college-to-college

outcome comparison will be worse than misleading.

Kean College of New Jersey, for example, has undertaken a comprehensive mission-related assessment. A Presidential Task Force on Student Learning and Development, established in response to a charge from former President Nathan Weiss, studied approaches to program assessment used on other campuses, identified measures now being used at Kean, and recommended policies for implementing an assessment program.

The task force developed several recommendations to guide student assessment at Kean. They included the following:

- Assessment of student learning should be approached as an exploration of Kean's curriculum and the learning process associated with it.

- Criterion-referenced instruments, which reveal what a student has learned, as opposed to norm-referenced instruments, which establish norms for performance so that test scores are ranked as percentiles, should be used at Kean. Norm-referenced tests do not measure what Kean's programs are designed to impart.

- Assessment strategies adopted by the faculty should be based on clear specification of learning objectives for each course and careful selection or design of valid and reliable assessment instruments.

- Different methods of assessment may be appropriate for different programs.

Rather than a burden, assessment is an opportunity for colleges through self-examination to focus on accomplishments and failures, and to refocus on future priorities. By reviewing the reasons it was established, and by focusing on the needs of the diverse students and communities it serves, each college can create its own set of mission-related indicators of educational effectiveness, and thus establish appropriate and on-going campus-based assessment.

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

Report Cites Needs Of At-Risk Students

Coordinating a broad national effort to assist at-risk students will require leadership from the White House, Congress, and the states, and support at the grass-roots level, says a new report outlining the needs of at-risk students and ways to reverse declining minority participation in education.

"Certainty of Opportunity," a report prepared by the American Council on Education (ACE) and the National Association of Student Financial Aid Administrators (NASFAA), presents agreements reached at a symposium on early awareness of postsecondary education sponsored by the groups last fall. Early awareness programs introduce elementary and secondary students to opportunities available to those who complete high school and enroll in a postsecondary education program.

National education leaders, directors of minority affairs, financial aid administrators, philanthropists, and government officials participating in the November symposium asserted that programs alerting young students and their parents to the value and availability of higher education can be coordinated as part of a national effort to improve student retention in high school and preparation for postsecondary education and work.

Institutions must hire more minority administrators and faculty at the senior level and evaluate staff on how well they create a multicultural campus environment and become involved with local schools.

Copies of the report are available for \$7 each from NASFAA, 1920 L St. NW, Suite 200, Washington, DC 20036.

Stafford Loan Default Rate Declines

The default rate on Stafford Student Loans, based on the number of borrowers who entered repayment in fiscal year 1987, has dropped to 17 percent from 21 percent the previous year, Secretary of Education Lauro F. Cavazos announced last week. Despite the decline, defaults continue to be disproportionately concentrated at proprietary schools, the department found.

"There's a lot of work left to be done, but if the figures suggest a trend, it's clearly in the right direction," Cavazos said in a written statement, noting the department's default reduction initiative announced earlier this summer that combines regulatory, legislative, and administrative measures to reduce rising default costs.

(The fiscal 1987 cohort default rate is defined as the percentage of borrowers who entered repayment status in fiscal 1987 and defaulted in fiscal 1987 or 1988. The 1986 cohort default rate includes borrowers who entered repayment in fiscal 1986 and defaulted in 1986 or 1987.)

Cavazos noted that the Education Department has sent letters to the presidents of all postsecondary institutions participating in federal student loan programs giving them their individual default rates and the requirements they must meet to comply with the default

reduction measures announced in June.

The new list includes 1,803 schools with default rates above 20 percent. Those institutions are now subject to default management plans to lower their rates. Beginning in October, 1,040 of those schools, which have default rates above 30 percent, must delay disbursing loans to first-time borrowers until the student has attended the school for 30 days.

Proprietary schools continue to have default rates that are about twice that of two-year institutions and four times the rate of four-year schools. The figures show that the 1987 default rate for proprietary schools was 33 percent, compared to 18 percent for two-year public and 7 percent for four-year public and four-year independent schools. The average for all institutions was 17 percent.

Other sanctions for schools with high default rates include being subject to limitation, suspension, and termination from federal loan programs, and development and submission of default management plans.

At least part of the reduction in the default rate was attributed by the Department of Education to changes in calculation methods, increased loan payment deferrals, and improved data quality.

College Board Cites Price Increases

(continued from page 1)

and supplies and a board-only expense of \$1,300 to \$1,500.

The averages reflect institutions' reported charges for 1989-90 and are weighted by enrollment to show the amounts and increases faced by a stu-

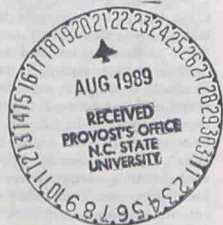
dent attending a particular type of college. The College Board survey data are based on responses from 59 and 64 percent of the nation's four-year and two-year public institutions, and 77 and 63 percent of four-year and two-year independent institutions.

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HIGHER EDUCATION & NATIONAL AFFAIRS

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NOVEMBER 20, 1989

ACE Testifies on Higher Ed Act

A major goal of the reauthorization of the Higher Education Act should be to renew the federal commitment to post-secondary opportunity, as well as to encourage increased state and institutional participation in ensuring access and choice for all students, says Charles B. Saunders, Jr., senior vice president of the American Council on Education (ACE). Saunders testified today at the final Department of Education hearing on reauthorization scheduled this year.

Noting that the value of federal student aid has eroded sharply in recent years, Saunders said that the maximum Pell Grant declined 17 percent in constant dollars between 1980 and 1989. "As a result, access to higher education and the ability to choose the college or university that best meets their needs has become a more serious problem for low-income Americans," he said.

Testifying on behalf of ACE, Saunders described the general views of the higher education community in approaching the reauthorization process:

- Postsecondary educational benefits for needy students should keep pace with the rate of inflation. "The only way to insure an inflation adjustment for all students is to regularly increase the maximum award," Saunders said.

- Supplemental Educational Opportunity Grants and College Work-Study should be reexamined and given greater

(continued on page 2)

Inside:

- The higher education community has completed a series of papers on issues relating to the reauthorization of the Higher Education Act. 2
- Strategies for increasing diversity were discussed at the "One-Third of A Nation II" meeting. 3
- A new study by the Carnegie Foundation calls for increased federal funding for the nation's tribal colleges. 4
- A special insert on the ACE Annual Meeting provides a listing of speakers and meeting topics.

House, Senate Pass Appropriations Bill

As Congress moved last week toward adjourning for the year, both the House and Senate passed the appropriations bill for the departments of Labor, Health and Human Services, and Education.

The measure, H.R. 3566, provides the same amount for education and biomedical research programs as an earlier bill, H.R. 2990, which was vetoed by President Bush because of a provision that would have removed abortion restrictions. Stripped of this provision, the bill was expected to be signed soon by the president if House and Senate conferees resolved minor remaining differences. Work continued on the bill late Friday.

Under the spending bill, student aid programs would receive \$6.1 billion this fiscal year—\$281.7 million more than in fiscal 1989. (See Sept. 25, 1989, issue of Higher Education & National Affairs for funding levels.) While the legislation provides more for education programs and biomedical research in fiscal 1990, it is unclear how much of the increases actually will be realized. Deep program cuts mandated by the Gramm-Rudman-Hollings deficit reduction law, which took effect Oct. 16, include \$1 billion in education programs.

House and Senate conferees have worked over the last several weeks on a deficit-reduction package—called a reconciliation bill—that is expected to repeal or partially cancel the sequester, the official term for the cuts. Reportedly, one compromise being considered would retain the first three months of the sequester.

Charles B. Saunders, Jr., senior vice president of the American Council on Education, sent a telegram to House and Senate leaders last week asking that the sequester be fully repealed "to prevent further damage to domestic programs.

"Because the Pell Grant appropriation is so far below the administration's request, a partial sequester of three months would cut Pell Grants by \$63 million and trigger a reduction of the payment schedule, which would eliminate awards for over 30,000 needy students and reduce awards for 1.3 million more," Saunders said in the telegram.

Lawmakers were expected to work through the weekend to complete action on several "must pass" bills, including reconciliation and appropriations bills. House Speaker Thomas S. Foley (D-WA) said last week. Foley has set Nov. 20 as his adjournment target.



Blenda Wilson, chancellor of the University of Michigan, Dearborn, leads a discussion seminar at the "One-Third of A Nation II" conference held earlier this month in San Francisco. (See related story on page 3.)

ACE Testifies on Higher Ed Act

(continued from page 1)

focus to justify increased federal funding. For example, funds could be awarded to institutions based on the proportion of students making successful academic progress.

- Borrowing by high-risk students should be minimized or avoided until they establish themselves academically.

- Loan forgiveness should be considered for legitimate hardship cases, such as students who do not finish their academic program and who are unable to repay without undue hardship.

- Congress and the Department of Education must develop more effective methods for determining institutional eligibility—to distinguish between institutions that provide legitimate education programs and those whose programs do not improve either the employability or quality of life of their students.

Saunders also urged the department to tighten current program guidelines. Accreditation and licensure procedures, as well as restrictions on recruiting practices, should be strengthened, he said. More data should be collected on the institutional finances and cost of operating proprietary schools, he added, saying that such information "is sadly lacking" compared with the data that are filed voluntarily with the department by collegiate institutions.

Saunders noted that proprietary schools obtain two-thirds of their revenues from federal student aid programs, while federal sources account for one-sixth of the revenues of public colleges and universities and one-third of the revenues of independent colleges.

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Groups Prepare Reauthorization Reports

The higher education community has prepared a series of reports on issues relating to the reauthorization of the Higher Education Act, which expires at the end of fiscal year 1991. The American Council on Education (ACE) and other national higher education associations will use the reports to develop recommendations for presentation to congressional authorizing committees when hearings begin next year.

Members of the higher education community served on six task forces created last spring to review provisions of the Higher Education Act, identify issues, and develop the reports.

Four of those task forces considered aspects of student aid, including need analysis and the delivery system, treatment of low and middle income students, and graduate and professional programs. The other task forces examined currently authorized categorical programs—those designed to foster institutional program development such as adult education, international studies, and cooperative education—and those intended to strengthen institutional resources, such as facilities, libraries, developing institutions, and historically black colleges.

Charles B. Saunders, Jr., ACE senior vice president, stressed that the task force reports are preliminary. "Their recommendations do not represent a consensus of the national associations," he said. "Rather, they identify issues and concepts for further consideration and debate, not only within the higher education community but with members of Congress and their staffs, as well as with officials of the Education Department."

The Education Department will complete a series of hearings in Washington this week to solicit comments from the public on how higher education programs are working. Thirteen department task forces have been created to study reauthorization issues. Secretary of Education Lauro F. Cavazos has set February 1991 as the deadline for completing the department's recommendations.

The higher education community task forces and chairs include: need analysis and the student aid delivery system, A. Dallas Martin, Jr., president of the National Association of Student Financial Aid Administrators; treatment of low income students, Edward Elmdorf, vice president for governmental relations, American Association of State Colleges and Universities; treatment of middle-income students, Julianne Still Thrift, executive vice president, National Association of Independent Colleges and Universities;

Graduate and professional education, John Vaughn, director of federal relations, Association of American Universities; program development, Clyde C. Aveille, director of federal relations, California State University System; institutional resources, Mary Jane Calais, director of public policy and management programs, National Association of College and University Business Officers.

Copies of "Background Papers on Reauthorizing Issues" can be obtained by sending a 9 x 12 self-addressed envelope with prepaid postage of \$1.25 to Reauthorization Paper, Division of Governmental Relations, ACE, One Dupont Circle, Washington, DC 20036.

Report Urges Funding For Tribal Colleges

Despite resources that are "painfully restricted," the nation's 24 tribally-controlled colleges are working to provide leadership, programs, and funding to meet overwhelming challenges in their communities, says a new study from the Carnegie Foundation for the Advancement of Teaching. The report urges increased federal support for libraries, science laboratories, and classroom facilities at the institutions to confront problems ranging from high unemployment to poor healthcare programs.

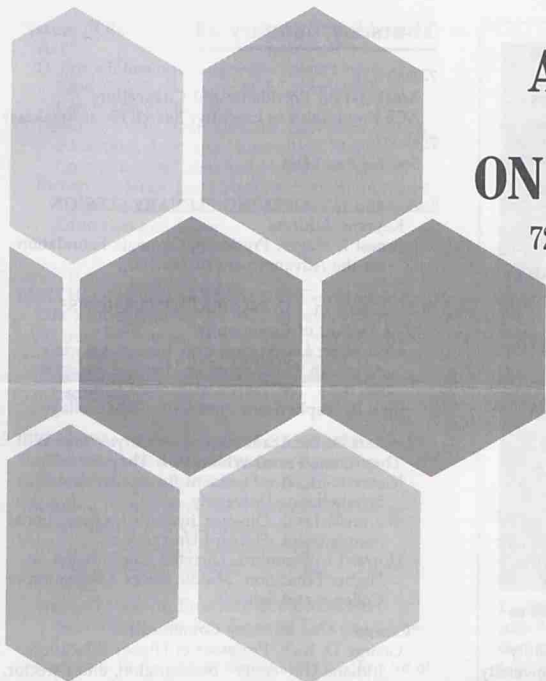
"At almost all of the institutions, salaries are far too low, libraries are shockingly underfunded, and administrators struggle to operate with day-to-day budget constraints that other higher learning institutions would totally reject," says the study, the first to focus on the institutions. "Still, faced with dif-

icult conditions, tribal colleges have managed not only to stay alive, but also to expand their services and creatively serve their students and their communities."

Noting that tribal colleges represent "the most significant and hopeful development in [America's] long history of failed policies toward Native Americans," Ernest L. Boyer, president of the Carnegie Foundation, argued at a press conference last week that the country has much to gain by supporting the tribal college movement.

The 24 tribally-controlled colleges are scattered in 11 Western and Midwestern states. Together the institutions have a full-time equivalent enrollment of more than 4,400 students and serve over 10,000 Native American individuals.

(continued on page 4)



AMERICAN COUNCIL ON EDUCATION

72nd Annual Meeting

January 17-20, 1990
Washington Hilton and Towers
Washington, DC

Creating Responsible Communities: THE CAMPUS AND BEYOND

Ours is a fragmented society. At its best, America's pluralism is energizing; the interplay of divergent interests and philosophies, and of diverse ethnic and racial groups, generates healthy debate and productive dissonance. But at its worst, our system is plagued by a lack of consensus, interminable conflict, and a seeming inability to address and resolve pressing social problems.

While American democracy thrives on debate and disagreement, these must be buttressed by a unity of purpose, a common foundation that binds us as a society. For our higher education system, this common foundation is the shared quest for knowledge, essential to a community of teachers and scholars. But what are the basic elements that create a sense of community? Given the interests and philosophies at play in higher education, American society, and the world at large—and the increasing diversity of the population we serve—how can we forge a unity that harmoniously reconciles, but at the same time respectfully recognizes, difference?

A survey conducted last spring by the American Council on Education for the Carnegie Foundation for the Advancement of Teaching found that a large majority of college presidents believe it is vital to build

a greater sense of community on their campuses. By the same token, it is generally recognized that in an increasingly interdependent world, institutions of higher learning have a responsibility to extend that notion of community beyond the borders of their campus, their locality, and even the nation.

ACE's 72nd Annual Meeting will bring together hundreds of leaders from every segment of higher education and other experts to explore the problems of creating community and possible solutions. The meeting will provide a model for community debate and action through its interactive format. In a variety of forums, participants will have a chance to share their experiences, responses, and strategies on issues as wide-ranging as intercollegiate athletics, community service, international education, and reauthorization of the Higher Education Act.

The meeting will be held January 17-20, 1990, at the Washington Hilton Hotel in Washington, DC. For registration materials or for more information, please contact Ena Hall or Pamela Woods at ACE's Annual Meeting Office, (202) 939-9410.

A preliminary schedule of the ACE Annual Meeting follows.

Wednesday, January 17

- 7:30–10:30 a.m.
ACE Board of Directors Committee Meetings
- 8–11 a.m.
ACE Fellows Minority Forum
- 8 a.m.–5 p.m.
Special Session for Presidential Assistants
- 9 a.m.–6:30 p.m. REGISTRATION OPEN
- 10 a.m.–Noon; 1:30–5 p.m.
Strategies for Implementing the New Agenda of Women in Higher Education
- 10:30 a.m.–12:30 p.m.
ACE Board of Directors Executive Committee Meeting
- 11 a.m.–1 p.m.
ACE Council of Fellows Committee Meetings
- 12:30–1:15 p.m.
ACE Board of Directors Luncheon
- 1:30–4:45 p.m. WORKSHOPS FOR FELLOWS
- 1:30–3 p.m.
“Issues of the Urban Campus”
Moderator: Peggy Elliott, Chancellor, Indiana University Northwest
- “Alternatives to the Presidency: Other Views of Success”
Moderator: Marie Wunsch, Director of Faculty Development and Academic Support, University of Hawaii-Manoa
- 3:15–4:45 p.m.
“Environment for Entrepreneurship on Campus”
Moderators: James B. Heck, Dean, School of Extended Studies and Learning Technologies, University of South Florida; and Robert H. Maier, Professor of Experimental Surgery, School of Medicine, East Carolina University
- “Critical Personnel Issues”
Moderator: David J. Figuli, Assistant to the President, University of Northern Colorado
- “The Art and Science of Meeting the Press: University Administrators and the Media in the 90s”
Moderator: Charles Connell, Director, Faculty of Arts and Sciences, Arizona State University-West
William Wallisch, Vice President for University Relations, Northern State University
- 1–3:30 p.m.
TIAA-CREF Retirement Planning Session
- 1:30–5 p.m.
ACE Board of Directors Meeting
- 5–6 p.m.
Presidential Assistants Reception
- 5:30–6:30 p.m.
Reception for Federal Relations Officers
- 6–7:30 p.m. OPENING RECEPTION

Thursday, January 18

- 7–8:30 a.m.
Breakfast for Presidents and Chancellors
ACE Roundtable of Executive Search Firms Breakfast
- 7:30–8:30 a.m.
Spouse Breakfast
- 8:45–9:45 a.m. OPENING PLENARY SESSION
Keynote Address
Ernest L. Boyer, President, Carnegie Foundation for the Advancement of Teaching
- 10:15–11:45 a.m. CONCURRENT SESSIONS:
“The Pursuit of Community”
Moderator: Lee Knepfelkamp, Senior Associate, American Association for Higher Education
Paula Brownlee, President, Hollins College
John B. Stephenson, President, Berea College
- “Leaders for the Academic Community: Where Will They Come From? Whom Will They Serve?”
Jeanne Neff, Vice President for Academic Affairs, Susquehanna University
Sharon McDade, Director, Institute for Educational Management, Harvard University
Howard L. Simmons, Director, Commission on Higher Education, Middle States Association of Colleges and Schools
- “Campus: One or Many Communities?”
George D. Kuh, Professor of Higher Education, Indiana University–Bloomington, and Director, College Experiences Study
James W. Lyons, Dean of Student Affairs, Stanford University
John H. Schuh, Associate Vice President for Student Affairs, Wichita State University
- “Beyond the Discipline: Faculty Responsibilities”
Moderator: Patricia R. Plante, President, University of Southern Maine
James Horton, Professor of History and American Studies, George Washington University
Janet G. Hunt, Associate Professor of Sociology, University of Maryland
Jack H. Schuster, Professor of Higher Education and Public Policy, The Claremont Graduate School
Iman Terrell, Student, University of Maryland
- “Talking Transfer: Revisiting the Two-Year/Four-Year Relationship”
Moderator: Alfredo G. de los Santos Jr., Vice Chancellor for Educational Development, Maricopa Community Colleges
Estela Bensimon, Assistant Professor, Center for The Study of Higher Education, Pennsylvania State University
Lee Kerschner, Vice Chancellor for Academic Affairs, California State University
Fred Pincus, Senior Consultant, Academy for Educational Development and Professor, University of Maryland

"Issues in Reauthorization of the Higher Education Act"

D. Bruce Johnstone, Chancellor, State University of New York, and Chair, ACE Commission on Governmental Relations
David V. Evans, Staff Director, Subcommittee on Education, Arts, and Humanities, Senate Committee on Labor and Human Resources
Richard T. Jerue, Staff Director, Subcommittee on Postsecondary Education, House Committee on Education and Labor

Noon-2 p.m.

LUNCHEON PLENARY SESSION Celebrating the 25th Anniversary of the ACE Fellows Program
Address by Warren Bennis, University Professor and Distinguished Professor of Business Administration, University of Southern California

2:15-3:30 p.m. **CONCURRENT SESSIONS:**

Roundtable follow-up discussions of Warren Bennis' address facilitated by ACE Fellows

"Building Partnerships for International Competence: Issues and Challenges"

Moderator: Joyce M. Randolph, Director, International Programs, University of Pennsylvania

Walter T. Brown, Professor of History and International Studies, Ramapo College of New Jersey

Barbara B. Burns, Associate Provost and Director of International Programs, University of Massachusetts, Amherst

Alice Emerson, President, Wheaton College
Maurice Harari, Dean, Center for International Education, California State University, Long Beach

"Intercollegiate Athletics: Where Are We Today?"
Moderator: William H. Harris, President, Texas Southern University

James E. Delaney, Commissioner, Big Ten Conference

Donna Lopiano, Women's Athletic Director, University of Texas, Austin

"The Dimensions of Community Service"

Moderator: Hoke Smith, President, Towson State University

Alfredo G. de los Santos Jr., Vice Chancellor for Educational Development, Maricopa Community Colleges

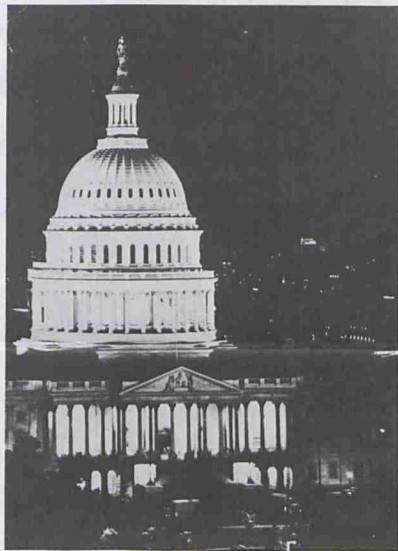
Others to be announced

"Changing Campus Trends: The Student Experience"

Anslay Abraham, Research Associate, Southern Regional Education Board
Student panelists to be announced

"Redesigning the Curriculum to Meet the Needs of the 21st Century"

Moderator: Robert A. Corrigan, President, San Francisco State University



Lights in the U.S. Capitol frequently burn late into the night, as both houses of Congress debate the legislation that eventually becomes American law. A special tour of the Capitol has been scheduled for annual meeting participants.

Charlotte Bunch, Director, Center for Global Issues and Women's Leadership, Douglass College, Rutgers University

Caryn Musil, Director, National Women's Studies Association

"Workshop for New Government Relations Officers"

Charles B. Saunders, Jr., Senior Vice President and Director of Governmental Relations, ACE
Sheldon E. Steinbach, Vice President and General Counsel, ACE

Patricia Smith, Director of Legislative Analysis, ACE

Becky Timmons, Director of Congressional Liaison, ACE

4-5 p.m.

Time Out

An hour of laughter with James H. Boren, President, International Association of Professional Bureaucrats

5:30-7 p.m.

Receptions

7 p.m.

Plain and Fancy Ball at The Mayflower Hotel Celebrating the 25th Anniversary of the ACE Fellows Program

Friday, January 19

7-8:30 a.m.

ACE/NIP Network Breakfast
ACE Mentors and Nominators Breakfast
Breakfast for Spouses of Presidents and Chancellors

7:30-8:30 a.m.

Breakfast for State Higher Education Associations with Public and Independent Membership

8:45-10:15 a.m. **PLENARY SESSION**

ACE Town (Business) Meeting
Address by Robert H. Atwell, ACE President
Business Reports and Election of Officers

10:45 a.m.-Noon **CONCURRENT SESSIONS:**

"Changing Campus Cultures: The Way We Were, Are, and Will Be"

Moderator: James J. Whalen, President, Ithaca College, and Chair, ACE Board of Directors
Edward D. Eddy, President, University of Rhode Island

Helen L. Horowitz, Professor of History, Smith College

Clarence Page, Reporter, *Chicago Tribune*

"Rules vs. Reality: Issues in Student Behavior"
Speakers to be announced

"The Learning Continuum: Connections and Collaborations"

Moderator: Daniel H. Perlman, Visiting Scholar, Harvard Graduate School of Education
Tomas Arciniega, President, California State College, Bakersfield

Paula Y. Bagasao, National Project Director, Academic Alliances, American Association for Higher Education

Diana Lam, Superintendent, Chelsea Public Schools

Roundtable Discussions

"Redefining Business School Accreditation" facilitated by Yolanda Moses, Vice President for Academic Affairs, California State University-Dominguez Hills (invited); Sam Magill, President, Monmouth College; T. R. Richmond, Chancellor, North Carolina Central University; and Stephen J. Trachtenberg, President, George Washington University

"Relationships Between the Sexes" facilitated by Bernice Sandler, Director, Project on the Status and Education of Women, Association of American Colleges

"Relationships Among the Races" facilitated by Nancy Jordan, Executive Assistant to the Chancellor, Maricopa Community Colleges; and James C. Renick, Associate Provost, George Mason University

"Greek Life" facilitated by Sybil Todd, ACE Fellow, Rhodes College, and Associate Dean of Students, University of Virginia

"Campus Security" facilitated by Sylvia Stewart, Assistant Vice President for Administrative Affairs, University of Maryland, College Park

12:15-2:15 p.m. **LUNCHEON PLENARY**

Address by The Honorable Lauro F. Cavazos, Secretary of Education

2:30-3:45 p.m. **PLENARY SESSIONS**

"Health Issues on Campus: The Ethics of Decision Making"

Robert M. Veatch, M.D., Director, Kennedy Institute of Ethics, Georgetown University
Margaret Bridwell, M.D., Director, Student Health Services, University of Maryland, College Park

"Civility and the First Amendment"

Moderator: David Tatel, Hogan and Hartson
Chester E. Finn, Jr., Professor of Education and Public Policy; Director, Educational Excellence Network, Vanderbilt University
Others to be announced

3:45-5 p.m.

Educational Record Advisory Board Meeting

4-6 p.m.

Office of Minority Concerns Commission Meeting

6-7:30 p.m.

Office of Minority Concerns Reception

8 p.m.

Optional Evening at the Kennedy Center
—National Symphony Orchestra OR
—"Shear Madness" Theatre

Saturday, January 20

8-10:45 a.m.

ACE Fellows Breakfast and Regional Meetings

9 a.m.-Noon

Open Meeting of the ACE Commission on International Education on ACE's recently published statement on foreign languages in the college curriculum, followed by a business session of the Commission

9 a.m. **SPECIAL SESSIONS**

"Faculty Merit Pay: Designing a System That Works"

"Disability Issues on Campus"

"New Institutional Rights and Responsibilities: TIAA-CREF after the SEC Ruling"

"Tuition Exchange Programs for Faculty and Staff Dependents"

10:45 a.m.-12:30 p.m.

ACE Council of Fellows Executive Committee Meeting

12:30 p.m. **ADJOURN**

Special Tours

Thursday, January 18

10:15 a.m. **Behind the Scenes Tour of the National Archives**

Friday, January 19

10:15 a.m. **A Tour of the U.S. Capitol**

Sign up for these special events at the ACE Registration Desk at the Annual Meeting.

Plans For Achieving Diversity Outlined

More than 700 senior administrators, including presidents, from over 150 colleges and universities took part in a three-day meeting on increasing minority participation in higher education in San Francisco earlier this month. The meeting, "Educating One-Third of A Nation II: What Works," was sponsored by the American Council on Education (ACE) in cooperation with several other higher education groups.

"It is clear that empowering institutions to serve diverse sectors of the population is a high priority for higher education. The meeting was successful in providing participants with valuable information they can use to make changes on their own campuses," said Blandina Cardenas Ramirez, director of ACE's Office of Minority Concerns.

In addition to working seminars and sessions on topics ranging from improving the campus climate to transforming the curriculum, participants also attended a number of plenary sessions.

W. Ann Reynolds, chancellor of the California State University (CSU) System, told the group during a plenary session that she believes poverty is the single biggest impediment to minority progress in school.

"Unfortunately it's easy for univer-

sities to think that we don't have to worry about students until they turn 18. But they won't be available to us at 18 if we don't work to reach them much, much earlier than that," she said.

Reynolds outlined one program that pairs students from CSU campuses in the Los Angeles basin with students at inner-city, high-minority, low income middle schools in the Los Angeles Unified School District.

The notion of early intervention to keep minority students in the pipeline also was addressed by keynote speaker Franklyn J. Jenifer, chancellor the Massachusetts Board of Regents Public Higher Education System.

At the elementary and secondary level, Jenifer proposed the creation of urban residential schools for "at-risk" children whose home and community circumstances are too threatening to enable them to benefit from the "nine to three school day."

Jenifer added that "we must redesign our curricula, campus lifestyles, and reward systems to match the new definition of our institutions, if we are to remove the prejudice that has been woven into our institutional systems."

Roberto P. Haro, assistant chancellor of the University of California, Berkeley (continued on page 4)

Bush Signs Law To Raise Hourly Minimum Wage

President Bush earlier this month signed into law a bill that will raise the hourly minimum wage from \$3.35 to \$4.25 by 1991 and impose a new, lower training wage for teenagers.

The legislation, which will increase the wage base for the first time since 1981, will raise the hourly pay rate by 45 cents to \$3.80 on April 1 and by another 45 cents a year later. It also will create for the first time a subminimum training wage allowing employers to pay 85 percent of the minimum—\$3.23 at the start—for up to three months to workers aged 16 to 19.

The subminimum wage could be paid for an additional three months, if the youths are in certified training programs. The lower training wage will expire in 1993 unless Congress renews it.

Since most colleges and universities already pay hourly workers above the minimum wage, the new law is not expected to have a widespread impact on campuses, according to the National Association of College and University Business Officers.

FACTS IN BRIEF

Institutional Shares of Full-Time Equivalent Enrollment Held Constant

■ From 1976 to 1986, all sectors of higher education maintained their share of students. For example, since 1976, comprehensive I institutions have accounted for about one-quarter of all full-time equivalent (FTE) students.

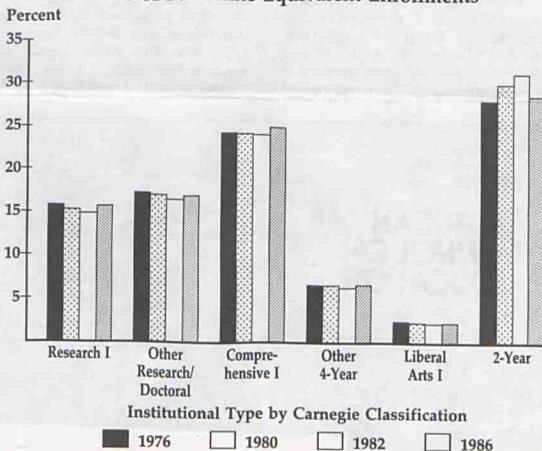
■ In 1986, two-year institutions recorded the largest share of FTE enrollments (28 percent). This is a decrease from 1982, when they held 31 percent of FTE enrollment.

■ Liberal arts I colleges have consistently held a small share of FTE enrollments; they enrolled 2.4 percent of all FTE students in 1976 and 2.3 percent in 1986.

■ Between 1982 and 1986, the share of FTE enrollments at Research I institutions increased slightly, from 15 percent to 16 percent.

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

Shares of Full-Time Equivalent Enrollments



Source: William G. Bowen and Julie Ann Sosa, *Prospects for Faculty in the Arts and Sciences*, Princeton University Press, 1989. November 20, 1989

ACE Board Officers, Members Nominated

The following slate of nominees to the American Council on Education (ACE) board of directors will be voted upon by the ACE membership at its annual meeting in Washington, DC on Jan. 19, 1990.

Officers

Vice Chair: Robert L. Albright, president, Johnson C. Smith University (NC) (Class of 1992)

Secretary: Tomas A. Arciniega, president, California State University, Bakersfield (Class of 1991)

Institutional Board Members

Class of 1992: Marguerite R. Barnett, chancellor, University of Missouri-St. Louis; Johnetta B. Cole, president, Spelman College, GA; Juliet V. Garcia, president, Texas Southmost College; Hilary Hsu, chancellor superintendent, San Francisco Community College District, (CA); The Rev. Edward A. Malloy, CSC, president, University of Notre Dame, (IN); Gilbert Sanchez, president, New Mexico Highlands University; Joe B. Wyatt, chancellor, Vanderbilt University (TN)

Associations Selected for One-Year Terms

American Indian Higher Education Consortium, to be represented by James E. Shanley, president, Fort Peck Community College (MT)

National Association of Student Financial Aid Administrators, represented by A. Dallas Martin, Jr., president

Report Urges Funding For Tribal Colleges

(continued from page 2)

The report provides a historical perspective on the institutions and offers a 10-point assistance plan, including the following recommendations:

- The federal government should support tribal colleges adequately by providing the full funding authorized by Congress—now \$5,820 per student—and ensure that federal appropriations keep pace with the growth of Indian student enrollment.

- Libraries, science laboratories, and classroom facilities at tribal colleges should be improved significantly through federal appropriations and foundation support.

- Relations between tribal colleges and non-Indian higher education should be strengthened.

- Programs linking tribal colleges to their communities should be increased significantly.

- Tribal colleges should expand their important role of preserving the language, history, and culture of the tribes.

In conjunction with the release of the study, the MacArthur Foundation and the U.S. West Foundation announced grants to the tribal colleges. The MacArthur Foundation awarded \$5.7 million to 26 Indian-run organizations, including \$3 million to 18 tribally-controlled colleges. The U.S. West Foundation will fund the attendance next year of six tribal college presidents at Harvard University's Institute for Educational Management.

Copies of "Tribal Colleges—Shaping the Future of Native Americans" are available for \$8 each from Princeton University Press, 3175 Princeton Pike, Lawrenceville, NJ 08648, (609) 896-1344.

Plans For Achieving Diversity Outlined

(continued from page 3)

and lecturer in the ethnic studies department, addressed the need for a more favorable campus climate in which minorities and those from the larger society can acknowledge and build mutual respect for their similarities as well as their differences.

Haro highlighted a number of strategies for achieving this goal, including: commitment of institutional leaders to educational equity; development of comprehensive, integrated support services that closely link academic and student activities; and establishment of a non-threatening social environment

on campus.

The Hitachi Foundation provided ACE with a \$60,000 grant for meeting support and to fund follow-up activities. ACE's Office of Minority Concerns will be working on follow-up materials in the coming months.

Copies of the report on the first "One Third of A Nation" conference, which was held last July, were distributed at the November meeting and have been mailed to presidents of ACE member institutions. The report, funded by a grant from the Aetna Foundation, is available from ACE's Office of Minority Concerns, (202) 939-9396.

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ACE Paper Examines Campus Impact of Environmental Laws

Despite increased enforcement of federal environmental laws in recent years, many institutions, including colleges and universities, have not taken steps to adapt to those laws. A new white paper, prepared for the American Council on Education (ACE) by the Washington law firm of Hale and Dorr, summarizes the key points of those laws with provisions that could affect campuses.

The document notes that environmental requirements no longer are focused primarily on "traditional" sources of concern, such as chemical manufacturers or petroleum refineries. "Rather, the laws now extend their reach far beyond those sources to a broad spectrum of businesses, including colleges and universities."

The paper attributes lack of compliance with the laws to a number of factors, including the schools' inaccurate beliefs that many of the laws do not fully apply to them and the fact that campuses have not been targeted by governmental agencies for environmental violations.

The document examines such federal laws as the Resource Conservation and Recovery Act, which establishes a system for handling hazardous waste; the Toxic Substances Control Act, which governs use, storage, and disposal of transformers and other equipment containing toxic polychlorinated biphenyls (PCBs); and the Clean Water Act, which regulates wastewater discharges.

(continued on page 4)

Inside:

- ACE urges Congress to consider a change in the Immigration Reform and Control Act of 1986 that would ease compliance for colleges and universities. 2
- Two new Senate bills introduced recently are designed to attract more students to the teaching profession. 3
- Participants in the upcoming "One-Third of A Nation II" conference in San Francisco can call a special hotline to get updated information on the conference. 4

Education Department Funding Cut To Meet Deficit Reduction Targets

Funding for Department of Education fiscal 1990 programs was officially cut \$1 billion last week following President Bush's order to reduce federal funding to meet targets required by the Gramm-Rudman-Hollings deficit reduction law. The education cut is part of a \$16.1 billion reduction that was mandated by Gramm-Rudman-Hollings after the administration and Congress could not agree on how to reduce the deficit by the Oct. 16 deadline.

The impact of the reductions, however, is not expected to affect programs significantly because the cuts are likely to be rescinded when lawmakers and the president agree on an alternative package of reductions. The House and Senate are about to begin negotiating alternative budget cuts in a conference that could last from three to six weeks.

Transfer Project Gains Campus Interest

More than 300 two- and four-year colleges and universities have expressed interest in participating in the National Academic Achievement and Transfer Project, says project director Judith Eaton.

The project will be conducted through a new national center on transfer housed at the American Council on Education (ACE) and directed by Eaton, former president of the Community College of Philadelphia. It will seek to strengthen transfer relationships between two- and four-year institutions through academic partnerships, common curricula, and public policy support.

Funded by a \$1.2 million grant from the Ford Foundation, the project will focus primarily on teaching and learning issues to increase transfer rates. "We will be working with faculty, addressing the classroom and the curriculum," Eaton said. "While a lot of attention has been paid to transfer on the institutional and state levels through articulation agreements and by providing support services for transfer students, less attention has been paid to trying to bring together two- and four-year faculty."

Noting that one of the barriers to transfer has been "the academic distance between two- and four-year schools," Eaton said the project will seek to diminish that distance. "We

Cuts imposed by the Gramm-Rudman law were made to reduce the fiscal 1990 deficit below the \$110 billion ceiling. Most nondefense programs, including education, were cut by 5.3 percent. The reduction was applied to the fiscal 1989 appropriated level plus a 4.2 percent inflation adjustment.

While education programs account for only 1.8 percent of the total federal budget, the \$1 billion cut in education represents 7 percent of the \$16.1 billion reduction required by Gramm-Rudman-Hollings, according to the Committee for Education Funding.

The cuts include \$319 million from student financial aid programs, \$59 million from vocational and adult education, and \$31 million from other higher education programs.

(continued on page 2)

hope faculty members will find areas of common interest and areas of expertise they want to share," she said. "For example, a lot of university faculty are

(continued on page 4)



Ernest L. Boyer, president of the Carnegie Foundation for the Advancement of Teaching, will speak on "What is Quality Education?" at a joint presidential conference sponsored by the American Council on Education and the Conference of Rectors, Presidents, and Vice-Chancellors of the European Universities later this week. More than 50 college and university leaders from eastern and western Europe and the United States will meet at the University of Hartford (CT) to discuss global education and academic leadership.

Action Completed On Lobbying Bill

House and Senate conferees completed action earlier this month on a measure that would prohibit the use of federal funds to lobby federal officials and require disclosure of the use of consultants to lobby for federal projects or grants. The provision is part of an \$11.2 billion Department of the Interior appropriations bill, which has been sent to President Bush for his signature.

The legislation, introduced by Sen. Robert C. Byrd (D-WV), chair of the Senate Appropriations Committee, would require anyone seeking federal funds to report the names of any lobbyists or consultants they employ and how much they pay them. Byrd said he introduced the legislation in response to press accounts of hefty fees paid to consultants lobbying the Department of Housing and Urban Development, as well as others who create projects and lobby for their inclusion in appropriations bills.

Byrd was particularly angered over accounts that West Virginia University had hired a Washington lobbying firm to help it win funds for an \$18 million research center. He withdrew his support for the project and pushed through the legislation to reform lobbying.

The Washington lobbying firm, Cassidy and Associates, which represents West Virginia University and about 40 other higher education institutions, has gained millions of federal dollars for its clients. Byrd argued that lawmakers do not need lobbyists to tell them how to spend money in their states.

Organizations found in violation of the law could be fined between \$10,000 and \$100,000. The new law is scheduled to take effect in early December.

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Mary Heston, *Staff Assistant*

Revisions Urged To Immigration Law To Exempt Form I-9 Filing for Students

The American Council on Education (ACE) has urged Congress to consider deleting a provision included in the Immigration Reform and Control Act of 1986 that requires colleges and universities to complete verification of employment eligibility forms for foreign student workers.

The provision requires that institutions complete "Form I-9" for foreign students working part-time on their campuses. ACE and the College and University Personnel Association have received numerous inquiries from institutions expressing concern about the regulations, ACE General Counsel Sheldon E. Steinbach said in a letter to the Subcommittee on Immigration, Refugees, and International Law of the House Judiciary Committee.

A National Association of Student Employment Administrators survey of 438 postsecondary institutions has found that of 875,000 students hired, campus procedures identified 50 problem employee cases—such as students without proper immigration documents—while the I-9 process identified only three. The cost of processing the I-9 ranged from \$2.65 to \$10.53 per student.

"Based on the survey, it appears that the regulations are costing institutions about \$2 million to identify each foreign student who is ineligible to work on campus," Steinbach said.

Education Department Funding Cut

(continued from page 1)

House Budget Committee Chair Leon E. Panetta (D-CA) has urged Congress to move quickly on a deficit-reduction package to ensure that the cuts are not permanent. House leaders began talks last week to expedite negotiations with the Senate on the package, but the talks stalled because of controversial provisions in the House bill, including repeal of the catastrophic health insurance law, child care legislation, and a reduction in the capital gains tax.

The House version of the bill would save \$11 billion, while the Senate version, which has been stripped of all costly new programs, would save \$14.1 billion.

Negotiations also were delayed by an unlikely culprit—last week's California earthquake. Panetta left immediately for California to visit his district, which was hit by the quake.

In other budget matters, the Senate late last week followed the House in approving the conference report on the Labor, Health and Human Services, Education appropriations bill. Under

Steinbach noted that the Immigration and Naturalization Service's definition of the term "employee" excludes both independent contractors and individuals engaged in casual domestic employment, but classifies students working on campuses as employees. "In the case of student workers, an employer-employee relationship is not present in the traditional sense," Steinbach said. "Instead, such work is incidental to the students' basic academic objectives and, in essence, is a form of institutionally-based financial assistance."

Steinbach said the immigration law should be modified to exempt students employed by their campus from the definition of "employee" and to clarify that form I-9 need not be completed.

The letter was sent on behalf of the American Association of Community and Junior Colleges, American Association of State Colleges and Universities, American Council on Education, Association of Catholic Colleges and Universities, Association of Jesuit Colleges and Universities, Council of Independent Colleges, National Association for Equal Opportunity in Higher Education, National Association of College and University Business Officers, National Association of Independent Colleges and Universities, and National Association of State Universities and Land-Grant Colleges.

H.R. 2990, fiscal 1990 Education Department programs would receive \$24.15 billion, compared to the \$23.84 billion administration request and \$22.72 billion that the programs received in fiscal 1989. President Bush, however, has threatened to veto H.R. 2990 because of a provision that would allow Medicare coverage for abortions in cases of rape or incest.

The House and Senate also approved the Veterans Affairs, Housing and Urban Development, Independent Agencies appropriations bill, which includes funding for the National Science Foundation (NSF). The measure provides \$19.7 million to support a new research facilities program, \$1.69 billion for research and related activities and \$206.7 million for science and engineering education. NSF would receive \$218.6 million more than in 1989.

The president late last month also signed a short-term continuing resolution to fund government-wide programs through Oct. 25 or until lawmakers complete each of the 13 appropriations bills.

Bills Introduced to Attract More Teachers

Sens. Edward M. Kennedy (D-MA) and Claiborne Pell (D-RI) recently introduced bills to attract more students to the teaching profession through financial incentives, including scholarships and loan forgiveness.

The \$300 million "Excellence in Teaching Act," introduced by Kennedy, would revive the National Teacher Corps, begun in the 1960s and terminated at the beginning of the Reagan administration. Under the proposal, students would be eligible for up to \$8,000 annually over two years in exchange for teaching four years in inner city schools or in the fields of math and science, or for teaching five years in other geographic areas with teacher shortages.

The measure also would establish a senior teacher corps to increase the retention of experienced teachers, reward good teachers, and provide professional development opportunities. Certified teachers with eight or more years of experience would be eligible for the senior corps.

In addition, state-run professional development academies would be created to conduct staff development, in-service training, and skill enhancement programs. Special efforts would be

made to attract minority students.

The National Teacher Act, introduced by Pell, would forgive part of students' Stafford Student Loans obtained during their junior and senior years if they agree to teach in economically disadvantaged schools. The bill would forgive 15 percent of the loans for each of the first two years of teaching, 20 percent in each of the third and fourth years, and 30 percent in the fifth year.

The proposal, which would cost \$400 million annually, would fund demonstration grants to study the impact of reduced class size on instructional quality. It also would fund programs to attract minorities to teaching and would create a national academy for in-service training for experienced teachers.

The Department of Education has estimated that 1.6 million new teachers must be hired over the next decade. Yet, Kennedy noted at the news conference announcing the bills, the number of college students majoring in education has dropped 55 percent since 1972. "Today we are graduating only about half the teachers we will need to fill the gap in the years to come," he said, adding that the federal government must take the lead in enhancing the quality of American teaching.

Haynes Confirmed For Ed Dept. Post

The Senate recently confirmed Leonard Haynes III as assistant secretary for postsecondary education in the Department of Education.

Haynes, a former director of the Office for the Advancement of Public Black Colleges of the National Association of State Universities and Land-Grant Colleges, most recently served as assistant superintendent for academic programs with the Louisiana education department.

Haynes already has started on the job. He conducted an Education Department hearing in Boston earlier this month as part of the process leading to reauthorization of the Higher Education Act.

In another personnel move, President Bush announced he will nominate Betsy Brand, a former Senate aide, to be assistant secretary for vocational and adult education. Brand, an aide to Vice President Dan Quayle when he served in the Senate, has served as acting director of adult education since earlier this year.

Brand would replace former assistant secretary Bonnie Guiton.

FACTS IN BRIEF

Public Opinion Divided On Minority Access to College

■ According to a recent Gallup Poll, Americans are divided in their opinions about whether a person's race makes it harder to gain access to college. Forty-five percent of the respondents said race makes it more difficult to pursue and obtain a college degree, while 44 percent said it does not.

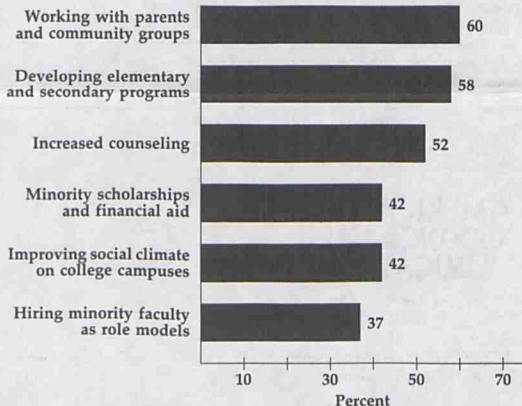
■ Nonwhites were more likely to view race as a barrier to gaining access to college than whites (59 percent vs. 42 percent).

■ The survey respondents said the two most important ways colleges can increase accessibility for students of all races are to work more closely with parent, community, and church groups (60 percent) and to develop programs with elementary and secondary schools (58 percent).

■ Only 37 percent of the respondents viewed the hiring of minority faculty members to serve as role models as extremely important in increasing accessibility.

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

Survey Respondents Cite Most Important Ways to Increase Accessibility to Higher Education



Source: "Attitudes About American Colleges" prepared for the Council for Advancement and Support of Education by the Gallup Organization, August 1989.

October 23, 1989

Hotline Open on "One-Third" Conference

Due to the disruption of communications and transportation in the San Francisco area as *Higher Education & National Affairs* went to press, the American Council on Education was unable to make a determination on the status of the "Educating One-Third of A Nation II: What Works" conference scheduled for Nov. 5-7. A decision should be made early this week on whether to hold the conference as planned, postpone it, or move it to another location. Information will be made available to all

speakers and participants as soon as a decision is made and on any arrangements for refunds, credits, or other financial matters.

For current information on the status of the conference, participants can call an ACE "hotline" at (202) 659-1015. The hotline message will be updated daily to reflect any new developments and decisions. Participants seeking current information are encouraged to call the hotline rather than an individual ACE office or the ACE general number.

Deadline Nears For Asbestos Claims

Colleges and universities are reminded that the deadline for filing claims for property-damage compensation with the Manville Trust Property Damage Settlement is Oct. 31.

More than 200 campuses have filed "affiliate identification" forms with the Manville Trust under the National Association of College and University Business Officers (NACUBO) "umbrella" claim. Manville subsequently sent to institutions that filed identification forms claim information for reimbursement in the trust's first payment cycle of asbestos-related costs.

Among the costs that can be submitted for reimbursement are abatement, survey, or operations and maintenance costs, according to NACUBO.

Colleges and universities that miss the Oct. 31 deadline can file a year later for a second round of payments although less money is expected to be available at that time.

Environmental Laws' Impact Examined

(continued from page 1)

"Every college and university needs to make environmental compliance an integral part of its everyday operations," the document says. "Each institution should develop a formal, written plan describing how it will assess and manage the environmental risks posed by its activities."

The paper suggests that as part of such a plan institutions conduct an environmental audit, in which experts review campus operations, determine levels of compliance with applicable regulatory requirements, and assess steps that may be needed to bring the campus into compliance.

For a copy of "Environmental Requirements for Colleges and Universities," send a 9 x 12 self-addressed envelope with prepaid postage of \$1.25 to Environmental Paper, Division of Governmental Relations, ACE, One Dupont Circle, Washington, DC 20036.

Transfer Project Gains Interest

(continued from page 1)

more focused on research or specialization in a discipline. Community colleges now are teaching institutions. As a result, the faculty in community colleges has devoted a lot of time and effort to creative thinking and good work in teaching and how to strengthen teaching."

Eaton currently is preparing program guidelines that will be issued later this fall. Institutional eligibility will depend on the location and interest expressed by two- and four-year schools.

Of the 300 institutions that have inquired about the project, the majority have been four-year schools, Eaton said. "They are concerned that more attention is paid to bringing minorities into four-year institutions."

A national policy statement on the importance of transfer to minority and low-income students' academic achievement also will be developed as part of the project, she said. ACE will convene regional meetings to discuss the policy statement and its application at different types of institutions.

"We'll also be looking at legislation and whether there are ways in which it can encourage more attention to transfer," Eaton stated. "If there is a place for legislation, then where is it best located? Should it be part of the Higher Education Act reauthorization in 1991 or part of a state mandate?"

In addition, ways to provide more comprehensive information about transfer rates and related issues will be examined, Eaton said. "It's currently very difficult to come up with firm numbers about transfer. We want to enlarge that information base."

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HIGHER EDUCATION & NATIONAL AFFAIRS

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Newsletter of the American Council on Education

NOVEMBER 6, 1989

SLS Defaults Rise, Says GAO Report

Reflecting increased use of the program by proprietary school students, defaults on Supplementary Loans for Students (SLS) by freshman borrowers increased from 12 percent in 1987 to 85 percent in 1989, the General Accounting Office (GAO) has reported. The findings buttress arguments for removing eligibility of first-year students for SLS loans.

The proposal to eliminate freshman eligibility for the SLS program is included in a House bill that must be reconciled with its Senate counterpart. The Senate measure only would delay disbursement of SLS funds for 30 days after the start of the enrollment period. House and Senate conferees began meeting last week to iron out differences in their respective versions of the bill.

The GAO study, requested by Sen. Edward M. Kennedy (D-MA), chair of the Senate Committee on Labor and Human Resources, and Rep. Pat Williams (D-MT), chair of the House Postsecondary Education Subcommittee, found that SLS loan volume has increased steadily in recent years. GAO's survey of nine large guarantee agencies found that SLS loan volume for those agencies increased from \$564 million in fiscal 1987 to \$1.34 billion in 1988, dropping slightly to \$1.29 billion in 1989.

Students defaulted on \$310.6 million in SLS loans from 1987 to 1989, the guarantee agencies reported. Loan defaults increased from \$14 million in 1987 to \$50 million in 1988 to \$247 million

(continued on page 2)

Ed Groups Urge Repeal of Sequester

The education community—higher education and elementary and secondary groups—has accelerated efforts to ensure that Congress moves quickly to rescind across-the-board cuts in federal programs made last month as required by the Gramm-Rudman-Hollings deficit reduction law. The cuts, which took effect Oct. 16, include \$1 billion in education programs.

As part of this effort, representatives of the American Council on Education (ACE) and 33 other education groups last week delivered letters to members of Congress urging them to repeal the reductions. All of the organizations are encouraging grass roots involvement in this campaign to overturn the cuts. Lawmakers are working on a deficit-reduction package—called a reconciliation bill—that will make it possible to cancel the October cuts. (See related story, page 2).

"We are deeply concerned that Congress is not moving aggressively to take the necessary steps to repeal" the cuts, ACE Senior Vice President Charles B. Saunders, Jr. wrote in a letter to members of Congress. "Each day the cuts are allowed to remain in effect increases the prospect that they eventually will become the permanent solution to meet-

ing the Gramm-Rudman-Hollings budget target for fiscal 1990."

Under the deficit reduction law, the fiscal 1990 deficit had to be cut below the \$110 billion ceiling after Congress and President Bush could not agree on their own budget cuts. Most nondefense programs, including education, were cut by 5.3 percent. The reduction was applied to the fiscal 1989 appropriated level plus a 4.2 percent inflation adjustment.

President Bush and several members of Congress are considering letting the reductions stand. The President last week called on Congress to enact a reconciliation bill that does not contain new taxes, raise the deficit, or use [bookkeeping] gimmicks. "If Congress cannot agree on a clean reconciliation bill . . . we are prepared to manage the government under sequester," Bush said, using the technical term for the budget reductions.

The Gramm-Rudman-Hollings cuts already have had a devastating effect on students attending the nation's colleges and universities, Saunders said. "Lenders are refusing to issue Stafford Guaranteed Student Loans (GSL) during this period of uncertainty until it becomes clear what the terms and conditions of

(continued on page 4)

Inside:

- Rep. Augustus F. Hawkins (D-CA) has urged President Bush and the nation's governors to use caution in implementing recommendations from the education summit. 2
- A new survey by the Carnegie Foundation has found a renewed sense of optimism among faculty members about their profession. 3
- The Senate Labor and Human Resources Committee last week approved the Student Athlete Right-to-Know Act. 6



Higher education leaders from North American and European nations met late last month at the University of Hartford (CT) to discuss global education and academic leadership. (See related story on page 4.) Pictured at a conference session, from right, are: Javier Perez Royo, rector of the University of Seville, Spain; Barbara S. Uehling, chancellor of the University of California, Santa Barbara; Paoli Bruni, rector of the University of Ancona, Italy; and Stanislav Merkuriev, rector of the University of Leningrad, USSR.

SLS Defaults Rise, Says GAO Report

(continued from page 1)

in 1989. Defaults by proprietary school borrowers increased dramatically, from 12 percent (\$1.78 million) of SLS loan defaults in 1987 to 86 percent (\$212 million) in 1989, GAO said.

SLS loans of up to \$4,000 per year (up to a maximum \$20,000) are available to both graduate and undergraduate students. Before students receive SLS loans for first-year students, their schools must determine their eligibility for Stafford Student Loans or Pell Grants, both of which have more stringent eligibility requirements. SLS loans have variable interest rates; repayment generally must begin within 60 days of the last loan disbursement.

The American Council on Education (ACE) and several other higher education groups have urged lawmakers to eliminate eligibility for SLS loans for first-year students, saying it not only would achieve significant savings but also "solve a potentially serious loan default problem that threatens to cause a future budget hemorrhage. [The] annual default costs in the rapidly-expanding SLS program can be expected to exceed \$500 million within the next several years and will continue to mount even higher," ACE Senior Vice President Charles B. Saunders, Jr., wrote in a letter to conferees.

"Removing SLS eligibility from first-year students also would help to restore the integrity of the program by restricting it to those who have successfully completed their first year of undergraduate study," Saunders said. "SLS originally was intended to provide unsubsidized loans for financially independent students who were ineligible for the interest subsidy in the Stafford loan program. But over half of all SLS

loans now go to low-income, academically at-risk students in the proprietary sector, and they account for 80 percent of all defaults in the program."

Saunders said many of these students appear to be borrowing from both the Stafford and SLS programs, accumulating more than \$6,500 of debt (the maximum \$2,625 in Stafford and \$4,000 in SLS) in their first year of postsecondary study. "The interest on the SLS loan accrues while students are enrolled in school, meaning that they often owe more than \$7,000 by the time they begin to repay.

"This kind of debt burden is contrary to the intent of the 1986 Higher Education Act reauthorization, which established lower Stafford Loan limits for first- and second-year students," Saunders said. "Instead, under the current practice, numerous first-year students are borrowing substantially more than upper-division undergraduates."

The Education Department has said data on SLS borrowers and their default rates currently are imprecise, making it difficult to determine the cost of eliminating freshman eligibility for the program.

The letter to conferees was sent on behalf of the American Association of Community and Junior Colleges, American Association of State Colleges and Universities, Association of American Universities, Association of Catholic Colleges and Universities, Association of Jesuit Colleges and Universities, Association of Urban Universities, Council of Independent Colleges, National Association of Independent Colleges and Universities, National Association of State Universities and Land-Grant Colleges, and National Association of Student Financial Aid Administrators.

Bush Demands New Spending Cuts

Negotiations over separate House and Senate budget reconciliation bills are expected to continue several more weeks as lawmakers work to meet Bush administration demands for a measure that ensures "real deficit reduction." President Bush is seeking the stringent cuts in return for agreeing to postpone the administration's quest for a capital gains tax cut plan—which so far has been the major stumbling block in the budget talks.

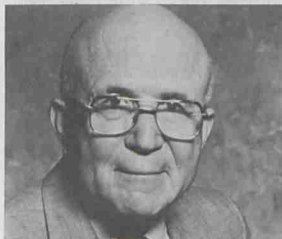
President Bush late last week called on Congress to enact legislation achieving \$14 billion in "real deficit reduction—without new taxes, without spending measures that increase the deficit in the future, and without [book-keeping] gimmicks." Bush threatened to veto reconciliation legislation that does not meet such tests, leaving in place the \$16 billion in automatic, across-the-board cuts that were im-

(continued on page 4)

Hawkins Cautions Bush, Governors

Education and Labor Committee Chair Augustus F. Hawkins (D-CA) has urged President Bush to use caution in attempting to implement recommendations from September's education summit with the nation's governors.

In letters to Bush and Govs. Bill Clinton of Arkansas and Carroll Campbell of South Carolina, co-chairs of the National Governors' Association Task Force on Education, Hawkins said their decision to submit legislation to Congress that would provide greater flexibility in the use of federal funds by state and local recipients is based on erroneous information. Hawkins challenged their use of funding set-asides in the Carl D. Perkins Vocational Education Act as an example of inflexibility.



Augustus F. Hawkins

The joint statement issued by the president and governors following the summit "fails to acknowledge that Congress is far along in simplifying the [vocational education law], which has resulted in too many categories and funding set-asides," Hawkins wrote, referring to a House bill that was approved 402-3 last spring and that was considered late last week by the Senate. "Yet, nowhere do you or the governors acknowledge that we are simplifying that law." Hawkins also cited two other instances of such oversights in elementary and secondary programs.

But Secretary of Education Lauro F. Cavazos said in a written statement that while the Education Department shares Hawkins concern for accuracy, "we worry that his admonition 'to be cautious . . . is not appropriate at a time when we must develop aggressive strategies to erase the education deficit."

In addition, Cavazos said that while Hawkins correctly noted one error in the summit statement, "he chides the administration for ignoring 'recent corrective action by Congress'" to streamline the program.

"Yet Congress has taken no corrective action," he said. "It has worked on the

(continued on page 3)

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Carnegie Report Cites Faculty Optimism

University and college faculty members are optimistic about prospects in their profession but are deeply troubled about the academic quality of their students, says a new report by The Carnegie Foundation for the Advancement of Teaching.

The report also found that the majority of faculty members gave a fair or poor rating to the administration on their campus. Further, only half feel that their college or university is managed effectively.

In responding to these trends, Carnegie Foundation President Ernest L. Boyer said, "The American professoriate is, today, in a healthier state than it was five years ago. We found in our survey a feeling of optimism among professors about their disciplines and a renewed commitment to liberal learning."

"At the same time, we cannot overstate our sense of urgency about the problems faculty have defined—the decline of academic standards among students, the ambivalence they feel about teaching and research, and the lack of confidence in campus leadership."

More than 5,000 faculty members representing all types of higher education

institutions were surveyed for the report, "The Condition of the Professoriate: Attitudes and Trends, 1989," which is the fourth such survey by Carnegie over the last 20 years. The last survey was conducted in 1984.

The central issues emerging from the survey concern academic quality, teaching and research, and faculty attitudes about their institutions.

Other key findings:

- About two-thirds of faculty say that today's students are not well prepared in the basics and conclude that their institution spends too much time and money on what should have been learned in high school.

- Most faculty at four-year institutions believe that the reward system is heavily weighted toward published research, not effective teaching.

- Sixty-nine percent of faculty feel their administration is "autocratic," though at liberal arts colleges, faculty view campus leaders as being somewhat more "democratic."

Copies of the study are available for \$12 each from the Princeton University Press, 3175 Princeton Pike, Lawrenceville, NJ 08648.

Hawkins Cautions Bush, Governors

(continued from page 2)

Carl D. Perkins Vocational Education Act since last spring, and there is still no final action by the Congress on this important bill," Cavazos stated.

In another matter related to the summit, Sen. Jeff Bingaman (D-NM), chair of the Government Information and Regulation Subcommittee of the Governmental Affairs Committee, held hearings last month designed to reassess the quality of education statistics and information gathering efforts.

Noting the summit participants' stated commitment to establishing a plan for achieving national educational goals and standards, Bingaman said the United States must develop an educational information infrastructure to support and assess such standards.

Education information currently is "vague and uncoordinated" and "basic and general in scope," Bingaman said. "If we are to ensure success [of recommendations from the summit], we must link our goals and standards to federal information data bases."

FACTS IN BRIEF

Institutions Are Main Source of Aid for Graduate Students

- In the fall of 1986, some 1 million graduate students were enrolled in American colleges and universities. Sixty-two percent attended public institutions and 38 percent were enrolled at independent colleges and universities.

- The overwhelming majority of graduate students (82 percent) in 1986-87 were working toward a master's degree; 18 percent were studying at the doctoral level.

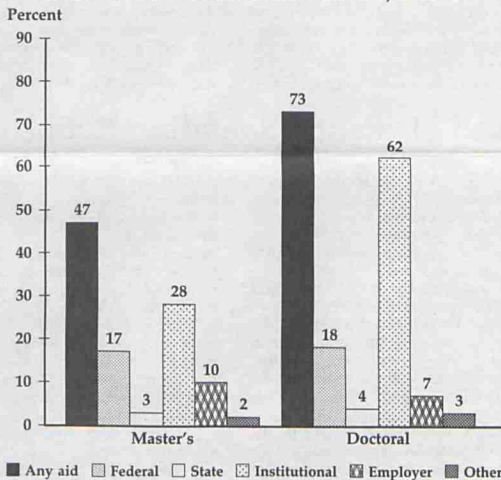
- Overall, the majority of graduate students (61 percent) attended school on a part-time basis in 1986. Sixty-five percent of master's level students were enrolled part-time, while the majority of doctoral students (58 percent) were enrolled full-time.

- Almost three-quarters (73 percent) of doctoral students enrolled in 1986-87 received financial aid, compared to 47 percent of master's students.

- Institutional aid was the main source of assistance among graduate students in 1986-87. Sixty-two percent of doctoral students received institutional aid, as did 28 percent of master's level students.

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

Sources of Aid for Graduate Students, 1986-87



Source: National Center for Education Statistics, "Student Financing of Graduate and Professional Education," March 1989.

November 6, 1989

U.S., European Leaders Set Agenda

Higher education leaders from 20 North American and European nations at a meeting late last month at the University of Hartford called for greater emphasis on international education in college curriculums and closer ties between institutions on both sides of the Atlantic.

The joint presidential conference, sponsored by the American Council on Education (ACE) and the Conference of Rectors, Presidents, and Vice-Chancellors of European Universities (CRE), brought together the executive heads of over 50 institutions from the United States, Canada, and Eastern and Western Europe. It was the first time such an international conference has been conducted.

Conference participants recommended that presidents and rectors play a leading role in efforts to internationalize the curriculum at institutions on both continents and promote increased faculty participation in international education. They also advocated that institutional leaders pay closer attention to North American-European and East-West multilateral higher education relationships, while recognizing the continuing importance of forming strong ties between colleges and universities from developed and developing nations.

In addition, they issued calls for increased government support for international education and faculty and student exchanges, and increased corporate and state industry support for international education and involvement in international higher education linkages.

As a follow-up to the conference, par-



Slobodan Unkovic, rector of the University of Belgrade, Yugoslavia, left, and Richard J. Wood, president of Earlham College (IN), listen closely to a presentation at the conference.

ticipants agreed to establish a task force including higher education leaders from North America and Eastern and Western Europe to plan another meeting in Europe that will focus on specific issues stemming from multilateral relationships. Among the subjects to be considered for that meeting are: developments affecting higher education growing out of the European Community 1993 process and perestroika and democratization in Eastern Europe; graduate student and faculty exchanges; and the organization of research, especially in the sciences. They also agreed to produce reports and disseminate information on the meeting and follow-up activities to higher education institutions.

Ed Groups Urge Sequester Repeal

(continued from page 1)

the GSL program will be."

If the cuts are not rescinded, the Office of Management and Budget has estimated that 1 million needy students would lose eligibility for Pell Grants and thousands more would receive reduced awards, Saunders said. "Instability in the lending community could threaten the continued viability of the GSL program; new biomedical research awards would be virtually eliminated and continuing awards would be reduced; and the new National Science Foundation facilities program would be jettisoned and increases for science education and scientific research would be revoked."

One senator, Budget Committee Chair Jim Sasser (D-TN), has spoken in favor of rescinding the cuts. Letting the cuts take permanent effect "is a flat abandonment" of congressional responsibilities, he said last month during a conference committee meeting on the reconciliation bill. The cuts "achieve deficit reduction, but [they] achieve it mindlessly, at a cost to good programs and bad programs alike."

Not only are members considering letting the current cuts stand, several are considering an amendment to the debt ceiling bill that would extend Gramm-Rudman-Hollings and the deficit targets several more years. The deficit reduction law expires in 1993.

The Committee for Education Funding (CEF), a coalition of higher education and elementary and secondary groups, has urged Congress to reject any such extension. "The Gramm-Rudman-Hollings law has failed to force the difficult choices that must be made to reduce the deficit," CEF President Gerald Morris wrote in a letter to lawmakers. The law "has not led to reduced federal spending or smaller budget deficits during its four-year existence. Whatever deficit reduction has occurred under Gramm-Rudman-Hollings has been much more a function of improved economic conditions or legitimate reductions achieved through the regular budget process."

Congress must approve the debt ceiling bill this week to avoid a financial default by the government.

ACE Annual Meeting

January 17-20, 1990

Washington, D.C.

Bush Demands Spending Reductions

(continued from page 2)

posed Oct. 16 by the Gramm-Rudman-Hollings deficit reduction law. (See related story on page 1.)

Several provisions important to higher education are among the measures that would be dropped under the Bush mandate. The Senate already has stripped from its bill hundreds of provisions, including elimination of the exemption of appreciated property from the alternative minimum tax, as well as deletion of the \$150 million cap on the outstanding bond volume of independent colleges and universities.

The permanent extension of the research and development tax credit, the extension of the exclusion for employer-provided educational assistance, and repeal of Section 89 of the Internal Revenue Code, created to eliminate discrimination in employee benefit plans, also were dropped from

the Senate bill.

Of those provisions, only the Employee Educational Assistance Act, research and development tax credit provisions, and Section 89 are included in the House bill, meaning only those three measures could be included in a House-Senate conference on the reconciliation bill.

President Bush's demand for a clean bill would only allow for repeal of Section 89 of the tax code for consideration this year. Senate Minority Leader Robert J. Dole (R-KS) has proposed including the tax repeal in the debt limit bill, which is scheduled to be considered this week.

Democratic leaders said they will offer a counter budget package that meets the budget agreement forged by Congress and the president last spring. No details on the proposal were available at press time.

OPINION

Off-Campus—On Target!

by Kay J. Kohl
Executive Director,

National University Continuing Education Association

Many of today's students never take a course on campus. They attend classes in downtown office buildings and suburban industrial parks, yet they are as serious about their studies as their on-campus counterparts. Still, many institutions seem reluctant to fully embrace this off-campus student constituency.

The growing demand for off-campus educational opportunities has occurred in response to significant economic and social changes in the United States during the past 15 years. An estimated 75 percent of currently available jobs require some postsecondary education. More than ever, employees recognize that they need to acquire new skills and knowledge to remain viable in their current positions, advance in their fields, or change careers. Periodic recertification, a reality for teachers, lawyers, and allied health professionals, now has been adopted by fields such as accounting, gerontology, interior architecture, and hazardous waste management.

Greater numbers of working adults are seeking graduate degrees. Where a master's degree once was a way station en route to a doctorate, it has become a free-standing professional degree and today accounts for 25 percent of all degrees awarded. Eighty-eight percent of the master's degrees awarded in 1985-86 were in professional fields. Of the master's degree recipients, over half were women and 20 percent were minorities. Even now, women account for a majority of the part-time students found in off-campus education facilities. Their numbers may increase in the 1990s when women will comprise about 63 percent of new entrants into the labor force and three out of four jobs will require some postsecondary education.

For more than a century, American universities have advanced the



Kay J. Kohl

concept that an institution supported by the taxpayers of a state has the responsibility to reach out to the community beyond the campus. Some prestigious higher education institutions, such as the University of California, Los Angeles, began as extension centers. A number of states still mandate their land-grant institutions to deliver higher education to remote rural locations.

But with 76 percent of the U.S. population living in urban areas and many private colleges and flagship state universities located in small towns, there is a growing need to deliver upper division and graduate educational opportunities to those in urban centers, suburbia, and smaller cities. Surveys show convenience to be the most important consideration for the working adult who is faced with deciding which institution to attend. For the many adults who must juggle the competing demands of career, family, and studies—plus face long commutes or the gridlock of major cities—off-campus centers may represent their best chance to access higher education.

Many higher education institutions view off-campus degree programs for adult students as integral to their mission, while other institutions see off-campus education solely as a revenue source. When off-campus programs are viewed only as a source of potential profits, quality of teaching, student services, and classroom facilities may be given short shrift. Regrettably, those who exploit the off-campus market without regard for the quality of the education being delivered or the tuition charged do disservice to their students, their institutions, and higher education in general.

The leadership of higher education institutions no longer can afford to ignore the off-campus education phenomenon.

■ Colleges and universities—especially public institutions—have an obligation to create educational opportunity.

■ College and university presidents committed to enhancing minority participation in their institutions must confront the fact that their off-campus programs are likely to enroll a disproportionate number of part-time, low-income, and minority students.

■ With a shrinking traditional-age college pool and escalating university costs, public institutions cannot risk appearing insensitive to the educational needs of the taxpayers in their region or state.

It is time to acknowledge that the older, working students who attend classes at off-campus centers are a significant and growing higher education constituency. Accrediting bodies, boards, and presidents can no longer focus exclusively on traditional-age, full-time, resident students. In the long run, such myopia can only discredit the institutions in the eyes of the public they are intended to serve. To ignore the adult segment of that public today is to ignore the majority of higher education's students.

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

Bush Names Ed Policy Advisors

President Bush last month named Paul H. O'Neill, chief executive officer of the Aluminum Company of America, to chair the President's Education Policy Advisory Committee.

The panel, whose creation was announced in June, will bring together leaders from education, business, and labor to advise Bush on innovative ways to improve the nation's school.

Leaders from higher education include Lamar Alexander, president of University of Tennessee; Thomas E. Barton, Jr., president of Greenville Technical College (SC); Modesto Maidique, president of Florida International University; Joe Nathan, senior fellow at Humphrey Institute of Public Affairs, University of Minnesota; Frank H.T. Rhodes, president of Cornell University (NY); and Donald M. Stewart, president of The College Board.

Other members include John F. Akers, chairman of the board of International Business Machines Corp.; Carolyn R. Bacon, executive director of O'Donnell Foundation; William E.

Brock, president of The Brock Group; Juana Dainis, deputy superintendent of schools for East Harlem, New York City.

James E. Duffy, vice president of Capital Cities/American Broadcasting Co.; Jaime Escalante, educator at Garfield High School, Los Angeles; Marvin L. Esch, president of The Communications Group; H. Dean Evans, superintendent of public instruction for the State of Indiana; Chester E. Finn, Jr., director of Educational Excellence Network; Keith B. Geiger, president of the National Education Association.

Wyatt Thomas Johnson, Jr., vice chair of Times-Mirror Co.; Thomas H. Kean, governor of New Jersey; David Todd Kearns, chief executive officer of Xerox Corp.; Ann Lynch, president of National Parents and Teachers Association; James R. Oglesby, president of National School Boards Association; Albert Shanker, president of the American Federation of Teachers; and Robert M. Teeter, president of Coldwater Corporation.

Senate Committee Approves Athletes' Right-To-Know Bill

Ignoring requests from the National Collegiate Athletic Association (NCAA) to delay action at least until January, the Senate Labor and Human Resources Committee last week approved legislation that would require colleges and universities receiving federal aid to disclose their student athletes' graduation rates to recruits.

The Student Athlete Right-to-Know Act, sponsored in the Senate by Bill Bradley (D-NJ), passed 15-1, with only Sen. Thad Cochran (R-MS) voting against it. The bill requires institutions to report to the secretary of education the graduation rates of student athletes and other academic information on them broken down by sport, sex, and race and compared to the total student body. The secretary would compile and publish the information from individual colleges and universities and aggregate information for athletic conferences recognized by the NCAA and the National Association of Intercollegiate Athletics. The information would be made available to all high school athletes being recruited by the school, as well as to high school guidance counselors and principals.

NCAA Executive Director Richard D. Schultz had urged Congress to allow the NCAA membership to consider its own legislation at its annual conference in January before acting on the bill.

No further Senate action has been scheduled. A companion bill, sponsored in the House by Reps. Ed Towns (D-NY) and Thomas McMillen (D-MD), is pending before the Postsecondary Education Subcommittee.

Labor, Higher Education Officials to Meet

The Labor/Higher Education Council, sponsored by the American Council on Education (ACE) and the AFL-CIO to provide a forum for exchange between organized labor and higher education, will hold its annual meeting Nov. 30-Dec. 1 at the Graylyn Conference Center on the campus of Wake Forest University (NC).

Among those speakers scheduled to address this year's meeting are Ray Marshall, former secretary of labor, who will speak on worker participation and the new work force, and Michelle Gittelman of the United Nations, who will

speak on the movement for unity in the European Community in 1992.

Tom Donahue, secretary treasurer of the AFL-CIO, will speak on labor's challenges in the 1990s, and ACE President Robert H. Atwell will lead a discussion following the talk. Charles B. Saunders Jr., ACE senior vice president for governmental relations, will participate on a panel on legislative issues.

For information, contact Len Oliver, executive director, Labor/Higher Education Council, 3429 34th Place NW, Washington, DC 20016, (202) 362-1522 or ACE, (202) 939-9311.

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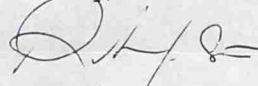
Dear Colleague:

The American Council on Education is pleased to announce our annual summer workshop entitled "Chairing the Academic Department" for Deans, Division and Department Chairpersons to be held in Washington, D.C., June 26-29, 1990 at the Park Terrace Hotel. Thousands of department chairs have attended this program and benefitted from the opportunity to examine their roles and responsibilities while working with colleagues from across the country.

I have enclosed a brochure for your perusal in the hopes that you will share this information with any of your colleagues that may be interested in attending. Early registration is recommended because a limited number of participants can be accommodated.

Please do not hesitate to contact us if you have any questions about this workshop or any other Department Leadership Program activities (202) 939-9415.

Sincerely,



Rose-Marie G. Oster
Director, Department
Leadership Program

Enclosure
RGO:mks



"Chairing the Academic Department"
for
Deans, Division and Department Chairpersons

June 26-29, 1990

**The Park Terrace Hotel
Washington, D.C.**

AMERICAN COUNCIL ON EDUCATION • DEPARTMENT LEADERSHIP PROGRAM



American Council on Education
Department Leadership Program
One Dupont Circle
Washington, D.C. 20036

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Washington, D.C.

Chairing the Academic Department
June 26-29, 1990

REGISTRATION FORM

"CHAIRING THE ACADEMIC DEPARTMENT"
The Park Terrace Hotel • June 26-29, 1990 • Washington, D.C.

Badge and Address Information (please furnish for each participant)

Name: _____

Title: _____ Phone: _____

Department: _____

Faculty FTE: _____ Full Time: _____ Part Time: _____

Institution: _____ Enrollment: _____

Address: _____

City: _____ State: _____ Zip: _____

REGISTRATION FEE (Check one):

Member of ACE

_____ \$510 single registrant
_____ \$915 team of two
_____ \$410 each additional person

_____ Payment Enclosed

Non-Member

_____ \$ 585 single registrant
_____ \$1065 team of two
_____ \$ 485 each additional person

_____ Purchase Order Enclosed

(Fees include materials, refreshment breaks, one dinner & two luncheons.)

NOTE: Please verify your institution's membership status and pay the correct fee to avoid the complication of refunding overpayment or billing for underpayment.

Telephone registrations (202) 939-9415 are considered binding. Payment or a purchase order should accompany registration. If institutional policy does not permit pre-payment, written evidence of a payment plan must be provided. All registrations not accompanied by payment are liable for late cancellation fees and will be billed for the appropriate amount. See last page of this flier for complete cancellation and refund policy.

Please complete and mail registration form(s) and payment or purchase order to:

Dr. Rose Marie G. Oster
Center for Leadership Development
American Council on Education • One Dupont Circle - Suite 800
Washington, D.C. 20036-1193

CHAIRING THE ACADEMIC DEPARTMENT for Deans, Division & Department Chairpersons

June 26-29, 1990

The Park Terrace Hotel • Washington, D.C.

Who Should Attend? Chief Academic Officers, Deans, Associates and Assistants, Division and Department Chairpersons (team registration is encouraged).

Why? Chairpersons have been among the most neglected of all college and university administrators. Selected most often for academic credentials and teaching skills, these newly appointed administrators are provided little preparation for the demanding, multi-faceted roles they face. Through this workshop you will learn how you can effect change, deal with issues confronting chairpersons throughout day-to-day activities, and provide more effective leadership for your department or division.

PROGRAM

General Sessions include:

BALANCING THE CURRICULUM
LEGAL LIABILITY OF THE CHAIRPERSON
FACULTY EVALUATION AND DEVELOPMENT
THE DEPARTMENT CHAIR AS CHANGE AGENT
THE ROLES & RESPONSIBILITIES OF THE CHAIRPERSON

The workshop format allows for extensive interaction among participants through small group sessions that use case studies and other hands-on exercises. In order to encourage in-depth discussion of the issues presented, each participant is assigned a small group that will meet throughout the workshop. Each group has a trained facilitator.

Schedule: The event begins June 26th at 5:00 p.m. and concludes June 29th at 12:00 noon.

MATERIALS

Chairing the Academic Department: Leadership Among Peers, (Second Edition) by Allan Tucker; Managing the Academic Department, by John Bennett; a 225 page notebook compiled by the ACE Department Leadership Program, that contains an annotated bibliography, outlines, and relevant articles for and about chairpersons.

The Allan Tucker book and reading assignment are mailed in advance of the workshop to all participants who have paid in full.

FACULTY AND STAFF

John B. Bennett, Dean and Provost, Siena Heights College, Adrian, Michigan; former Director, Department Leadership Program, American Council on Education

Donald V. DeRosa, Dean of the Graduate School and Associate Vice Chancellor for Research, University of North Carolina - Greensboro; former Chair, Department of Psychology, Bowling Green State University, Ohio

Elaine El-Khawas, Vice President, Division of Policy Analysis and Research, American Council on Education

Thomas E. Emmet, Chairman, Higher Education Group, Inc.; Special Assistant to the President and Professor of Education, Regis College, Denver, Colorado; former Senior Advisor, Center for Leadership Development, American Council on Education

Myrna Goldenberg, Professor, English and Philosophy and Coordinator, Collegewide General Education, Montgomery College; Vice President, Community College Humanities Association Eastern Region

Ann F. Lucas, Chair of Management and Marketing, Teaneck Campus of Fairleigh Dickinson University, New Jersey; former Director of the Office of Professional and Organizational Development at Fairleigh Dickinson University

Jeanne K. Neff, Vice President for Academic Affairs, Susquehanna University, Pennsylvania; past Chair, American Conference of Academic Deans

Rose-Marie G. Oster, Director, Department Leadership Program, American Council on Education; Professor, Germanic and Slavic Languages and Literatures and former Dean for Graduate Studies and Research, University of Maryland - College Park

• • • • •

HOTEL: The Park Terrace Hotel, 1515 Rhode Island Avenue, N.W., Washington, D.C. 20005. Telephone: (202) 232-7000. Participants should register directly with the hotel. A special rate of \$85 for a single room and \$100 for a double room has been arranged for this meeting. If you make reservations by phone, be sure to state that you are attending this workshop in order to receive this rate. After June 4, 1990, the hotel will accept reservations at this rate only on a space-available basis.

REGISTRATION DEADLINE: June 1, 1990 Registration is limited; thus early registration is recommended. After the deadline date, registrations will be accepted on a space-available basis only.

CANCELLATION & REFUND POLICY: Cancellation notices received at ACE five or more working days before the opening of the program will receive a full refund less \$75.00 administrative fee. Those received between five days ahead and 4:00 p.m. EST the day before the workshop begins will be refunded one-half of the registration fee. After this time there will be no refund. Careful attention to changes in your schedule, travel plans and the workshop program will be cost-effective for you, your institution and ACE

NOTE: 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.

If you have questions, please call (202) 939-9415 or write
Dr. Rose-Marie G. Oster, Director, Department Leadership Program
ACE Center for Leadership Development
One Dupont Circle, Suite 800 • Washington, D.C. 20036.

③ American Council on Education

AMERICAN COUNCIL ON EDUCATION

Educational Record



September 1989

Dear Colleague:

As the new Editor of the American Council on Education's (ACE) quarterly magazine, Educational Record, I will be working hard in the months ahead to make this award-winning publication even better. I invite you to share this exciting process with me by subscribing to the magazine and becoming part of the dynamic readership that Educational Record enjoys.

A subscription to the magazine will provide you with a balanced look at contemporary issues facing higher education. Educational Record provides in-depth information on crucial concerns. Nationally renowned academicians, business people, association executives and government officials serve as authors for a broad spectrum of articles that synthesize reports and trends, discuss new research, debate administrative strategies and prophesize about the future. Our objective is to offer stimulating, timely and thought-provoking material to one of the most highly educated groups of readers in the nation.

I hope you will choose to share our exploration of upcoming topics: college athletics, minority participation in higher education, the role of institutional leadership, substance abuse on campus, international education, departmental control and many others.

If you have any questions about the magazine, please do not hesitate to contact me. In the meantime, I look forward to beginning your subscription to higher education's national magazine, Educational Record.

Sincerely,

Wendy Bresler

Wendy Bresler
Editor

EDUCATIONAL RECORD SUBSCRIPTION FORM

_____ **Yes, I'll subscribe!** Subscription prices are \$25 for one year, \$45 for two years, \$60 for three years; foreign subscriptions are \$38 per year.

NOTE: If your institution is a member of ACE, take off 10%

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(make checks payable to: ACE Publications)

_____ Purchase order

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Institution: _____

Address: _____

City, State, Zip: _____ Phone: _____

Do you know someone else who would like to subscribe to Educational Record?

Name: _____ Title: _____
 Last First MI

Institution: _____

Address: _____

City, State, Zip: _____ Phone: _____

Name: _____ Title: _____
 Last First MI

Institution: _____

Address: _____

City, State, Zip: _____ Phone: _____

American Council on Education
Attn: Educational Record
One Dupont Circle
Washington, DC 20036

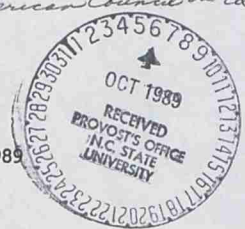
(F) American Council on Ed.

AMERICAN COUNCIL ON EDUCATION

Council of Fellows

The Alumni Organization of the ACE Fellows Program

September, 1989



Dear ACE Fellow:

Twenty-five years ago, the ACE Fellows Program was founded. Since that time, it has been providing extraordinary opportunities for faculty and administrators. Alumni have in turn provided a significant resource to the higher education community and the nation. Whether you serve now as an administrator or a faculty member or have moved into other realms, the Fellows experience enriched your understanding of higher education.

Alumni of the Fellows Program continue to turn to the AFP Office, but providing the services we need is costly. The Council of Fellows Annual Fund both enables programming to keep pace with alumni needs, and broadens opportunities for current Fellows. Your contributions support enhancement and enrichment of the Fellows Program including such efforts as:

- * mini-internships for Home Fellows;
- * alumni services such as the newsletter, the directory, and professional development opportunities for Fellows at the Annual Meeting;
- * special efforts to enhance minority participation;
- * special projects such as an information system to improve collection and analysis of data on alumni and mentors.

This year we ask you to make a special gift in honor of the Fellows Program 25th anniversary. The Class of 1988-89 has established a challenge to all previous classes: 100% giving and a class total of \$3,000 with an average gift of \$100 per Fellow. With your help, your class can meet the challenge, and the Fellows Program can meet the challenges of the 1990's and beyond. Your Class Agent will be calling soon to talk with you about the importance of your participation. Please use the enclosed envelope to send a contribution of \$100 or more to support the 25th Anniversary Fund Drive.

Thank you in advance for helping to launch the ACE Fellows Program into its second quarter-century.

Sincerely,

Jean. A. Dowdall,
AFP 1978-79
Co-Chair, 1989-90 Annual Fund

Vice President for
Academic Affairs
Beaver College

American Council on Education Council of Fellows

- I enclose my contribution to the 1989-90 25th Anniversary Fund Drive.
_____ \$500 _____ \$250 _____ \$100 _____ Other
Make check payable to AFP Annual Fund.

- I pledge a contribution of _____ to be paid by June 1, 1990.
I would like to designate my gift as follows:
- _____ Unrestricted for ACE Fellows Program
 - _____ Alumni services and meetings
 - _____ Support for activities of current Fellows
 - _____ Enhanced minority participation and programming

OVER PLEASE

Name _____ Class Year _____

Title _____

Address _____

Phone _____

Office

Home

Check here if any information is different from Fellows Directory.

Comments _____

**American Council on Education
Council of Fellows
One Dupont Circle
Washington, DC 20036**

Council of Fellows

NEWSLETTER



ACE Fellows Program

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

Volume 11, No. 2

September 1989

FROM THE CHAIR OF THE EXECUTIVE COMMITTEE OF THE COUNCIL OF FELLOWS

The tenth annual Council of Fellows Day, "Building Community: Focus on Values," drew approximately fifty alumni/ae and approximately twenty-four members of the 1989-90 class together with the 1988-89 Fellows in Washington, D.C. on May 24-25.

You may be interested in the results of the Council's business meetings which preceded Council of Fellows Day, so we have included brief summaries of those sessions. Please get involved with the Council—volunteer your time, your energies and your thoughtful suggestions to the improvement of the Council and our work. And plan now to attend the 1990 Annual Meeting of the American Council on Education and the Annual Meeting of the Council of Fellows in Washington, D.C., where we will celebrate the 25th Anniversary of the Fellows Program.

Executive Committee

In addition to hearing reports from standing and ad hoc committees, the Executive Committee:

* Approved the appointment of John Starr (1982-83) as Secretary/Treasurer for the current year.

* Approved the development of a video production about the Fellows Program, to be premiered at the luncheon honoring the Fellows Program at the 1990 ACE Annual Meeting.

* Learned that institutions which host ACE Fellows currently reserve \$10,000 to cover travel costs for each ACE Fellow and pay a \$2,500 fee in support of the program.

* Decided to offer the following functions on January 17, prior to the opening of the ACE 1990 Annual Meeting: a Minority Forum; meetings of standing and ad hoc committees; and several pre-conference workshops.

* Decided to hold the Council's annual Business Meeting on Saturday, January 20.

* Decided to schedule a special breakfast for the Council on January 20.

* Heard committee reports and discussed activities of the committees and plans for the gala celebration of the 25th anniversary of the Fellows Program—including a dinner-dance, a possible White House reception, and a celebratory luncheon.

* Participated in the first fundraising phonathon conducted in support of the Council of Fellows and the Fellows Program.

* Adopted Operational Guidelines for the Council.

This is going to be an exciting year for the ACE Fellows Program; I look forward to seeing you in January.

Annie K. Kronk
(1982-83)

NOMINATING COMMITTEE

Members of the 1989-90 nominating committee are: Patricia Breivik (1983-84) 303-556-2805, Francis Lazarus (1978-79) 414-224-7511, Margaret Lucas (1983-84) 304-293-4841. If you would like to suggest people to serve as members of the Executive Committee, please contact one of the members of the committee.

ALUMNI/AE PROFESSIONAL DEVELOPMENT COMMITTEE

Chair, Roy Peterson (1973-74), (502) 564-3553

The pre-ACE Annual Meeting workshops/seminars planned by the Committee during the year are nearly complete. On January 17, 1990 in Washington, DC, Fellows will have the opportunity to explore some of the most pertinent contemporary issues facing higher education. Workshops to be offered are:

Issues of the Urban Campus. The diminishing safety nets in urban areas present urban universities with critical concerns and opportunities to become more central in the development and life of major American cities. The panel will discuss these issues and opportunities and their influences on the significance and roles of urban universities. Chancellor Peggy Elliott (1980-81), Indiana University Northwest, moderator.

Alternatives to the Presidency: Other Views of Success and Career Moves. This panel presentation will examine views of success within or external to higher education other than assuming a CEO position. The discussion will include strategies for empowerment and enhancement of a variety of related careers or positions and the legitimacy of these alternatives. Assistant Vice President Marie Wunsch (1982-83), University of Hawaii, moderator.

Environment for Entrepreneurship on Campus. A seminar and case study that deals with defining the perspective for an entrepreneurial environment at a higher education institution, the policies and practices that promote or inhibit such an environment, and the importance of a campus entrepreneurial environment to the institution and to academic excellence. Dean James B. Heck (1965-66), University of South Florida and Professor Robert H. Maier (1965-66), East Carolina University, moderators.

Critical Personnel Issues. A workshop that examines employment severance issues (performance, chemical dependency, unprofessional conduct); affirmative action in minority recruitment (voluntary

affirmative action and demands for increased minority hires, legal parameters of affirmative action); and conflict resolution in academic personnel management (growth of industry, principles of conflict resolution and other personnel management areas). Assistant to the President David J. Figuli, University of Northern Colorado, moderator.

The Art and Science of Meeting the Press: University Administration and the Media in the 90's. Charles Connell (1986-87) Interim Vice Provost and Dean of the Faculty, Arizona State University-West, moderator; William Wallisch (1982-83), Vice President for University Relations, Northern State University, presenter.

Members of the 1989-90 Alumni/ae Professional Development Committee are: Charles Connell (1986-87), Rachel Fordyce (1982-83), James Heck (1965-66), Barbara Hetrick (1983-84), Carolyn Jordan (1986-87), Marcia Kierscht (1980-81), Jessica Kozloff (1985-86), B. Robert Kreiser (1976-77), Douglas Lamont (1971-72), Robert Maier (1965-66), Glenda McGaha (1988-89), Anne McNutt (1985-86), Jeanne Neff (1978-79), Roosevelt Newson (1987-88), Bethany Oberst (1987-88), Sandra Packard (1978-79), James Pence (1985-86), Roy Peterson, chair (1973-74), Gary Russi (1982-83), Pearl Spears Gray (1986-87), Judith Wittenberg (1988-89), Marie Wunsch (1982-83).

ALUMNI RELATIONS COMMITTEE

Chair: Lee J. Williams (1986-87), (717) 961-6213.

In May, the Committee met to clarify its role and develop plans for the year. Considering the functions of the other Fellows' committees and their relationships to each other, the Alumni/ae Relations Committee views its role as planning and conducting activities which will increase alumni/ae interest and participation in the Council of Fellows. To accomplish these goals, this year the Committee will initiate activities on the local level among Fellows from all classes. The plan is to identify geographic areas where clusters of Fellows exist. It is very likely that a Committee member will contact you about recruiting individuals to conduct an activity on the local level. Clearly, the primary purpose of this networking effort is to get Fellows together. The Committee views these programs as opportunities for professional development and getting to know other Fellows. Activities of a half-a-day to a day,

within a one to two-hour driving distance are envisioned. These activities for Fellows may be a part of a larger event.

Members of the 1989-90 Alumni/ae Relations Committee: Trudy Bers (1979-80), Dario Cortes (1985-86), B. Dell Felder (1983-84), James B. Heck (1965-66), Carolyn Hunter (1986-87), Roger L. McNeely (1988-89), Linda Moore (1985-86), Roosevelt Newson (1987-88), Nancy H. Pogel (1988-89), Judith A. Powell (1988-89), Jean Owens Schaefer (1986-87), Margo L. Smith (1988-89), John Starr (1982-83), Alfred Sullivan (1987-88), Kristen Wenzel (1985-86), Lee J. Williams, chair (1986-87).

SERVICE COMMITTEE

Chair: Pearl Spears Gray (1986-87), (804) 924-3337

The members of the 1989-90 Service Committee are: Donald Alexander (1973-74), Joseph Burke (1986-87), A. Toy Caldwell-Colbert (1987-88), Cecilia Cantrell (1985-86), Karen Craig (1973-74), Janet Finch (1986-87), Pearl Spears Gray, chair (1986-87), Jessica Kozloff (1985-86), Blair Lord (1988-89), Irving McPhail (1978-79), David Potter (1979-80), Arne Selbyg (1986-87), Jon Whitmore (1983-84), Jean Wylid (1987-88).

FUNDRAISING COMMITTEE

Chair: Pat Geadelmann (1981-82), (319) 273-6144
Co-chair: Jean Dowdall (1978-79), (215) 572-2924

The 1988-89 ACE Fellows Annual Fund Drive concluded on June 30, 1989, with record high contributions by Fellows and staff of \$20,430. An additional \$200 from W.K. Kellogg Foundation as part of a matching gift and \$1,214 from Beaver College as proceeds from the Working Reunion brought the grand total to \$21,844.

For the first time alumni were given the opportunity to designate specifically how they would like their gift to the Annual Fund Drive to be used. Ninety-five percent of the donors specified their gift as unrestricted funds for the ACE Fellows Program; the remaining gifts were designated to support alumni services and meetings, the activities of the current class of Fellows, and the enhancement of minority participation.

Of the total amount, \$5,250 (almost 1/4 of the total) was received since the phonathon held in conjunction with the Council of Fellows Day in May. A big **Thank You** goes to Rick Kamber who initiated the phonathon, trained the volunteers, and organized the follow-up. Pat Geadelmann, chair of this year's fund drive, and Jean Dowdall, co-chair, extend their thank yous to all who contributed, served on the fundraising committee, served as class agents, and assisted with the phonathon. Special thanks also go to Madeleine Green and Colleen Allen for their office staff support. It was a great team effort.

1988-89 Annual Fund Gifts by Class

Class Year	Class Size	Number of contributors	Percentage of contributors	Class total
1965-66	21	4	19%	\$ 925*
1966-67	38	6	16%	325
1967-68	43	10	23%	745*
1968-69	49	8	16%	430*
1969-70	47	5	11%	275*
1970-71	34	12	35%	820*
1971-72	35	6	17%	240
1972-73	39	7	18%	235*
1973-74	37	8	22%	550*
1974-75	39	2	5%	300
1975-76	44	6	14%	255
1976-77	43	16	37%	1,400*
1977-78	45	15	33%	685*
1978-79	51	14	27%	1,125*
1979-80	39	11	28%	735*
1980-81	42	14	44%	1,170*
1981-82	41	21	51%	1,600*
1982-83	46	33	72%	2,205*
1983-84	33	18	55%	1,150*
1984-85	31	20	65%	1,000
1985-86	31	20	65%	1,440
1986-87	29	21	72%	1,045*
1987-88	31	19	61%	1,425*

Figures for 1988 contributions are as of 7/21/89.

*increase in giving from 1987-88.

Gifts to the 1988-89 Annual Fund

Patrons gifts: \$250 and above

Class of 1965-66
 James Heck
 Paul Magelli
 Class of 1970-71
 Charles Olton
 Class of 1974-75
 Joseph Fink
 Class of 1976-77
 Daniel Felicetti
 Class of 1978-79
 Jean Dowdall
 Class of 1980-81
 Phyllis Franklin
 Class of 1981-82
 Pat Geadelmann
 Class of 1982-83
 Annie Kronk
 John Starr
 Class of 1985-86
 Joseph Forte

Sponsor gifts: \$100-\$249

Class of 1965-66
 Allan Prince
 Class of 1966-67
 James Young
 Class of 1967-68
 Barbara Becker
 Stanford Cazier
 Arlon Elser
 Frederick Obear
 Robert Shoenberg
 Class of 1968-69
 Estus Smith
 Class of 1969-70
 Otto Bauer
 Class of 1970-71
 Cathleen Real
 Steven Sample
 Class of 1971-72
 Ralph Wagoner
 Class of 1973-74
 James Appleberry
 Jack Daniel
 Phyllis Irwin
 Jonathan Snead
 Class of 1976-77
 Stanley Chin
 Joel Cunningham
 Walter Jewell

Hilda Richards
 Class of 1977-78
 Blake Cherrington
 Tamar March
 Class of 1978-79
 Abbott Brayton
 Thomas Henry
 Robert Mrtek
 Piedad Robertson
 Class of 1979-80
 John Haller
 Barbara Hill
 Jonathan Lawson
 John Underwood
 Class of 1980-81
 Charles Bickford
 Peggy Elliott
 Richard Kamber
 Susan Lipschutz
 Shirley Mow
 Roy Weinstock
 Class of 1981-82
 Dexter Burley
 Jill McGovern
 Michele Myers
 Minor Myers
 Class of 1982-83
 Obie Bender
 Rachel Fordyce
 Y. Lynn Holmes
 Antoinette Jones
 William Wallisch
 Class of 1983-84
 Patricia Breivik
 Roger Gafke
 Barbara Hetrick
 Theodore Kalikow
 Anthony Travis
 Paul Zingg
 Class of 1984-85
 Beate Schiwiek
 Donald Simmons
 Class of 1985-86
 Cecilia Cantrell
 Jordan Cohen
 Ann McNutt
 Janet Palmer
 Friederike Wiedemann
 Class of 1986-87
 Robert Bareikis
 Joseph Burke
 Alan Childs
 Ann Die
 James Pitts
 Class of 1987-88
 Douglas Bennett
 Toy Caldwell-Colbert
 Anna DiStefano

Roberto Haro
 Alex Johnson
 Edmond Keller
 Bethany Oberst
 Peter Starkweather
 Alfred Sullivan
 Jean Wyld

Supporter gifts: \$50-\$99

Class of 1966-67

Herbert Kells
 Bruce MacLachlan
 Eugene Petrick
 Roberta Stewart

Class of 1967-68

Thomas Fernandez
 Robert Miller
 Donald Myer

Class of 1968-69

Donald Darnton
 Walter Jones
 Eric Ottervik

Class of 1969-70

E. Roger Sayers

Class of 1970-71

Richard Robe
 William Stokes
 Arnold Tew
 Jack Wakely
 Ronald Wenger

Class of 1971-72

Douglas Lamont

Class of 1972-73

James Davis
 Charles Morris
 Daniel Perlman

Class of 1973-74

Bert Bach
 Roy Peterson

Class of 1974-75

Kenneth Wing

Class of 1975-76

Grant Hammond
 Kala Stroup
 Jerry Young

Class of 1976-77

H. David Anderson
 Ronald Field
 Gary Greinke
 Gerald Kauvar
 Marilyn La Plante
 Benjamin McClelland
 Lynda Phillips-Madson
 Gene Sherron
 Neil Thorburn

Class of 1977-78

Charles Cherry
 Susan Goodwin
 Guadalupe Quintanilla

Class of 1978-79

Jeanne Neff
 K. Roger Van Horn
 Joyce Verrett

Class of 1979-80

James Conely
 Timothy DeRouen
 Kathie Gilbert

Class of 1980-81

Karen Bacon
 Diane Rudnick
 Sally Springer
 Averett Tombes

Class of 1981-82

Patricia Bartlett
 Ann Covington
 Ricardo Fernandez
 Myrna Goldenberg
 Charles Joiner
 E. Terrence Jones
 Charlie Nelms
 David Payne
 Leon Richards

Class of 1982-83

Bruce Chin
 Patricia Cormier
 Marita Davila
 Elsa Gomez
 Peter Hutchinson
 Satoru Izutsu
 Vern Johnson
 Delores Kelley
 William Madsen
 Mary Otto
 Joyce Randolph
 Robert Reggio
 Gary Russi
 Donald Schmeltekopf

John Schroeder
 Richard Stanislaw
 Debra Stewart
 Marie Wunsch

Class of 1983-84

Judith Albino
 Steven Diner
 B. Dell Felder
 Margaret Lucas
 James Renick
 Richard Simms
 Judith Trent
 Winston Van Horne
 Jon Whitmore

Class of 1984-85

Stefan Bloomfield
 William Coffey
 Donald DeRosa
 Sandra Gault
 Carolyn Jacobs
 Paula Lewis
 Dolores Malvitz
 Bernard Parker
 Marie Racine
 Gary Rizzo
 Gregory Sojka
 Conrad Stanitski
 Victor Thacker

Class of 1985-86

Lee Bender
 Joseph Fink
 Judith Johnson
 Jessica Kozloff
 Alexander Livingston
 Linda Moore
 Elsa Nunez-Wormack
 Michael Smyer
 Henry Tisdale

Class of 1986-87

David Carter
 James Cronin
 Craig Daniels
 Janet Finch
 Carolyn Hunter
 Carolyne Jordan
 Sarah Pickert
 Arne Selbyg

Class of 1987-88

Norman Bregman
 Brian Copp
 Julie Jeffrey
 Beverly Koerin
 James Larson
 Jacqueline Liebergott
 Judith Walter
 Lawrence Wiseman

Friend gifts: up to \$49

Class of 1965-66

James Connor

Class of 1966-67

Irene Waldmann

Class of 1967-68

William Baxter

Class of 1968-69

Jacinta Mann
 David Johnson
 Larry McGehee
 Edgar Schick
 John Skelly

Class of 1969-70

Charles Holmes

George Morgan

Class of 1970-71

David Anderson
 Richard Spriggs
 Doris Smith
 Joab Thomas
 Joseph Valenti

Class of 1971-72

Laurence Alvarez
 Charles Cullop
 Thomas Davis
 Edward Jenkins

Class of 1972-73

Charles Blair
 Patricia Chisholm
 David Rossington
 Anita Taylor

Class of 1973-74

Douglas Alder
 Wallace Honeywell

Class of 1975-76

M. Carlotta Baca
 John Bennett
 Russell Warren

Class of 1976-77

Marjorie Knowles
 B. Robert Kreiser

Class of 1977-78

Lewis Drew
 Mary-Linda Merriam
 Mickey Petty
 Jerry Robbins

Class of 1978-79

Jack Rossmann
 Bernard Solon
 Maureen Stefanini
 Martha Tack
 Wayne Woody
 Philip Young

Class of 1978-79

William Becker
 Francis Lazarus
 Donald Mabry
 Francis Masat
 John Nies
 Sandra Packard

Class of 1979-80

Trudy Bers
 Elizabeth Chapman
 James Hemby
 Thomas McFaul

Class of 1980-81

Artin Arslanian
 Rosina Chia
 David Seligman

Class of 1981-82

Robert Carrubba

Ronald Childress
 Channing Cox
 Warren Fox
 Thomas Porter
 Sharon Wallace
 John Wiorowski

Class of 1982-83
 Clair Etaugh
 JoAnn Flora
 William Hamilton
 Mary Leach
 Nancy MacKnight
 John Schlegel
 Marlene Springer
 John Van de Water

Class of 1983-84
 Wanda Bigham
 Faye Gary-Harris
 Benjamin Quillian

Class of 1984-85
 Clarence Davis
 Margaret Faulwell
 Eric Hovland
 Marny Muir
 John Pilgrim

Class of 1985-86
 Donald Cress
 Kathleen Maloney
 Kenneth Schwab
 Kristen Wenzel
 Herma Williams

Class of 1986-87
 Karen Arms
 Eulalia Cobb
 Mary Lou Higginson
 Melinda Langmeyer
 June McCash
 Cynthia Pace
 Jean Schaefer
 Russell Zguta

Class of 1987-88
 Michael McLeod

Gifts received after July 21, 1989 will be included in the 1989-90 Fellows 25th Anniversary Fund Drive.

25th ANNIVERSARY FUND DRIVE BEGINS WITH CHALLENGE FROM CLASS OF 1988-89

The 25th Anniversary Fund Drive was kicked off with an impressive gift of \$3,000 from the newest class of Fellows Alumni, the Class of 1988-89. At the closing seminar, the Class of 1988-

89 presented its gift which represents 100% participation. The Class challenges all other classes to meet their level of participation and surpass the amount given.

Your Class Agent will be in touch with you soon to talk about the Fund, what it does, and how you can help. The Fundraising Committee and co-chairs Jean Dowdall and Rick Kamber thank you in advance for helping to meet the challenge of the newest Fellows, and making the 25th Anniversary Fund Drive the most successful ever.

Members of the 1989-90 Fund Raising Committee are: Abbott Brayton, (1978-79), Ann Die (1986-87), Jean Dowdall, co-chair (1978-79), Daniel Felicetti (1976-77), Roger Gafke (1983-84), Paul Gates (1984-85), Patricia Geadelmann (1981-82), Richard Kamber, co-chair (1980-81), Gregory Sojka (1984-85), Janet Stavropoulos (1988-89), Edward Valeau (1985-86).

1989-90 FELLOWS NAMED AND PLACED

William Ames, Budget Manager, Maricopa Community Colleges, placement: New Jersey Department of Higher Education

Elizabeth Barkley, Division Dean, Fine Arts and Communications, Foothill College, placement: Foothill-De Anza Community College District

Charles Beitz, Associate Professor of Political Science, Swarthmore College, placement: Brown University

Carole Bland, Professor, Department of Family Practice and Community Health, University of Minnesota, placement: home fellowship, University of Minnesota

Jonathan Block, Assistant to the President, Parkland College, placement: Washington State University

Susan Broadbent, Assistant Dean of Institutional Research And Planning, The Johns Hopkins University, placement: The Association of American Universities

Beverly Brown, Chair, Department of Social Sciences, Rockland Community College, placement: home fellowship, Rockland Community College

Miguel Carranza, Associate Professor of Sociology and Ethnic Studies; Director, Institute for Ethnic Studies University of Nebraska-Lincoln, placement: Arizona State University

Joseph Cartwright, Chair and Professor, Department of History, Murray State University, placement: James Madison University

Robert Childs, Director, Academic Plans and Policy, National Defense University, placement: George Mason University

Theresa Coletti, Associate Director of Graduate Studies in English, University of Maryland, placement: University of California-Santa Barbara

Anthony De Luca, Chairman, Division of Humanities and Social Sciences, Emerson College, placement: Clark University

Lindsay Ann Desrochers, Assistant Director of the Budget, University of California System Office, placement: University of Virginia

Karen Frair, Associate Dean, School of Engineering, California State University, Fresno, placement: Florida State University

David Fulton, Vice Chancellor for Administrative Affairs Indiana University East, placement: Metropolitan State College

Michael Randy Gabel, Senior Associate Dean of the College of Arts and Sciences, George Mason University, placement: University of Maryland Baltimore County

W. Clark Hendley, Associate Dean of Arts and Sciences, University of Missouri-Kansas City, placement: University of Northern Colorado

Milagros Iturrondo, Associate Professor of Sociology InterAmerican University of Puerto Rico, placement: home fellowship, InterAmerican University of Puerto Rico

Elizabeth McDaniel, Associate Professor of Special Education, University of Hartford, placement: University of Connecticut

Juan Mestas, Director Educational Access Services, California State University, Long Beach, placement: University of Pennsylvania

Jacquelyn Mitchell, Associate Professor and Director, Afro-American Studies, University of California, Davis, placement: Tulane University

Emily Moore, Dean of Education, Concordia College, placement: University of Michigan-Dearborn

Mary Rainey, Director, School of Home Economics and Family Ecology, The University of Akron, placement: University of Texas at Austin

Estelle Resnik, Director of Planning and Research, Cumberland County College, placement: Bunker Hill Community College

Paul Schwartz, Honors Coordinator and Professor of French, University of North Dakota, placement: Lafayette College

Jay Shotel, Associate Dean, School of Education and Human Development, George Washington University, placement: Towson State University

Linda Stanford, Professor and Associate Chair, Department of Art, Michigan State University, placement: Northwestern University

Sybil Todd, Associate Dean of Students, University of Virginia, placement: Rhodes College

George Van Scoyoc, Professor and Assistant Head, Department of Agronomy, Purdue University, placement: Wabash College

Warren Williams, Associate Professor and Chair, Department of Biology, Texas Southern University, placement: University of Houston-Clear Lake

FELLOWS SERVE AS ADVISORS TO THE 1989-90 CLASS

Once again, the system of Fellows advisors for the newly designated class has been put in place. Fellows consult their advisors on anything they wish, but frequent topics of discussion are: selecting a host institution, interviewing prospective host institutions, negotiating terms of the placement, getting started on the Fellowship experience. Some Fellows speak regularly with their advisors throughout the year; others make the most of this resource early on. Fellows advisors for the 1989-90 class are, James Ammons (1986-87), Karen Arms (1986-87), Robert Bareikis (1986-87), Mary Benjamin (1985-86), Joseph Burke (1986-87), David Carter (1986-87), Alan Childs (1986-87), Eulalia Cobb (1986-87), Charles Connell (1986-87), Dario Cortes (1985-86), Craig Daniels (1986-87), Greg DeCinque (1985-86), Francis Delaney (1986-87), Anna DiStefano (1987-88), Ronald Dotterer (1987-88), B. Dell Felder (1983-84), Janet Finch (1986-87), Bernard Franklin (1988-89), Myrna Goldenberg (1981-82), Roberto Haro (1987-88), Barbara Hetrick (1983-84), Mary Lou Higgerson (1986-87), Earl Higgins (1982-83), Mary Hines (1987-88), Nancy Hoffman (1986-87), Carolyn Hunter (1986-87), Julie Roy Jeffrey (1987-88), Judith Johnson (1985-86), Richard Kamber (1980-81), Carol McGinnis Kay (1981-82), Edmond Keller (1987-88), Sister Kathleen Kelly (1987-88), Jessica Kozloff (1985-86), Linda Lamwers (1988-89), James Larson (1987-88), Roosevelt Newson (1987-88), Elsa Nunez-Wormack (1985-86), Peggy Ota (1982-83), Janet Palmer (1985-86), Bernard Parker (1984-85), Sarah Pickert (1986-87), Judith Powell (1988-89), Sharon Price (1984-85), Gary Rizzo (1984-85), David Robbins (1987-88), Gary Russi (1982-83), Jean Schaefer (1986-87), Arne Selby (1986-87), Gregory Sojka (1984-85),

Conrad Stanitski (1984-85), John Starr (1982-83), C. Scully Stikes (1981-82), Alfred Sullivan (1987-88), Victor (Larry) Thacker (1984-85), Judith Trent (1983-84), William Wallisch (1982-83), Judith Walter (1987-88), Roy Weinstock (1980-81), Kenneth White (1980-81), Lee Williames (1986-87), Herma Williams (1985-86), Lawrence Wiseman (1987-88), Jean Wylde (1987-88), Paul Zingg (1983-84). Many thanks to all of you.

FELLOWS FINALIZE AFP DETAILS FOR 25th ANNIVERSARY CELEBRATION AT ACE ANNUAL MEETING, JANUARY 17-20, 1990, WASHINGTON, DC.

Celebrating the 25th Anniversary of the ACE Fellows Program is sure to be the highlight of the year. There are at least three components of the Annual Meeting in which Fellows will actively participate.

The January 18 plenary luncheon session will honor the anniversary of the Fellows Program. Warren Bennis, Distinguished Professor of Business at the University of Southern California and author of *Leaders, The Unconscious Conspiracy*, and other seminal works on leadership and management, most recently *Why Leaders Can't Lead* (Jossey-Bass, 1989), and *On Becoming A Leader* (Addison-Wesley, 1989), will deliver an address. Fellows are invited to lead the several roundtable discussions which will follow his remarks. Bennis will draw his keynote remarks from his most recent books, which will be the focus of the roundtables.

Two concurrent sessions in the program have been reserved for Fellows to design and conduct. They are tentatively entitled "The Leadership Community" and "Internationalizing the Curriculum." The former will focus on an examination of the nature, evolution, and state of higher education leadership development in the United States. Through an examination of past and present efforts, this session is expected to produce an indication of the trends and needs for the future, evaluation of current programs and opportunities for leadership development both on the campus and off, and encouragement of specific initiatives for the 1990s. Session participants will identify the major challenges facing higher education leadership as we move toward the 21st

century, and explore the ways in which these issues can be addressed within formal and informal leadership development efforts and programs.

The session on "Internationalizing the Curriculum" will direct attention to the arguments, strategies, and steps that institutions have undertaken to provide an international and/or multicultural learning experience for their students. Whether the objective of this effort is to increase students' knowledge of other cultures, to enhance their levels of awareness, understanding, and respect of cultures other than their own, to develop foreign language proficiency, or to appreciate the economic and political environment of the "global village," this is a multifaceted undertaking that is one of the key issues in curricular reform and innovation in the United States today.

Also, Fellows are invited to serve as facilitators for roundtable discussions focussing on strategies to address various campus issues. Although all of these have yet to be determined, they are likely to include such topics as: racial and cultural diversity, relationships among the races, ethics and values (in particular, the role of campus ministries), sex-related issues (relationships between the sexes, rape, AIDS, etc.), substance-abuse issues, intercollegiate athletics, Greek issues, facilities and services, and campus security.

Fellows interested in participating in the 1990 Annual Meeting in any of the capacities noted here, or who can suggest Fellows (or Mentors) who might be particularly qualified for any of these sessions, should contact: David Payne, Vice President for Academic Affairs, Emporia State University, Emporia, Kansas 66801, (316) 343-1200, or Paul J. Zingg, Dean, School of Liberal Arts, Saint Mary's College of California, Moraga, CA 94575, (415) 631-4443.

AN AFFAIR NOT TO BE MISSED: THE 25th ANNIVERSARY GALA

A splendid celebratory evening is planned for the ACE Annual Meeting. The twenty-fifth anniversary gala, a Plain and Fancy Ball, will be held at the historic Mayflower Hotel in Washington, DC, on Thursday evening, January 18, 1990. Alumni/ae and

current Fellows, Mentors, and friends of the Fellows Program are invited to celebrate the outstanding contributions of the ACE Fellows Program to higher education.

A reception will begin at 7:00 p.m., followed by an elegant dinner, served at 8:00 p.m., with seating arranged according to fellowship year. During and after dinner, there will be music for dancing. Fellows can be assured that the music will suit different styles and tastes. The cost of the reception and dinner is \$65 per person. Remember, keeping with the name of the gala, dress may be plain or fancy.

THE GREAT TELEMAIL EXPERIMENT

It was only a matter of time before the ACE Fellows officially joined the computer age. The 1988-89 class was the first to be linked by an electronic network—Telemail. Armed with a modem and a communications software package, Fellows and ACE staff could access the system, sending messages to one or more Fellows or posting notices on the bulletin board.

The system was hardly flawless, and we learned a lot from the first run. But its benefits were clear—easy and quick communication, minimizing round-robin calls, telephone tag, and eliminating some mailings. The most enterprising Fellows could upload papers and speeches but beware of reading them on-line!

We will try an electronic mail system again in 1989-90, having learned a few things the hard way. Maybe someday soon we can all be linked together.

BEHIND THE SCENES OF THE FELLOWS PROGRAM

In the past three years several ACE Fellows have spent a few weeks at our offices, working with the staff of the Center for Leadership Development as well as with other senior staff. More than one has

been struck by the constant level of activity in the Center for Leadership Development, and especially by the perpetual hum of voices, computers, and telephones keeping the Fellows Program going. While one class is in progress, with its seminars, learning contracts, and consultations, the selection of the next class is either in preparation or underway. And, of course, former Fellows are checking in for information, letters of recommendation or nomination, and sometimes just to say hello. The names of Green, Ross and Itabashi are familiar to most Fellows, but in case you don't know the staff who keep the program running, they are as follows: Donna McDaniel, who joined the staff in November 1983. Since June of 1985 she has been a part of the Fellows Program team, working with the current class, organizing the selection process, and keeping up the Directory, as well as all those letters of nomination and recommendation. Her specialty is talking to anxious candidates.

Colleen Allen, who joined the staff in October, 1988 is well known to alumni serving on the Executive Committee and other committees. She devotes half of her time to the Fellows Program, managing the alumni activities, including the annual fund. Colleen is a graduate of the University of Dayton, which has an illustrious history with the Fellows Program. The University of Dayton is home to President Ray Fitz (1978-79) and Peggy Karns (1988-89), and formerly to Frank Lazarus (1978-79), and Judy Trent (1983-84). Colleen's other responsibilities include the National Leadership Group, and the Office of Self-Regulation Initiatives. She has also become proficient on the MAC and has produced this newsletter for your enjoyment.

Pam Woods, who joined the staff in April 1988, works primarily on the Annual Meeting, but she, too, has a hand in the Fellows Program. She pitches in as needed, and is the resident expert on desktop publishing with our new Macintosh computer. The newest Directory, updated by Donna, is being produced on the MAC by Pam.

MARLENE ROSS NAMED DEPUTY DIRECTOR

In June 1989, Marlene Ross was named deputy director of the Fellows Program. Marlene has served as assistant and associate director of the Center for Leadership Development and manager of

the Annual Meeting since she joined ACE in February 1986. Her work with the Fellows is not new; she has worked closely with the Program for two years. Her appointment as deputy director signals much greater involvement with primary responsibility for the actual operation of the Program. A search is underway to replace Marlene as manager of the Annual Meeting.

Marlene brings a wide variety of experience to the Fellows Program. At ACE, she has played an important role in the Minority Initiative, and has been the lead staff person in developing the conference "Educating One-Third of a Nation II," scheduled November 5-7, 1989 in San Francisco.

Prior to joining ACE, Marlene was an administrator and on the faculty at The American University and at the University of Maryland, and she has served as an external evaluator at many Title III colleges. She has extensive experience in teacher education, equity training for administrators, and planning and implementing institutional change.

RECRUITING ACE FELLOWS

Getting the word out to prospective candidates is an ongoing process. The traditional recruiting route has been through the presidents and senior officers, hoping that they will identify promising individuals and nominate them. But presidents are busy, and we know that some never even see the program announcement. Thus, recruiting means getting to prospective Fellows. Many people hear about the Program (often from former Fellows), and are successful in securing a nomination from their presidents or vice presidents. We try to cast the net widely, and our current recruiting efforts include the following:

- * advertisements in The Chronicle of Higher Education, Black Issues in Higher Education, Community College Week, The College Times
- * mailings from ACE president to member presidents; from program director to academic vice presidents
- * mailings to non-members providing information about ACE and the program

- * special personalized mailings from a leading president from a research institution, from a community college, from a historically black institution to their presidential colleagues in their sector
- * letters from nationally known Hispanic administrators to members of the Hispanic higher education community
- * letters to members of AAHE Asian, Hispanic, and Black caucuses
- * mailing to all alumni asking you to identify prospective candidates and encourage your institution to nominate and to host Fellows
- * talks by former Fellows about the program at professional meetings
- * notices in HENA, Educational Record, and other association newsletters

Are you going to a meeting? Why not hold a roundtable on the Fellows Program? We would be glad to supply as many brochures as you can possibly use. Do you have any other ideas? The Service Committee is particularly involved in this issue, so if you have ideas, especially on how alumni can be more active in recruiting, please call the ACE office or Jessica Kozloff (303-351-2121) or Pearl Spears Gray (804-924-3337) of the Service Committee.

PROGRAM FEE INITIATED

Over the years, the sources of funds supporting the Fellows Program have changed dramatically. In the earliest years, a large grant from the Ford Foundation picked up the whole tab—including Fellows' salaries. With the end of the grant, the picture has changed considerably, and now the costs of the Fellows Program are shared by nominating institutions, host institutions, ACE general funds, and foundation grants. Most of the grant monies are passed on to institutions to help offset the considerable costs of sponsoring a Fellow who goes to a host institution.

For the past several years, the host institution has been required to provide its Fellow with sufficient funds to cover expenses associated with the three national seminars, travel to regional Fellows meetings, national higher education meetings, and to other campuses. These expenses are

estimated at approximately \$10,000.

Beginning with the 1989-90 class, the host institution will pay a program fee of \$2,500, bringing the cost of hosting a Fellow to approximately \$12,500. This idea was field tested on several presidents who indicated that the additional fee would not deter them from hosting a Fellow.

Beginning with the 1990-91 class, institutions nominating Fellows for home Fellowships will also be required to pay the program fee.

MEETINGS AND REUNIONS

1989: Boston, Massachusetts

Reserve October 25-27, 1989 for this year's ACE Fellows Working Reunion at Bunker Hill Community College in Boston. Plans are being finalized for a variety of invigorating intellectual, cultural, gastronomic, and sporting activities in this historic city.

Check your mail! Fellows may expect to receive mailings detailing the schedule of activities during the first or second week of September.

1989: Hilton Head, South Carolina

Administrative Renewal: Focusing, Refreshing, and Refocusing! Planners of the Southeastern Regional ACE Fellows Working Reunion invite all Fellows to Hilton Head, SC November 16-17, 1989. This day and a half reunion will begin with a noon luncheon on Thursday. The program focus will be on common issues in higher education with readings—hot off the press—mailed to participants prior to the meeting.

In addition to discussion of higher education issues, time will definitely be scheduled for socializing and R & R. Fellows are strongly advised to bring swim suits, golf clubs, tennis rackets, the last twelve issues of The Chronicle or all of the above. Consider coming a day early or staying a day longer.

For information on lodging and registration costs, contact Sandra Packard, Provost, University of Tennessee-Chattanooga, Chattanooga, TN 37402.

1990: Milwaukee, Wisconsin

From June 10-12, 1990, The University of Wisconsin System Institute on Race and Ethnicity, in conjunction with ACE's Council of Fellows and the University of Wisconsin-Milwaukee, will be sponsoring a working colloquium entitled "The American Academy in a Plural Society: Its Obligation to Lead." To be held on the campus of the University of Wisconsin-Milwaukee, the colloquium will convene eight leading university administrators and scholars to present and discuss papers on a theme that is most important to us all—the role of higher education in providing leadership, both on its many campuses and to the larger society, as the nation and the world become increasingly pluralistic.

The colloquium will be the eleventh in an annual series on ethnicity and public policy sponsored by the UW System Institute on Race and Ethnicity. The sessions will be organized in such a way as to maximize interchange between the eight presenters/panelists and members of the audience, thus the latter will play an active and important part in the colloquium's success. The titles of the papers and the presenters are as follows:

- * "The American Academy in a Plural Society: The Obligations, Possibilities and Constraints of Leadership" — (Dr. Kenneth A. Shaw, President, University of Wisconsin System)
- * "The Pluralistic University: Balancing Institutional Responsibility, the Rights of Each, and the Good of All" — (Dr. Clifford V. Smith, Jr., Chancellor, University of Wisconsin-Milwaukee)
- * "The Academic Administrator: New Models of Leadership in a Pluralistic University" — (Dr. Bob H. Suzuki, Vice President of Academic Affairs, California State University, Northridge)

- * "Towards the Realization of Pluralism in the American Academy: The Impact of Federal Public Policy" — (Dr. Blenda J. Wilson, Chancellor, University of Michigan-Dearborn)
- * "Towards the Realization of Pluralism in the American Academy: The Impact of State Public Policy" — (Dr. Patrick Callan, Vice President, Education Commission of the States)
- * "Strategies for Change in the Academy: The Value of Organizational Theory" — (Dr. Terrence E. Deal, Professor, Department of Educational Leadership, Vanderbilt University)
- * "The Curriculum: The Institutionalization of Diversity" — (Dr. Vernon E. Lattin, Provost, Arizona State University West Campus)
- * "Reflections on the Ideal Campus in a Plural Society" — (Dr. Judith S. Eaton, Vice President, National Center for Academic Achievement and Transfer, American Council on Education)

The edited versions of these papers eventually will comprise the chapters in the eleventh volume of the Ethnicity and Public Policy series, published by the UW System Institute on Race and Ethnicity. Seven volumes in the series currently are available.

Information on attending the colloquium can be acquired by contacting the Institute's director, Winston Van Horne, or its associate director, Thomas Tonnesen, at: UW System Institute on Race and Ethnicity, UW-Milwaukee, P. O. Box 413, Milwaukee, WI 53201. (414) 229-6701/4700. There will be a registration fee of \$100.00, and which will include colloquium attendance, a Sunday evening (June 10) reception, lunch and dinner on Monday, June 11, and lunch on Tuesday, June 12. We are most excited about the prospects for this colloquium, and hope that you will join us.

1990: Birmingham, Alabama

A regional reunion is being planned at the University of Alabama-Birmingham. Details to follow. Contact: Glenda McGaha, University of Alabama-Birmingham, Birmingham, AL 35294, (205) 934-3552.

1991: Charlottesville, Virginia

"International Education." Plans are being developed for a colloquium in 1991 co-sponsored by the ACE Council of Fellows and the University of Virginia on this topic. The contact person is Pearl Spears Gray, Associate Provost for Policy, University of Virginia, Charlottesville, VA 29906, (804) 924-3337. Look for more information and details in upcoming issues of the Newsletter.

DISSERTATION COMPLETED ON FELLOWS PROGRAM

In May 1989, Brenda Rozier Clark, former research associate at the Center for Leadership Development at ACE, defended her dissertation on the ACE Fellows Program, "Professional Development as a Socialization Mechanism for Developing Academic Leaders" at the George Washington University School of Education.

The dissertation was based on surveys of Fellows in the 1987-88 class and of a comparison group of candidates for the program who were not selected. The first survey was administered to all 1987-88 Fellows at the Opening Seminar; at the same time, surveys were sent to non-Fellows. The second survey was administered to both groups at the end of the academic year. The purpose of the study was to determine the effects of a professional development program on the role identity of academicians considering careers in administration.

Clark hypothesized that an important outcome of the Fellowship experience is the development of a "professional self" that results from the Fellow's integration of the norms, competencies and values of the profession. Following the literature on the socialization process, Clark tested the assumption that the Fellows Program enables Fellows to

develop the knowledge, skills, and sense of mastery that contribute to the perception of oneself as a good "fit" in the administrative role.

The study revealed that Fellows perceived themselves as having a better understanding of academic administration and mastery of the technical aspects of administration than the non-Fellows, acquired through the seminars and the internship experience. Also, they were more identified with the role of administrator, and were more committed to a career in administration than those who had not participated in the program. Contributing to their role identification and sense of competence were the opportunities to perform administrative duties as an intern, and observe the workings of the senior administration close-up, as well as the interaction with their Mentors and other Fellows.

This dissertation is one of very few studies on the outcomes of professional development experiences comparing a group that has participated in such an experience with a control group. It offers concrete documentation that leadership development is not simply an act of faith, but that outcomes can be isolated and measured. It also documented intuitive observations that Fellows change considerably during the Fellowship year: they learn to consider issues from an administrative rather than a faculty perspective; they are frequently more comfortable with the idea of becoming an administrator and less ambivalent about administration as a career choice. In short, the Fellowship experience provides a new way of looking at higher education and often, a changed sense of self.

Brenda Clark extends her thanks to the individuals who contributed to her research: the nominees for the 1987-88 class, the 1987-88 Fellows, the Center for Leadership Development staff, former Fellows who shared their perceptions of the Fellowship experience and who pilot-tested the survey instruments, as well members of the ACE National Leadership Group, whose conversations and discussions of leadership issues first inspired the idea of research on leadership development.

UPDATE ON THE MINORITY INITIATIVE

The Minority Initiative continues to be ACE's highest priority. The Council has received a number of grants to support the initiative from the foundations following: AETNA Foundation, Bell Atlantic Foundation, BellSouth Foundation, Cigna Foundation, Coca-Cola Foundation, Fred L. Emerson Foundation, Ford Foundation, Hitachi Foundation, The James Irvine Foundation, Liberty Mutual Insurance Group/Boston, Monsanto Fund, Ellis L. Phillips Foundation, Phillips Petroleum Foundation, and the Shell Oil Company Foundation.

Two publications associated with the Minority Initiative have received wide attention and readership. One Third of a Nation, now in its fifth printing, has sold approximately 16,900 copies. Minorities on Campus: A Handbook for Enhancing Diversity, edited by Madeleine Green, has sold approximately 9,600 copies. A survey to assess how campuses are actually using the Handbook is underway.

In July 1988, approximately 500 people attended "Educating One-Third of a Nation," ACE's first national conference on increasing minority participation in higher education. This hands-on workshop encouraged attendance by institutional teams, to help them develop or refine their institutional plans. A second conference, "Educating One-Third of a Nation II: What Works," which will extend and deepen the dialogue, will take place November 5-7, 1989 in San Francisco. Fellows have received announcements. ACE Fellow Roberto Haro (1987-88), Assistant Chancellor at the University of California-Berkeley, will address a luncheon session on the topic of campus climate.

The new director of ACE's Office of Minority Concerns, Blandina (Bambi) Cardenas Ramirez, joined the staff August 1. A profile of Dr. Ramirez appears below. Reginald Wilson, former director of OMC, continues as senior scholar at ACE.

Several of the activities associated with the Minority Initiative have been cooperative efforts with other organizations and associations. The

upcoming "Educating One-Third of a Nation II" is presented in cooperation with twelve other educational associations. At the end of the conference, a meeting of researchers will be held to identify needed areas of data-collection and analysis. ACE's ability to convene interested groups and to serve as a catalyst to action is an important part of the Minority Initiative.

DR. BLANDINA CARDENAS RAMIREZ NAMED DIRECTOR OF ACE OFFICE OF MINORITY CONCERNS

Blandina Cardenas Ramirez, a member of the United States Commission on Civil Rights, joined ACE this August as Director of the Office of Minority Concerns. She succeeds Reginald Wilson, who last October was named ACE Senior Scholar.

Dr. Ramirez comes to ACE from Our Lady of the Lake University (TX), where she served as vice president of Institutional Advancement. Before assuming her position at Our Lady of the Lake, she was Director of Planning for the Mexico-U.S. Policy Study Program, a joint project of the Universidad Nacional Autonoma de Mexico and the City of Antonio (TX). Her international affiliations have included service as U.S. Representative on the governing board of the Inter-American Institute for Children of the Organization of American States and as a member of the board of governors of the International Union for Child Welfare. Also, Dr. Ramirez has served as a U.S. Senate appointee to the eight-member Civil Rights commission since 1980. She has received several awards for her work in areas of human rights and child welfare, including the National Education Association Human Rights Award and has been recognized by the Washington Committee of the NAACP for her contributions.

Dr. Ramirez received her doctorate in education administration from the University of Massachusetts at Amherst. While there she received a Ford Foundation Fellowship and later was selected as a Rockefeller Fellow assigned to the staff of then Senator Walter F. Mondale (D-MN).

END NOTE: A WORD FROM THE DIRECTOR

As the Fellows Program launches the celebration of its 25th anniversary, we have many successes indeed to celebrate. Most importantly, the Fellows Program continues to fill an important need in American higher education. The identification of new talent and the preparation of able individuals to assume leadership positions are continuous tasks. Self-renewal must be sustained and ongoing to assure the continued vitality of our postsecondary system. However modest the impact of approximately thirty Fellows a year can be, the cumulative effect of 25 years has been significant. The benefits of the Fellows Program go far beyond the 930 graduates—extending to countless campuses across the country that have nominated or hosted Fellows. Thousands of educators have served as Mentors—both officially designated by the Fellows, and informally adopted during their internships—and they, too, have benefitted from the give and take that characterizes the Fellowship experience.

While the Fellows Program is solidly accepted and widely respected, we have no cause for complacency. Leadership development is still considered a frill by many. A good thing to do, for sure, but only when there's enough money and time available to support it. There is rarely enough time or money. Too few presidents and senior officers see the connection between individual and institutional development.

We have a ways to go before professional development enjoys the same legitimacy in higher education that it does in industry or government. An important agenda for the Fellows Program and for ACE's Center for Leadership Development is to make the case to our constituents for investing in people as a means of investing in our institutions.

Dovetailing with this agenda is ACE's commitment to enhancing diversity throughout higher education. The Fellows Program has a strong track record in recruiting Black Fellows. We need to continue and strengthen that commitment and to bring in many more Hispanic, Indian and Asian American Fellows. The work of developing minority leaders for higher education has barely begun. The Fellows Program is optimally positioned to be an important player in that effort. The new grants

from the Irvine Foundation and from BellSouth to support minority Fellows will help in that effort. Equally important will be the commitment of leaders to take an active role in identifying, grooming, and promoting people of color to leadership positions. The Fellows Program can be but one player in an extensive national effort.

The Fellows Program has been immeasurably enriched by the involvement of the alumni, who since the founding of the Council of Fellows, have taken a very active role in developing alumni activities, advising staff on a variety of issues, and in raising money. The energy and enthusiasm of the alumni have made a real difference to the vitality of the Program and to ACE. A look around an ACE Annual Meeting quickly reveals that the Fellows are a real presence, and an important part of every ACE event.

Another infusion of new energy and commitment comes with the appointment of Marlene Ross as Deputy Director of the Fellows Program. She is already well known to the Fellows in the recent classes. The effects of Marlene's imagination, excellent administrative skills, and responsiveness to Fellows are clearly felt and much appreciated by all.

The Fellows Program is constantly changing and growing. My eleven years as director have been a continual learning experience. I look forward to rejoicing in the successes we have had to date and in planning an even brighter future with you.

Madeleine F. Green
Vice President

NOTES ON FELLOWS....

Compiled by Irene Itabashi

For the record: The Seventh Council of Fellows Day (COF) held this past May in Washington, DC, was in reality the Tenth COF Day. The first three such programs were known as Fellows Renewal Day. Seven years ago, they were renamed "Council of Fellows Day."

An updated edition of the Directory is forthcoming. A number of Fellows are without an address; if you know where your colleagues are located, we would appreciate your sharing this information with us.

And, special thanks to those who have kept in touch and provided news items about themselves and their fellow Fellows. Please continue to keep us informed.

The following information was provided by ACE President's Office

The American Council on Education benefits from the many Fellows who serve as members of ACE's Board of Directors and as Commissioners to many of the ACE's divisions.

Fellows currently serving on the Board of Directors:
Francis Kerins (1968-69), Sr. Anita Pampusch (1976-77)

Fellows currently serving as members of ACE Commissions and Committees:

Business Higher Education Forum: Vartan Gregorian (1973-74)

Commission on Educational Credit and Credentials: Piedad Robertson (1978-79)

Commission on Governmental Relations: Mary-Linda Merriam (1977-78), Marcia Savage (1972-73)

Commission on Leadership Development: E. Grady Bogue (1974-75), Peggy Gordon Elliott (1980-81), Ex Officio: Roy Peterson (1973-74)

Commission on Minorities in Higher Education: Charles Glassick (1967-68), Sr. Kathleen Kelly (1987-88)

Committee on Self-Regulation Initiatives: Wanda Bigham (1983-84), Terence Brown (1977-78), James Hemby (1979-80), Y. Lynn Holmes (1982-83), Benjamin Lantz (1973-74), Charlie Nelms (1981-82), Sr. Cathleen Real (1970-71)

Commission on Women in Higher Education: Judith Ramaley (1978-79), Peggy Stock (1979-80)

1965-66

Paul Magelli to President Emeritus, can be reached at 2901 Sierra Street, Champaign, IL 61821

Allan Prince to Associate Vice President for Finance, University of New Hampshire.
 Richard Swenson to 1758 Country Club Drive, Logan, Utah 84321.
 Requesting an address for: Joseph Cain.

1966-67

Sidney Besvinik can be reached at 8545 S.W. 104th Street, Miami, FL 33156.

Ray Haas has led sessions on financial management for several recent Fellows' Opening Seminars; he also serves as a facilitator for the Pennyfield College case study.

Russell Nelson to Dean, College of Business Administration, University of Colorado-Boulder. Russ will conduct a session on "Reflections on Leadership" for the 1989-90 ACE Fellows this September in Phoenix.

Howard Rose can be reached at Fox Chase Road, Hokah, MN 55941.

Roy Stuckey can be reached at 1810 Osceola St., Jacksonville, FL 32205.

1967-68

Morette Rider can be reached at 1847 Fircrest Dr., Eugene, OR 97403.

Bob Shoenberg to President, Education Consulting, 1808 Briggs Road, Silver Spring, MD 20906.

Requesting an address for: John Cartwright; Irving DeKoff.

1968-69

John Frey can be reached at 3438 North Oakland Avenue, #206, Milwaukee, WI 53211.

Francis Kerins to Interim President, Northern Montana College.

John Skelly to Director of Fund Development, Pacific Homes Foundation, Woodland, CA.

John Stephens to Office of Student Affairs, Southern Methodist University (TX).

William Trueheart to President, Bryant College (RI).

Requesting an address for: James Ballantyne; Theodore Benedict; Richard Cunningham; Charles Follett.

1969-70

Sr. Karen Kennelly to President, Mount St. Mary's College (CA).

George Morgan to Department Head, Merchandising and Consumer Sciences, Colorado State University.

Roger Sayers to President, University of Alabama-Tuscaloosa.

Jack Reese to University Professor, Learning Resource Center, University of Tennessee-Knoxville.

Requesting an address for: Patrick Distasio; Dalhart Eklund; Guy Tunnicliffe.

1970-71

Charles Olton to Dean, Parsons School of Design (NY). Telephone: 212-741-8910.

Sr. Mary Rocklage to Director of Mission Effectiveness, 3200 Cold Spring Rd., Indianapolis, IN. 46222 Telephone: 317-929-0229.

Joab Thomas to Professor of Biology, University of Alabama in Tuscaloosa.

Requesting an address for: George Mace.

1971-72

Jerry Anderson to Professor, Speech and Theatre Department, Concordia College (MN).

Harold Deutschman to Department of Civil and Environmental Engineering, New Jersey Institute of Technology.

James Race to Acting Vice President for Development, Texas Southern University.

Tom Stauffer's title at the University of Houston-Clear Lake is President, not Chancellor, as listed earlier. Tom serves as Mentor to 1989-90 ACE Fellow Warren Williams.

Norma Stegmaier to Director, Speech and Theatre Department, CUNY-H.H. Lehman College.

Reginald Traylor to President, Tactile Learning Products, San Antonio (TX).

Requesting an address for: Preston Dent.

1972-73

Charles Blair can be reached at 2011 24th Street, Apt. 14, Billings, MT 59102.

Mark Davis reports from Atlantic Christian College that all is well. Also, his older son enrolled in TIP (see Saywer (1974-75)) for three summers and taught in the program while there.

Jim Kolka is a visiting scholar at Georgia Tech and can be reached at 2193 Spear Point Drive, Marietta, GA 30062.

Daniel Perlman has been quite busy since leaving Suffolk University. He has presented papers and conducted sessions for Harvard University's Institute for Educational Management, the Association of Governing Boards and North Carolina A&T's Faculty Staff Institute. For the coming academic year, he is a Visiting Fellow at the New England Resource Center for Higher Education and a Visiting Scholar at Harvard University's Graduate School of Education.

1973-74

Vartan Gregorian serves as Mentor to 1989-90 ACE Fellow **Charles Beitz** interning at Brown University (RI).

Benjamin Lantz to President, University of Indianapolis (IN).

Patricia McFate has left her position as President of The American-Scandinavian Foundation to become Senior Scientist for System Planning Corporation, Arlington, VA. She has just become a new bride, married to Sidney Graybeal.

Roy Peterson to Assistant to the Director, Education Attainment, Kentucky Council for Higher Education.

Peter Sipple to Headmaster, Raven Academy, Bethlehem, PA.

1974-75

Ronald Baker has retired, after nearly 32 years of active duty, from the U.S.A.F. He resides at 15107 Sun Spur in San Antonio, TX.

Robert Jefferson to Dean of the College of Business, Illinois State University.

Michael Massouh to Dean of Graduate Studies and Research, Worcester Polytechnic Institute (MA). Telephone: 508-831-5000.

James McBee to Chairperson, Agriculture Division, University of Minnesota-Crookson.

Carmyn Morrow to Associate Professor, Department of Merchandising, Environmental and Consumer Economics, Texas Tech University.

Bob Sawyer appeared in the Raleigh News and Observer (2/5/89). The article focused on the restoration of his cherished green 1966 Mustang GT and his role in developing policy for educating the nation's brightest children. He is the founding director of Duke University's (NC) Talent Identification Program (TIP).

Norma Tucker to Instructor of Office Education, College of Alameda (CA).

Nan Van Gieson to Director of Services for the Elderly, Lehigh Valley Chapter of the American Red Cross, Bethlehem, PA.

Molly Vogt to Associate Dean, Continuing Medical Education, Medical College of Ohio.

Requesting an address for: **Karen Chapman**.

1975-76

David Gring to President, Roanoke College (VA). We regret to announce that **Conney Kimbo** died early this summer.

Edward Peterson to Vice Dean for Academic Affairs, Medical College of Pennsylvania.

Russell Warren is serving as Mentor to 1989-90 ACE Fellow **Joseph Cartwright**, interning at James Madison University (VA).

Requesting an address for: **Richard Daleski; Joyce Griffin; Dorothy Jackson**.

1976-77

Dan Felicetti to President, Marian College (IN).

Gerald Kauvar to Director, OASDCP and LI, U.S. Pentagon, (DC).

1977-78

We are sorry to share the sad news of **Annye Buck's** death.

Philip Emmert to Chair, Department of Communication, James Madison University (VA).

Rosanna Ledbetter to Associate Professor and Chair, History Department, Western Illinois University.

1978-79

Roger Caldwell to Special Assistant to the Provost and Professor, Soil and Water Science, The University of Arizona-Tucson.

Judy Kuipers is conducting a session on academic management at the Opening Seminar for 1989-90 ACE Fellows in Phoenix, AZ.

Harleen McAda was a guest faculty at the 1988 Summer Institute for Women in Higher Education. She was among several women who discussed issues in management and leadership.

Piedad Robertson serves as a Mentor to 1989-90 ACE Fellow Estelle Resnik, interning at Bunker Hill Community College.

Roger Van Horn, a faculty member in the Psychology Department at Central Michigan University, writes that after graduating two children from high school, and becoming a grandf— (he has a hard time pronouncing that word), it was time to have another child. Marc was adopted in October. Congratulations.

1979-80

Tim DeRouen to Professor and Chairman, Department of Dental Public Health Sciences, University of Washington (WA).

Sarah Dinham to Director, Center for Research on Undergraduate Education, University of Arizona. She will share her experiences as a Fellow with the 1989-90 Fellows at the September Opening Seminar in Phoenix, AZ.

Don McLemore has joined the Kaman Sciences Corporation, Albuquerque (NM).

Diana Papalia-Finlay can be reached at 51 Caenarvon Lane, Haverford, PA 19041.

Marvin Scott to President, Marvin B. Scott Associates, Lexington, MA.

Requesting an address for: **Harry Robinson**.

1980-81

Fernand Brunschwig to Professor of Physics and Mathematics, SUNY-Empire State College.

John Dempsey to President, Sandhills Community College (NC). I'm told this move was made because of the location of a nearby, excellent golf course.

Rick Kamber to Dean of Arts and Sciences, Trenton State College (NJ). Rick organized the very successful phonathon in May 1989 and conducted a session on fundraising at the 1988-89 Fellows Closing Seminar.

Karen Miselis has new responsibilities as Assistant Vice Provost, Data Administration and Information Resource Planning at the University of Pennsylvania. The 1989 spring edition of Network, the Summer Institute for Women in Higher Education's publication, described her position as focusing on the critical nature of information resources, and making accurate, timely data accessible to university management for analysis and decision making. She

adds, "I'm building a new office and having a great time."

Shirley Mow to Fellow, Educational Policy Research, Educational Testing Service, Princeton, NJ.

Sally Springer's article "Educating the Two Sides of the Brain" appeared in the American Federation of Teacher's Spring 1989 edition of American Educator.

Requesting an address for: **Mack Johnson**; **Franklin Spikes**.

1981-82

T. K. Daniel to Assistant Dean, Leadership and Educational Policy Studies, Northern Illinois University.

George Hedgespeth to Vice President for Finance and Business, Norfolk State University (VA).

Robert Lowndes to Provost, Northeastern University (MA).

Pete Middleton to Associate Dean of the Graduate School, University of Kentucky. Telephone: 606-257-9000.

Minor Myers to President, Illinois Wesleyan University.

David Payne to Vice President for Academic Affairs, Emporia State University (KY).

1982-83

Rachel Fordyce to Dean, College of Humanities and Social Sciences, Indiana University of Pennsylvania.

Annette Goins-Shakir to Associate Professor of Education, Tougaloo College (MS).

Elsa Gomez to President, Kean College of New Jersey.

Billy Hamilton to Associate Dean of the College, Wake Forest University (NC).

Toni Kahklen-Jones to Director, Educational Program Support, State of Alaska, Department of Education in Juneau. Telephone: 907-465-2830.

During this academic year's assignment, she commutes to Anchorage, four flying hours each way.

Annie Kronk and ACE's President Robert Atwell will co-present a session at the Opening Seminar for the 1989-90 Fellows on budgeting and fund accounting. Additionally, both will be facilitators for the Pennyfield College case. Annie will also do a session on financial statements and ratio analysis.

Bob Reggio to Associate Vice President for Academic Affairs, Marymount Manhattan College (NY).

Reverend John Schlegel, in addition to responsibilities as Academic Vice President, also serves as Executive Vice President, John Carroll University (OH).

Marlene Springer to Vice Chancellor for Academic Affairs, East Carolina University (NC).

Debra Stewart to Dean of the Graduate School, North Carolina State University.

Patricia Williams to Professor, Department of English, and Director, University Honors Programs, Texas Southern University. Her husband, Warren, has been named a 1989-90 Fellow doing his Fellowship year at University of Houston-Clear Lake under the Mentorship of Tom Stauffer (1971-72).

Bill Wallisch to Vice President for University Relations, Northern State University (SD).

1983-84

Judith Albino to Associate Provost and Dean of the Graduate School, SUNY at Buffalo.

Steve Diner to Professor of History, George Mason University (VA).

Margaret Lucas attended Harvard's Institute for Educational Management this summer.

Jim Renick to Associate Provost, George Mason University (VA). Telephone: 903-323-2654.

1984-85

Don DeRosa to Acting Vice Chancellor, University of North Carolina -Greensboro.

Margaret Faulwell Gordon to Dean, Extended Education, California State University, Dominguez Hills.

Paul Gates will return to Fairleigh Dickinson as Professor of Oral Maxillo Facial Surgery at the end of his sabbatical year. Home address: 47 Dowitcher Ct., Wayne, NJ 07470.

Carolyn Jacobs to Associate Professor, Smith College (MA).

Paula Gilbert Lewis to Dean, College of Arts and Sciences, George Mason University (VA).

Gary Rizzo to Associate Dean of Academic Affairs, Montgomery County Community College (PA).

Larry Thacker to Director of International Education, Carnegie Mellon University (PA). Telephone: 412-268-7595. He has recently resigned from the U.S.A.F.

1985-86

Lee Bender to Chairperson, Business and Computer Sciences Division, Montgomery County Community College (PA). He writes, "I have finally made the leap to administration. Any success I have will, of course, be due to my own extraordinary talent. Difficulties, I'll blame on the ACE Fellows Program."

Dario Cortes to Associate Dean, Graduate Studies and Research, University of Maryland, College Park.

Don Cress to Associate Professor of Philosophy, Northern Illinois University.

Kathleen Maloney to Dean, College of Education, University of Maine, Farmington.

Linda Moore to Associate Dean of Fine and Applied Arts, University of Akron (OH).

Janet Larsen Palmer was a unit coordinator for a session on human relations skills at the 1988 Summer Institute for Women in Higher Education.

Ken Schwab to Executive Vice President, University of South Carolina.

Ed Valeau to Dean, Language Arts/Learning Resources, Skyline College (CA).

Friederike Wiedemann to Dean, College of Humanities and Social Sciences, University of Southern Colorado.

Herma Williams has just completed a month in Brazil on her Kellogg grant.

1986-87

Karen Arms to Director of Stanford Campus, University of Connecticut.

Chuck Connell to Interim Vice Provost and Dean of Faculty, Arizona State University-West. Chuck will share his experiences as a Fellow with the incoming class of 1989-90 Fellows at their Opening Seminar.

Craig Daniels to Dean, School of Arts and Sciences, Eastern Connecticut State University.

Mary Lou Higgerson to Associate Vice President for Academic Affairs, Southern Illinois University-Carbondale.

Nancy Hoffman was a guest faculty member at the 1988 Summer Institute for Women in Higher Education. She was one of several women who discussed issues in the academic environment.

Nancy Jordan is sharing her experiences as a Fellow at the 1989-90 Opening Seminar in Phoenix, AZ.

1987-88

- Doug Bennett** to Provost, Reed College (OR).
Anna DiStefano to Chair, Human and Organization Development Program, Fielding Institute (CA).
Julie Jeffrey to Professor of History, Goucher College (MD).
Alex Johnson to Vice Chancellor for Academic Affairs, Winston-Salem State University (NC).
Jim Larson to Senior Associate, Department of Academic Affairs, Minnesota State University System.
Bethany Oberst to Dean of Arts and Letters, Southwest Missouri State University.
Doug Peterson to Vice President for Computing and Planning, Hood College (MD).
Judith Walter to Acting Associate Dean, Division of Continuing Education, New York City Technical College (CUNY).
Julie Watkins to Dean, Social and Behavioral Sciences, University of Maine-Orono. She is also chairing the Search Committee for the Associate Vice President's position.

1988-89

- Dagmar Cronn** to Dean, College of Sciences, University of Maine-Orono.
Tim Flanagan to Special Assistant to the President, SUNY-Albany.
Bernard Franklin to President, Livingstone College (NC).
Demetrios Giannaros to Director, Office of International Studies and Associate to the Senior Vice President for Academic Affairs, University of Hartford (CT).
Frank Lutz to Associate Dean, Undergraduate Students, Worcester Polytechnic Institute (MA).
Glenda McGaha to Assistant to the Dean, School of Nursing, University of Alabama at Birmingham.
Gordon Melson to Acting Assistant Provost and Professor of Chemistry, Office of Research and Graduate Affairs, Virginia Commonwealth University.
Karen White to Special Assistant to the President, Wright State University (OH).
-

COUNCIL OF FELLOWS NEWSLETTER

- James J. Whalen**, Chair, ACE Board of Directors, President, Ithaca College (NY).
Robert H. Atwell, President, American Council on Education (ACE).
Annie K. Kronk, Chair, Executive Committee, Council of Fellows; Executive Assistant to the Senior Vice President for Administration, The Johns Hopkins University (MD).
Roy Peterson, Vice Chair, Executive Committee, Council of Fellows; Assistant to the Director, Education Attainment, Kentucky Council for Higher Education.
Madeleine F. Green, Vice President, and Director, Fellows Program, Center for Leadership Development (CLD), ACE.
Marlene Ross, Deputy Director, Fellows Program, (CLD), ACE.
Irene Itabashi, Coordinator, Fellows Program, (CLD), ACE.
Colleen Allen, Administrative Assistant, (CLD), ACE.
Donna McDaniel, Administrative Assistant, (CLD), ACE.
Margaret Lucas, Guest Editor; Dean, College of Creative Arts, West Virginia University (WV).
Anne McNutt, Guest Editor, President, Technical College of the Low Country (SC).
-

**AMERICAN
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EDUCATION**

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Dr. Lawrence M. Clark
Associate Provost
North Carolina State University
Holladay Hall
P.O. Box 7101
Raleigh, NC 27695-7101

① ACE

villanova
university

VILLANOVA, PENNSYLVANIA 19085-1699

Vice President for Academic Affairs

December 28, 1988



Larry;

Dear 1977-78 Fellow:

On a scale from 1 to 5, which of the following best expresses your attitude toward your experience as a 1977-78 American Council on Education Fellow: 1) a few good parties, but otherwise a waste of time; 2) want to sue someone since I'm still not a president; 3) mildly interesting experiences with mildly interesting colleagues; 4) exciting, informative--important to career; 5) toasty-warm glow just thinking about it.

Whatever your reaction, I hope that you'll consider heeding this annual call for funds to support ACE's ongoing activities. Last year 26% of our class donated \$575, or an average gift of \$48; in 1986, it was 43% giving \$770, or an average gift of \$38. Deduction: If more give less, the total will increase. The class goal this year is at least 50% donating at least \$35 for a total of \$805. Of course, you are welcome to give more.

You should be receiving a call soon from a member of the ACE 1977-78 class. Please take the call, if only to say hello and reminisce.

I hope you are happy in your work.

Cordially,

(no)

Charlie

Charles L. Cherry
Associate Vice President for Academic Affairs
Class Agent, 1977-78 Fellow

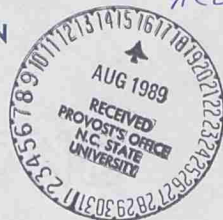
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*Hope all is well
in Raleigh!*

④ American Council on Ed.
"ACE"

AMERICAN COUNCIL ON EDUCATION

Center for Leadership Development



August 1, 1989

Dear ACE Fellow:

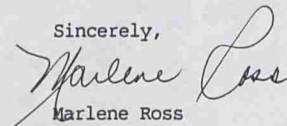
I write to enlist your assistance in recruiting potential ACE Fellows for the 1990-91 academic year, the 26th class. When we survey applicants to find out how they learned about the ACE Fellows Program, the most frequent response is "from other Fellows." You are the key to a successful recruitment effort!

The new ACE Fellows Program brochure and application forms are enclosed. Please take an active role in spreading the word. Call several people you know with potential for leadership, describe the Program and encourage them to apply. Discuss your experiences in the Program with the president and the academic vice president at your institution and encourage them to nominate potential Fellows and to complete form #5 offering to host a Fellow. Contact other presidents and vice presidents in your region; encourage them to nominate Fellows and offer to act as a resource providing information and answering questions. You might even offer group information sessions to describe the opportunity afforded by the Fellowship. Publicize the Program at professional meetings. Contact the ACE Fellows Program Office if you would like brochures to take with you.

If you are a president or a vice president, consider providing an upcoming leader with the same opportunity you enjoyed. This brochure has already been sent to presidents and academic vice presidents of all ACE member institutions. Be sure to circulate your extra copy. The deadline for the receipt of nomination and application forms is November 1.

We need each of you to help recruit new talent. Thanks for your time and assistance. Please contact the ACE Fellows Program office for further information, additional brochures or other needs.

Sincerely,


Marlene Ross
Deputy Director

**A
C
E** **FELLOWS
PROGRAM**

**Leadership for
Higher Education
1990-91**

AMERICAN COUNCIL ON EDUCATION

Special Acknowledgement to the Andrew W. Mellon Foundation

The American Council on Education is indebted to the Andrew W. Mellon Foundation for its continuing support of the Fellows Program. Over the past 11 years, the Foundation has contributed more than one million dollars to the Program. The most recent award of \$300,000 will provide grants to institutions to help cover the cost of sponsoring a host Fellow and to support activities for Program graduates. The Andrew W. Mellon Foundation has been instrumental in the success of the Fellows Program.

Additional Foundation Support

The American Council on Education is grateful to the following foundations that have supported the Fellows Program and the activities of the Center for Leadership Development:

Asia Foundation
BellSouth Foundation
Bush Foundation
CIGNA Corporation
Ford Foundation

General Service Foundation
IBM Corporation
James Irvine Foundation
W.K. Kellogg Foundation
Knight Foundation

Lilly Endowment, Inc.
Pew Charitable Trusts
Phillips Petroleum Corporation
Rockefeller Foundation
Stuart Foundations

THE AMERICAN COUNCIL ON EDUCATION is a membership association of over 1700 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 administrative skills, and to give administrators an opportunity to reflect on a wide variety of issues facing higher education.

Other Programs and Services of the Center

Presidential programs: Seminars for college and university presidents and chancellors. (202-939-9410)

Presidential database: A longitudinal study of presidential career paths. (202-939-9420)

The National Leadership Group: A group of researchers and practitioners in the field of higher education leadership development convened by ACE to improve and promote professional development in colleges and universities. (202-939-9420)

Departmental Leadership Program: Seminars offered nationally to department and division chairpersons either through national workshops or on-campus programs. (202-939-9415)

Council of Fellows

The Council of Fellows is an organization of former Fellows that helps colleagues stay in touch with each other, the Fellows Program, and ACE. Former Fellows serve as advisors to newly designated Fellows, assisting them during their Fellowship year.

The Council of Fellows publishes a newsletter, and holds professional and social activities at the ACE Annual Meeting and throughout the year.

ACE Annual Meeting

Washington, DC, January 17-20, 1990

The 1990 Annual Meeting, "Creating Responsible Communities: The Campus & Beyond," will focus on issues affecting the nation and higher education. Every year, a number of special events are held for current and former ACE Fellows. This year's plan includes:

- Breakfast meeting for current Mentors and Nominators (by invitation)
- Executive Committee meeting of the Council of Fellows
- Breakfast and regional meetings for Fellows
- A Plain and Fancy Ball in honor of the 25th Anniversary of the ACE Fellows Program for Fellows, Mentors, and friends of the Program
- Business Meeting of Council of Fellows, open to past and present Fellows
- Pre-meeting workshops

Center for Leadership Development (CLD) Staff

Madeleine F. Green, Vice President and Director, CLD
Marlene Ross, Associate Director, CLD and Deputy Director, ACE Fellows Program
Irene Itabashi, Coordinator, ACE Fellows Program
Rose-Marie G. Oster, Director, Department Leadership Program
Colleen Allen, Administrative Assistant
Donna McDoniel, Administrative Assistant
Cynthia Ward, Administrative Assistant
Pamela Woods, Administrative Assistant

Instructions for Nominators and Candidates

ACE FELLOWS PROGRAM AMERICAN COUNCIL ON EDUCATION

Please be sure to read the preceding brochure carefully, especially the section outlining the home and host internship options and Program costs. No more than two candidates may be nominated from one institution and/or campus. Then, when your candidate(s) has been designated, please have the appropriate people complete and return the following forms by November 1. Completed forms should be copied for your files. Do not fax applications.

- **One copy of Form #1 - "Nomination of Candidate"** to be completed by the president or chief academic officer.
- **Six copies must be submitted of Form #2 - "Application"** to be completed by the candidate.
- **One copy of Form #2a - "Candidate and Institutional Profile"** to be completed by the candidate. This information will be used to compile statistical profiles on the candidates.
- **One copy of Form #3 - "Confidential Evaluation"** to be completed by each of the candidate's four referees. Please duplicate this two-sided form for each of your referees. Candidates should select four individuals in a position to evaluate their accomplishments and potential. Evaluators should complete Form #3 and return it directly to the ACE Fellows Program office no later than November 1.
- **Two copies of Form #4 - "Grant Application Form"** to be completed by the president or a senior officer from an ACE member institution. Only institutions in need of financial support who nominate individuals for a Fellowship at another campus may apply. The Grant Application Form must be submitted along with the Nomination Form.
- **One copy of Form #5 - "Application to Host an ACE Fellow"** to be completed by the president or a senior officer, only if you wish to be a Mentor and host an ACE Fellow from another campus.

In early January, all nominators and candidates will be informed about the results of the screening process. Finalists will be invited to be interviewed in Washington, D.C. in late January. Please note that nominating institutions are asked to cover the interview expenses. The new class of ACE Fellows will be announced about February 15. If you have any questions, write to the ACE Fellows Program office at the Council's address or call (202) 939-9420.

Nomination of Candidate

1990-91 ACE FELLOWS PROGRAM

AMERICAN COUNCIL ON EDUCATION CENTER FOR LEADERSHIP DEVELOPMENT

1. We accept President Atwell's invitation to nominate one or two candidates under the arrangements described in the ACE Fellows Program brochure. We understand that the candidate will return Forms #2 and #2a, and evaluators will return Form #3 directly to the ACE Fellows Program office.

2. Our candidate is (name and title):

Name of Candidate _____
 Present Title _____

3. If our candidate is selected as an ACE Fellow:

- a. We will release our Fellow from his or her regular responsibilities on this campus and agree to have the ACE staff arrange an internship on another campus.
- b. We will release our Fellow from his or her regular responsibilities on this campus and provide an internship at our own institution. We agree to provide a travel budget of approximately \$10,000 and pay a program fee of \$2,500 to the American Council on Education.

4. ACE Member institutions:

Please indicate if your institution is applying for grant support. All awards are based on demonstrated institutional need. **Note** that *only* ACE member institutions may apply for grant support and that candidates must spend the Fellowship year at another campus.

- We are applying for a foundation grant. Our application is attached.

Signed: _____
(Signature of president or senior officer)

Please type the following:

Name of Official _____

Title _____

Institution _____

Address _____

City _____ State _____ Zip Code _____

Telephone (_____) _____

Date _____

Application

1990-91 ACE FELLOWS PROGRAM AMERICAN COUNCIL ON EDUCATION CENTER FOR LEADERSHIP DEVELOPMENT

Six copies of this form must be submitted to the ACE Fellows Program office.

(This application and four confidential evaluations (see Form #3) will be the basis for the designation of finalists to be interviewed for the selection of ACE Fellows. Please append additional sheets to this application as necessary.)

Name of Candidate _____ Age _____

Present Title _____

Name of Institution _____

Office Address _____

_____ Telephone (____) _____
(Zip Code)

Home Address _____ Telephone (____) _____
(Zip Code)

PROFESSIONAL HISTORY:

(List all your professional positions, beginning with your present position. For your most recent positions, describe the nature of your responsibilities and list three to five major accomplishments in those positions. Use additional paper if necessary.)

Positions and Ranks

Institutions

Dates

Date of tenure and current academic rank (if applicable) _____

EDUCATION (graduate and undergraduate):

Institutions	Field(s) of Concentration	Dates	Degrees
--------------	---------------------------	-------	---------

Honors, Fellowships, etc. _____

PUBLICATIONS:

On a separate sheet of paper, please list your publications (books, documents and monographs, articles, book reviews, compositions and abstracted works).

REPRESENTATIVE PROFESSIONAL ACTIVITIES:

(List by specific organizations and dates, public lectures, consultancies, and service to professional societies, including leadership posts, if any.)

PROFESSIONAL HONORS, LISTINGS, AWARDS, AND RESEARCH SUPPORT:

(List with dates.)

CIVIC AND COMMUNITY ACTIVITIES:

(List with dates and location, the names of organizations, and leadership posts, if any.)

BACKGROUND:

(Include a brief summary of your background. Information about your family, early education, employment, and personal interests may be included.)

LIST FOUR PERSONS SUBMITTING CONFIDENTIAL EVALUATIONS (FORM #3) DIRECTLY TO ACE:
(List names, titles, and addresses. At least two references should be present or former supervisors.)

1. _____

2. _____

3. _____

4. _____

To the best of my knowledge, the information contained in this application is accurate.

Signature: _____

Date: _____

Please respond to the following items using the sheets provided in this application. Each response should be no longer than 500 words:

1. Describe a situation from your career in higher education in which you took a leadership role. In what ways were you effective? In what areas were you not effective? What did you learn from the experience?

During my career in higher education, I took a leadership role as the chair of the Faculty Senate. In this position, I was responsible for representing the faculty and ensuring their voice was heard in university decisions. I was effective in several ways: I established a clear communication channel between the faculty and the administration, which led to more informed decisions. I also successfully advocated for faculty interests, such as improved compensation and benefits. However, I was not effective in some areas, such as managing conflicts between different faculty groups. I learned that clear communication and active listening are essential for effective leadership.

I also served as the president of the American Association of University Professors (AAUP). In this role, I represented the interests of university professors nationwide. I was effective in advocating for academic freedom and the integrity of the higher education system. I also worked to improve the relationship between the AAUP and the general public. However, I was not effective in some areas, such as increasing the visibility of the AAUP's work. I learned that building a strong network and maintaining a clear focus on the organization's mission are crucial for success.

Another leadership role I took was as the director of the Center for the Study of Higher Education. In this position, I was responsible for overseeing research and programs that addressed the challenges of higher education. I was effective in securing funding for the center and in building a strong team of researchers. I also worked to increase the center's impact on the higher education community. However, I was not effective in some areas, such as increasing the center's visibility. I learned that building a strong reputation and maintaining a clear focus on the center's mission are crucial for success.

I also served as the dean of the College of Arts and Sciences. In this role, I was responsible for overseeing the college's academic programs and faculty. I was effective in improving the college's academic reputation and in building a strong team of faculty. I also worked to increase the college's visibility and impact. However, I was not effective in some areas, such as increasing the college's enrollment. I learned that building a strong reputation and maintaining a clear focus on the college's mission are crucial for success.

Finally, I served as the vice president of the university. In this role, I was responsible for overseeing the university's operations and ensuring its long-term success. I was effective in managing the university's budget and in building a strong team of administrators. I also worked to increase the university's visibility and impact. However, I was not effective in some areas, such as increasing the university's enrollment. I learned that building a strong reputation and maintaining a clear focus on the university's mission are crucial for success.

In addition to these roles, I have also served on several committees and boards. I was effective in providing leadership and guidance to these groups. I also worked to increase their visibility and impact. However, I was not effective in some areas, such as increasing their enrollment. I learned that building a strong reputation and maintaining a clear focus on the group's mission are crucial for success.

Overall, my career in higher education has been a rewarding experience. I have learned a great deal about leadership and management. I have also been able to make a positive impact on the higher education community. I am proud of the work I have done and the people I have worked with.

I am grateful for the opportunity to have served in these roles and for the support of my colleagues and students. I look forward to continuing to work for the betterment of higher education.

2. Write a response to the mini-case below, indicating how you would characterize the problem(s) it contains, and the response(s) you would suggest.

Mini-Case

You have just been appointed dean of arts and sciences at Greatsight University, a comprehensive public institution in the mid-west. Greatsight is a regional university, having grown over the past two decades from a teacher's college to a comprehensive institution, granting master's and doctorate degrees. As the institution has grown and diversified, so have the values and reward system. The new president has declared that her priority for the institution is to continue its transformation into a first-class regional research university, while at the same time, continuing its historic commitment to teaching undergraduates. Accordingly, the criteria for promotion and tenure have changed, and few professors who were tenured in the 60s and 70s would qualify under today's rules.

You have been brought in to bolster the research orientation of the institution and continue Greatsight University's quest for excellence. The younger faculty generally share this vision. They aspire to lighter teaching loads and recognition from their national peers in their discipline. Some of the older faculty are simply burnt out; others see themselves as teachers, not scholars. Meanwhile, the legislature is pressing for accountability and documented outcomes assessment and you must move swiftly on that front.

How do you proceed?

Candidate and Institutional Profile Form

1990-91 ACE FELLOWS PROGRAM

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT**Personal Data:**

Name _____ Business Phone _____

Title _____

Institution Name _____

Institution Address _____

Home Address _____

_____ Home Phone _____

Social Security No. _____ Age _____ Sex _____

Race/Ethnicity Caucasian Black Hispanic Asian Native AmericanMember of the military Ordained clergy

Highest degree earned and discipline _____

Current discipline if other than highest degree earned _____

How did you learn about the ACE Fellows Program? _____

Institutional Data:Affiliation of institution Public Private

Type of institution (please check appropriate category):

 2-year—offers primarily associate degrees and occupational programs. Baccalaureate—offers primarily undergraduate degrees. Comprehensive—offers baccalaureate degrees and some master's and professional degrees, but lacks doctoral programs or offers very few. Doctoral/Research—offers doctoral level degrees as well as others; conducts substantial federally-funded research. Military—institutions sponsored by the military service. Professional—institutions offering specialized degrees only (e.g., schools of theology, medicine, law, engineering). OtherIs your institution a member of the American Council on Education? Yes NoIs your institution applying for grant support? Yes No

Confidential Evaluation

1990-91 ACE FELLOWS PROGRAM

**AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT**

(Please photocopy this form for each of your evaluators.)

Name of Candidate _____

Name of Evaluator _____

Title _____

Institution _____

Date _____

1. How do you know the candidate?

2. How many years have you known the candidate?

3. Please rate the candidate with respect to each characteristic listed below—indicating *his or her relative standing among peers*. Rating: 4 = Outstanding; 3 = Good; 2 = Average; 1 = Below Average.

- _____ Leadership ability
- _____ Interpersonal skills
- _____ Breadth of interests
- _____ Motivation
- _____ Knowledge and understanding of the functioning of an academic institution

4. Please describe the personality and temperament of the candidate. What characteristics do you see as the candidate's strengths or weaknesses as they relate to his or her potential as an administrator?

Confidential Evaluation
1990-91 ACE FELLOWS PROGRAM
AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

(Please photograph this form for each of your evaluations.)

Name of Candidate _____
Name of Evaluator _____
Title _____
Institution _____

5. General Evaluation. Why do you think that the candidate should be an ACE Fellow? What do you judge to be the candidate's potential in college administration? What positions could you envision the candidate assuming in the foreseeable future?

1. How do you know the candidate?
2. How many years have you known the candidate?
3. How would you rate the candidate with respect to each characteristic listed below—indicating his or her relative strength in each category. Rating 4 = Outstanding; 3 = Good; 2 = Average; 1 = Below Average.

_____	Leadership ability
_____	Interpersonal skills
_____	Ability to organize
_____	Initiative

Signature of Evaluator _____
SIGNATURE OF EVALUATOR

Grant Application Form

1990-91 ACE FELLOWS PROGRAM

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

Two copies of this form must accompany Nomination Form #1

NOTE: Only ACE member institutions may apply for these grants. Grant applications must be submitted with the institutional nomination Form # 1.

=====

To be completed by the nominator or designee

Name	Position	Institution
Candidate's name	Institutional Federal ID Number	

=====

In order to assist institutions that lack the necessary resources to sponsor a candidate for a Fellowship on another campus, several grants of \$8,000-\$10,000 are available to ACE member institutions. These grants offset the costs of replacing the Fellow. They are intended to help institutions hire additional faculty to teach some of the courses which would have been taught by a Fellow and/or to provide funds to carry out the administrative duties for a Fellow who is currently an administrator. Please refer to the brochure for a description of grant requirements. ACE will determine the appropriate fund source for the institution.

Awards are made according to institutional need. Private colleges with small endowments, colleges and universities that have undergone severe financial cutbacks, and institutions that can demonstrate that they could not support a Fellow without aid are eligible for assistance.

Please note that the selection of the Fellow will be made totally without reference to the grant application. If your candidate is successful, and your institution is not awarded a grant, you may then decide whether or not to sponsor your Fellow without a grant.

You will be notified about the grant award shortly after your candidate is accepted into the ACE Fellows Program.

1. Please provide below a brief financial narrative that indicates why your institution should be considered for this need-based grant (attach additional pages if necessary).

2. The following specific information will assist ACE in assessing the relative needs of institutional applicants.

NOTE: only private institutions need to respond to the asterisked items. Please list financial information from the last two years and your projected budgeting for the current academic year.

	FY 1988	FY 1989	Projected FY 1990
Total Annual Operating Budget	\$ _____	\$ _____	\$ _____
Size of Endowment and Quasi Endowment (market value)	\$ _____	\$ _____	\$ _____
*Current Fund Balance	\$ _____	\$ _____	\$ _____
*Plant Fund Balance	\$ _____	\$ _____	\$ _____
*Contingency Fund	\$ _____	\$ _____	\$ _____
Enrollment (FTE)	_____	_____	_____
Faculty (FTE)	_____	_____	_____
Professional Development Budget	\$ _____	\$ _____	\$ _____
*Tuition Dependency (tuition as proportion of education and general expenditures)	_____ %	_____ %	_____ %

3. Average Faculty Salary (by rank):

	FY 1988	FY 1989	Projected FY 1990
Professor rank	\$ _____	\$ _____	\$ _____
Associate rank	\$ _____	\$ _____	\$ _____
Assistant rank	\$ _____	\$ _____	\$ _____
Instructor rank	\$ _____	\$ _____	\$ _____

4. Is or was your institution a Title III college or university?
During which years?

5. Please specify how your institution would allocate the grant monies toward the replacement of your Fellow:

6. Any other factors to be considered?

NOTE: Please return two copies of this completed form by November 1, 1989 with your Nomination Form #1 to:

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

Application to Host an ACE Fellow

1990-91 ACE FELLOWS PROGRAM

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

We would like to accept President Atwell's invitation to host an ACE Fellow and serve as Mentors. We have read the ACE Fellows Program brochure and understand the following elements of this program.

- Designation of senior officers as Mentors, generally the President and chief academic officer.
- Provision of an office for the Fellow that is near the Mentors.
- Involvement of the Fellow in all aspects of institutional administration.
- Provision of approximately \$10,000 to cover Fellow's on-site and travel expenses associated with three national Fellows' seminars, the ACE Annual Meeting, regional ACE Fellows' meetings, and campus visits. The precise amount required will depend on the institution's location.
- Payment of a program fee of \$2,500, payable to the American Council on Education upon placement of the Fellow.

Since there are many more institutions willing to host Fellows than there are available Fellows, please note that this indication of your willingness to host a Fellow does not guarantee that a Fellow will be placed on your campus. Receipt of this form will not be acknowledged unless a placement seems likely during the placement process in May and June.

Signed: _____ Telephone (____) _____
(Signature of president or senior officer)

Please type the following:

Name of Official _____

Title _____

Institution _____

Address _____

City _____ State _____ Zip Code _____

Date _____

THE AMERICAN COUNCIL ON EDUCATION (ACE)
ACE FELLOWS PROGRAM
is
AN INVESTMENT IN THE FUTURE OF YOUR CAMPUS
and
AN INVESTMENT IN THE FUTURE OF HIGHER EDUCATION

Each year the **ACE FELLOWS PROGRAM** provides the opportunity for approximately 30 carefully selected women and men to:

- **GAIN A CAMPUS-WIDE POINT OF VIEW** by serving as an intern to a college or university president or vice president
- **LEARN NEW ADMINISTRATIVE SKILLS** through seminars and practical experience
- **UNDERSTAND HIGHER EDUCATION** in national and regional contexts by talking to national leaders and visiting many campuses
- **BRING NEW PERSPECTIVES AND INFORMATION** to their sponsoring institutions from their experiences during the Fellowship year

The ACE Fellows Program since 1965 has provided higher education with an 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.

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; 1984-86 Chair, ACE Commission on Leadership Development

The ACE Fellows Program, begun in 1965, has helped over 900 men and women gain the expertise and perspective necessary to assume significant leadership roles in higher education.

Each Fellow spends a full academic year in a mentor/intern relationship with a college or university president, vice president, and other senior officers. During the year, Fellows participate in three week-long seminars designed to sharpen their administrative skills and enhance their awareness of campus and national issues.

A 1989 tally of the first 24 classes shows that:

- Of the 930 Fellows, 123 including 28 women and 19 minority group members, have served as presidents of colleges and universities
- An additional 496 (55%) have held the position of vice president or dean, or have been an associate or assistant in those offices
- 31% of all Fellows — 45% in the last six classes — have been women
- 20% of all Fellows have been members of minority groups
- 80% of the Fellows indicated that the Program had been decisive in their choice of career paths

Why Invest in an ACE Fellow?

As part of the Program, Fellows have opportunities to learn to:

- Understand budgeting and financial procedures
- Formulate financial and academic plans
- Become familiar with faculty personnel issues and decision making
- Lead curriculum planning and evaluation activities
- Become aware of the implications of national higher education issues for their institution

Sponsoring institutions gain from:

- Their Fellow's national network of colleagues for sources of ideas and successful practices
- The contributions after the Fellowship year of a faculty or staff member who has been enriched by a broad professional development experience

Who Makes a Good Nominee?

Here are some examples of the kind of person who could benefit from a year-long internship on another campus or on the home campus with a president and vice president as Mentors.

- A department chair or assistant dean who shows potential for assuming a major leadership role but

would profit from an opportunity to work with higher-level administrators. The campus would benefit by having an additional person with a national perspective on higher education issues.

- A faculty member who has skillfully chaired a major committee but needs exposure to administrative responsibilities in order to test an interest in a career in administration. Through a Fellowship, the faculty member would learn how other institutions solve similar academic and administrative problems.
- A director of a unit such as admissions or student activities who shows promise of taking a broader role, but needs to learn about a wider range of academic and administrative functions at the institution. A Fellowship would provide an opportunity for the person to work on simulated and real problems under the guidance of a Mentor.

The Internship Experience

The internship provides hands-on training in college and university administration for a full academic year. The Fellows Program is the only professional development program in higher education at the national level to provide on-the-job learning for an extended period.

Fellows serve as interns either on their home campuses 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?

- Attend key decision-making meetings
- Serve as executive assistants to the chief executive or chief academic officer
- Work on projects such as revising faculty handbooks, developing early retirement policies, conducting admissions and retention studies, and chairing search committees
- Write position papers and speeches
- Using the Fellows' network, gather information about institutional practices on other campuses
- Write a Fellowship paper on a higher education topic

"The Fellows Program plays a key role in developing new talent and creative professional energy for college and university administration." Sheldon Hackney, President, University of Pennsylvania; 1980-81, 1982-83, 1983-84, 1985-86 Mentor

"The ACE Fellows Program contributes to the development of knowledgeable, capable, and productive leaders in higher education." Cleon F. Thompson, Jr., Chancellor, Winston-Salem State University; 1970-71 ACE Fellow; 1987-88 Mentor

"I have found the ACE Fellows' network to be very effective. In particular, when I have called past ACE Fellows we usually discuss our experience in the Fellows Program and then talk business. When I talk to them, it's like speaking to a friend." Raul Cardoza, Vice President for Academic Affairs, East Los Angeles College; 1980-81 ACE Fellow

"Our ACE Fellows participated at all levels of university business and served key roles on several important committees. North Carolina State University places a high value on the relationship we formed with our Fellows who comfortably worked their way into our administrative circles and into our hearts." Bruce Poulton, Chancellor, North Carolina State University; 1966-67 ACE Fellow; 1975-76, 1983-84, 1987-88, 1988-89 Mentor

The Host Campus Option

Experience shows that the host campus option is preferable. Host assignments are arranged in consultation with the nominator, the Fellow, ACE staff members and cooperating campuses. The needs of the individual Fellow and the characteristics of the host institution are weighed carefully in the selection of host institutions. After the ACE office has made contact on their behalf, Fellows are encouraged to interview in person 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 free from all regular teaching and administrative duties during the internship to permit the Fellow to take full advantage of the opportunities presented by the Program. This option requires special effort to ensure that the Fellow has the time and the latitude to be a "visiting Fellow" on his or her home campus.

Mini-internships for Home Fellows

All home Fellows are encouraged to spend one or two months at a host campus. Through their contributions to the ACE Fellows Annual Fund, former Fellows make available a limited number of stipends of up to \$1,000 to home Fellows for travel and living expenses associated with a mini-internship on another campus. These awards are made at the beginning of the mini-internship.

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

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

Fellows Seminars

The three national Fellows Seminars are high points of the Fellowship year. Conducted in September, December, and May, these six-day sessions use role

playing, problem solving workshops, discussions, and lectures to help Fellows understand and deal with central issues in higher education. Free flowing dialogues among Fellows, Mentors, experts, and national leaders provide unique learning experiences.

Seminar topics are organized around five central themes: financial management and planning, academic management and planning, personal and interpersonal dimensions of administration, leadership, and external forces affecting higher education.

Seminar topics range from federal policies affecting higher education to theories of management and leadership, from legal issues to opportunities for personal and professional growth.

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. Former Fellows agree that these visits are invaluable.

Fellows also organize regional seminars where current and former Fellows meet to talk about selected aspects of higher education administration. Such gatherings allow Fellows to study a cross-section of institutions, meet with higher education leaders, and conduct in-depth discussions on topics of their choosing.

Program Costs

An intensive, high quality program such as the Fellows Program inevitably requires a financial commitment by colleges, universities, and ACE. It is an investment in human resources for 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 must provide a travel budget of approximately \$10,000 to cover the costs of the three national seminars, attendance at regional Fellows' meetings, travel to other campuses, and attendance at national higher education meetings. If a Fellow chooses the home campus option, the program fee of \$2,500 is payable by the home campus to the American Council on Education. When Fellows choose the host campus option, the travel budget and program fee (\$2,500) are payable by the host institution. Thus, total travel and program fee costs for institutions sponsoring home Fellows or for institutions hosting Fellows are approximately \$12,500. Host institutions may choose to cover the Fellow's commuting or moving costs, but are not required to do so.

"The Fellows Program serves a critical role by reducing the amount of on-the-job training needed for college and university administrators. It helps individuals make good choices about their own futures." Barbara Uehling, Chancellor, University of California, Santa Barbara; 1983-84, 1984-85, 1986-87 Mentor

"Our ACE Fellow brought us new perspectives on old problems, and helped us find some fresh approaches to them. It was a pleasure to have her with us." Mary Maples Dunn, President, Smith College; 1986-87 Mentor

An additional fee for institutions that are not ACE members is \$4,500. This fee is in addition to other Program costs described above. Because many ACE memberships cost less than \$1,000, membership dues are often less than the differential in the fee. ACE member institutions receive up-to-date information on a variety of issues and solutions to problems in higher education through policy briefs and journal reports. They have access to expert consultants who can assist campuses with specific issues, and an annual meeting where they can share their interests with colleagues. Through its government relations staff, ACE insures that higher education's interests are represented on Capitol Hill.

Foundation Support for ACE Fellows

The Andrew W. Mellon Foundation

Grants from the Andrew W. Mellon Foundation have enabled the American Council on Education to make grants of \$8,000 available to ACE member institutions that sponsor a Fellow for a host internship. Approximately five grants are awarded to institutions that demonstrate the greatest financial need on the basis of an applica-

tion form included with nomination materials. These grants provide a stipend to the home institution to offset the cost of hiring faculty or administrators to replace the Fellow during the internship.

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 program participants. 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 December 31. Further information may be obtained from the Bush Leadership Fellows Program, P.O. Box E-900, First National Bank Bldg., St. Paul, MN 55101.

The Pew Charitable Trusts

The Higher Education Research Program, which is sponsored by the Pew Charitable Trusts and publishes the quarterly report *Policy Perspectives*, has established two fellowships for individuals interested in receiving a broad view of higher education through staff involvement with this national roundtable as well as institutional experience in traditional ACE Fellows positions with members of the Roundtable. Approximately 50% of each Fellow's time will be with the Research Program, based at either the University of Pennsylvania's Institute for Higher Education Research or Stanford University's Higher Education Research. ACE will coordinate with The Higher Education Research Program in identifying and selecting Fellows, who must compete independently in both programs. The deadline for application to this fellowship is November 1, 1989. Further information may be obtained from The Higher Education Research Program, c/o Institute for Higher Education Research, University of Pennsylvania, 6th Floor West, 3701 Chestnut Street, Philadelphia, PA 19104-3199.

The Fellowships provide a stipend to the home institution of up to \$22,500 to offset the cost of hiring faculty or administrators to replace the



1985-86 ACE Fellows:
Anne S. McNutt, Joseph L. Fink, III, and Henry N.
Tisdale

Fellow during the internship, and a travel budget of up to \$12,500.

BellSouth Foundation

A grant of \$12,000 from the BellSouth Foundation is available each year for the next three years for partial support of one minority Fellow, preferably Hispanic, chosen from a college or university in a state served by the BellSouth Corporation. The grant is to assist in offsetting the costs of replacing the Fellow who will be an intern on another campus. Financial need on the part of the nominating institution will be a consideration in making this award.

The James Irvine Foundation

A grant of \$12,000 from The James Irvine Foundation is available for partial support of one minority Fellow chosen from a private college or university in the state of California. The grant is to assist in offsetting the costs of replacing the Fellow who will be an intern on another campus. Financial need on the part of the nominating institution will be a consideration in making this award.

How to Nominate a Fellow

The *chief executive officer* or *chief academic officer* of the candidate's institution must make the nomination (Form #1). Candidates must have a minimum of five years of college level teaching or administrative experience. Each college or university may nominate two candidates. The means by which the nominees are chosen is entirely within the discretion of the nominating institution. ACE recommends that the Program be widely publicized and a competition to select the nominee be conducted.

All *nominees* must complete the "Application" (Form #2) and the "Candidate and Institutional Profile Form" (Form #2a). Candidates should take great care in completing the "Application," since it plays a major role in the selection of Fellows.

Four *evaluators*, selected by the candidates, must complete the "Confidential Evaluation" (Form #3).

Those institutions applying for foundation grants to help underwrite the costs of sponsoring a Fellow must complete the "Grant Application Form" (Form #4). Note that this form must be returned by November 1 with the nomination form.



1985-86 Mentor Jack L. Peltason and ACE Fellow Jordan L. Cohen



1986-87 Fellows:
William C. Grant, Lee J. Williams and Nancy Jordan

For application forms, additional brochures or information, please write or call:

ACE Fellows Program
Center for Leadership Development
American Council on Education
One Dupont Circle
Washington, DC 20036-1193
(202) 939-9420

Hosting an ACE Fellow

Regardless of whether or not you choose to nominate candidates, you may apply to host a Fellow by completing the "Application to Host an ACE Fellow" (Form #5). The obligations of being a host institution are listed on that form. Please be aware that the large number of applicants to host Fellows and the need to match Fellows with the kind of institution most suitable to their goals may mean that there will be no Fellow for you in any given year. If you have been unsuccessful in securing a Fellow in the past, please do not hesitate to apply again.

The Selection Process

Applications and Confidential Evaluation Forms receive a careful reading by three-member committees of ACE staff and college or university administrators. On the basis of this reading, approximately 60 candidates are invited for interviews in Washington, D.C. in late January and early February.

These finalists participate in a series of interviews with a six-member committee of ACE staff and senior administrators from all sectors of higher education. The new class of Fellows is announced February 15.

ACE Board of Directors 1989

Executive Committee

James J. Whalen, President, Ithaca College; *Chair*

Stanley O. Ikenberry, President, University of Illinois; *Vice Chair*

Judith S. Eaton, President, Community College of Philadelphia; *Immediate Past Chair*

Betty Lentz Siegel, President, Kennesaw State College; *Secretary*

Alfredo G. de los Santos Jr., Vice Chancellor for Educational Development, Maricopa Community Colleges

Hoke L. Smith, President, Towson State University

Robert L. Albright, President, Johnson C. Smith University

Robert H. Atwell, American Council on Education; *President*

Class of 1989

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Marilyn Schlack, President, Kalamazoo Valley Community College

Harold T. Shapiro, President, Princeton University

Roy B. Shilling, Jr., President, Southwestern University

Elected Officers of Associations—Ex officio for three-year terms:

Lawrence W. Tyree, Chancellor, Dallas County Community College District, *American Association of Community and Junior Colleges*

Alice Chandler, President, State University College at New Paltz, *American Association of State Colleges and Universities*

James H. Daughdrill, Jr., President, Rhodes College, *Association of American Colleges*

Gene A. Budig, Chancellor, University of Kansas, *Association of American Universities*

Francis J. Kerins, President, Carroll College, *Association of Catholic Colleges and Universities*

Michael G. Morrison, SJ, President, Creighton University, *Association of Jesuit Colleges and Universities*

Keith G. Briscoe, President, Buena Vista College, *Council of Independent Colleges*

William P. Hytche, Chancellor, University of Maryland, Eastern Shore, *National Association for Equal Opportunity in Higher Education*

Joab M. Lesesne, Jr., President, Wofford College, *National Association of Independent Colleges and Universities*

John A. DiBiaggio, President, Michigan State University, *National Association of State Universities and Land-Grant Colleges*

Elected Officers of Associations—Ex officio for one-year nonvoting term:

Gilbert Sanchez, President, New Mexico Highlands University, *Hispanic Association of Colleges and Universities*

Samuel DuBois Cook, President, Dillard University, *United Negro College Fund*

WHES Representative—One-year nonvoting term:

Alice Gallin, OSU, Executive Director, Association of Catholic Colleges and Universities, *Washington Higher Education Secretariat*

Calendar of ACE Fellows Program Selection Activities

- August** Nomination and application forms are sent to presidents and chief academic officers of all ACE member institutions. No more than two nominations may be submitted from an institution.
- November 1** Nominations, applications, and confidential evaluations must be postmarked by this date.
- January 5** Finalists are notified.
- January-February** Interviews conducted in Washington, D.C.
- February 15** Announcement of ACE Fellows.
- March** Placement process begins.
- August** Internship begins.
- June** Internship usually ends.
-

**AMERICAN
COUNCIL ON
EDUCATION**

One Dupont Circle
Washington, D. C. 20036

Nonprofit Organization
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Washington, DC
PERMIT NO. 5371

① American Council
On Education

AMERICAN COUNCIL ON EDUCATION

Council of Fellows
The Alumni Organization of the ACE Fellows Program

December 16, 1988

Dear Ace Fellow:

This marks the fifth ACE Fellows Annual Fund Drive. As another calendar year nears its end, it is an appropriate time to reflect on where we are and how we have been helped along the way. The experiences of our year as Fellows have affected our lives in ways that continue to multiply—even today. The people we met then, the people we've come to know since, and the network that joins us together are all very significant factors in our professional and personal lives.

A contribution to the ACE Fellows Annual Fund is both an expression of gratitude and an investment in the future. It is a way of ensuring that a full program is available for the Fellows who come after us and that a full range of services continues for alumni.

The services to alumni include the ACE Fellows Directory, newsletters, special programs at the Annual Meeting, summer programs, working reunions, regional meetings, the Council of Fellows Day, and career assistance. Last year the AFP Office sent out over 300 letters of nomination and recommendation for ACE Fellows, in addition to responding to phone calls for career counseling and job information. Clearly, the services available cover a wide spectrum, and the demands for those services increase each year when another class is added.

There are special needs to be addressed in the recruitment and support of future fellows to ensure broad diversity and representation of racial/ethnic groups, of geographical locations, and of institutional affiliations.

Together with Jean Dowdall, Annual Fund Co-Chair, I want to encourage you to give so that others may similarly receive. An envelope is enclosed for your contribution. Your prompt response will ease some of the burden for the Class Agents who will be calling as a follow-up to this letter.

We thank you for what you have already given to the program, and we hope that we may count on your continued support.

Sincerely,

Patricia L. Geadelmann
AFP 1981-82
Chair, 1988-89 Annual Fund

Director of Governmental
Relations
University of Northern Iowa

PLG/caa

**American Council on Education
Council of Fellows
One Dupont Circle
Washington, DC 20036**

AMERICAN COUNCIL ON EDUCATION

Council of Fellows

- I enclose my contribution to the 1988-89 ACE Fellows Annual Fund.

_____ \$500.00 _____ \$250.00 _____ \$100.00

_____ \$50.00 _____ Other

Make check payable to AFP Annual Fund.

- I pledge a contribution of _____ to be paid by June 1, 1989.

I would like to designate my gift as follows:

_____ Unrestricted for ACE Fellows Program

_____ Alumni services and meetings

_____ Support for activities of current fellows

Please detach and insert in envelope

OVER PLEASE

Name _____ Class Year _____

Title _____

Address _____

Phone _____

Office

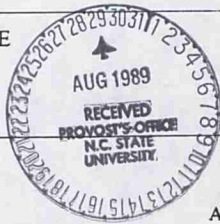
Home

Check here if any information above is different from Fellows Directory.

Comments _____

③ American Council on Education

THE UNIVERSITY OF TENNESSEE
AT CHATTANOOGA



Does not wish to attend. ls 8/29/89



Office of the Provost
102 Founders Hall
615 McCallie Avenue
Chattanooga, TN 37403
(615) 755-4633

August 22, 1989

Dear fellow Fellow:

You are cordially invited to a Southeast Regional ACE Fellows Meeting on November 15-17 at Sea Pines Resort on Hilton Head Island, South Carolina.

As at ACE Reunions, each of us will be asked to present a brief (10 minute) paper on a current project or topic of concern in higher education. Dr. Bert C. Bach, Vice Chancellor of Academic Affairs for the Tennessee State Board of Regents, has graciously agreed to lead a discussion on selected readings. Most important, however, this meeting will be a time for us to get away, if briefly, to think and talk about larger issues that face each of us. We will have Thursday afternoon free for rest and relaxation or small group discussions, as individuals prefer. The temperature in November should be in the high sixties to mid-seventies during the day. You may fly to Hilton Head Island via U.S. Air or Eastern.

In order to reserve a place, you must return to me by Friday, September 8, separate checks consisting of payment for the first night's lodging on the 15th, and a \$150.00 registration fee, which will cover the cost of all group meals, receptions, and breaks. Please make the check for the room payable to Sea Pines Resort, and the registration fee payable to me. Both are non-refundable unless the conference is cancelled, since we must contract with Sea Pines by September 10, and will do so based on paid registrations. If we do not receive a critical mass of registrations (25) by September 8, we will need to cancel the meeting, so it is very important that you register as soon as possible.

Those who wish to extend their stay at Sea Pines Resort for the purpose of rest and relaxation are most welcome to make arrangements on their own, but should still send the deposit for the night of November 15 to me. Spouses are welcome to attend the reception and dinner on November 15. Be sure to include an additional \$45.00 to cover this expense if your spouse will attend.

Should you have any questions about arrangements or accommodations, you may reach me at (615) 755-4633. If I am not available, please ask to speak to Rodger Ling, Administrative Assistant to the Provost. I very much look forward to seeing you at Sea Pines Resort in November.

Sincerely,

Sandy
Sandra Packard
Provost

Tentative Agenda
ACE REGIONAL MEETING

November 15-17, 1989
Sea Pines Resort
Hilton Head Island, South Carolina

Wednesday, November 15

- 4:00 p.m. Sea Pines Villas available for check-in.
- 6:00 p.m. Conference Registration and Reception at
Sandy Packard's Villa (ask for Villa # when you arrive).
- 6:30 p.m. Dinner
- 8:00 p.m. Evening Program

Thursday, November 16

- 7:30 a.m. Breakfast (on your own)
- 8:30 a.m. Conference: Fellow Short Papers
- 10:30 a.m. Coffee Break
- 10:45 a.m. Conference: Fellow Short Papers, continued
- 12:30 p.m. Lunch
- 1:30 p.m. Rest and Relaxation, or Small Group Discussions
- 6:00 p.m. Attitude Adjustment
- 7:00 p.m. Dinner
Bert Bach Discussion of Readings

Friday, November 17

- 8:00 a.m. Continental Breakfast
- 8:30 a.m. Conference: Administrative Renewal Workshop
- 10:00 a.m. Adjourn

REGISTRATION

ACE Fellows Regional Meeting November 15-17, 1989 Sea Pines Resort

Complete this form and send with two separate checks, as indicated below, to Sandra Packard, Office of the Provost, 102 Founders Hall, 615 McCallie Avenue, Chattanooga, TN 37403. Questions? Call Sandra Packard at (615) 755-4633. **DEADLINE** for receipt of registrations and checks is **SEPTEMBER 8**.

Name _____

Title _____ Institution _____

Address _____

Phone _____

Spouse name (if attending) _____

Accommodations Deposit

Sea Pines Resort requires that we make an advance deposit for accommodations consisting of payment in full for the first night's lodging. Those who wish to extend their stay beyond the conference should make arrangements on their own to do so. Check-out time is 10:00 a.m.

	per villa cost	7% Accommodations Tax	TOTAL
One bedroom Villa	\$81.00	5.67	86.67
Two bedroom Villa	\$99.00	6.93	105.93
Three bedroom Villa	\$117.00	8.19	125.19
Four bedroom Villa	\$140.00	9.80	149.80

TOTAL ACCOMMODATIONS DEPOSIT _____
Make check payable to Sea Pines Resort

Meeting Registration

The Meeting Registration Fee covers all group meals (beginning with dinner on the 15th), receptions, and coffee breaks, except for breakfast on the 16th.

Registration Fee \$150.00

Will spouse attend Nov. 15 reception & dinner? _____
If so, add \$45.00 to cover this expense: \$45.00

TOTAL MEETING REGISTRATION FEE _____
Make check payable to Sandra Packard

*American Council on Education
Council of Fellows
One Dupont Circle, NW
Washington, D.C. 20036*

I enclose my contribution to the 1987-88 Annual ACE Fellows Fund.

I pledge a contribution of:

_____ *\$500.00*

_____ *\$250.00*

_____ *\$100.00*

_____ *\$ 50.00*

_____ *Other*

Name: _____ *Class Year:* _____

Make check payable to AFP Alumni Fund.

COLLEGE MISERICORDIA

DALLAS, PENNSYLVANIA 18612

OFFICE OF THE PRESIDENT

(717) 675-2181

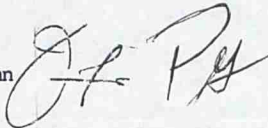
MEMORANDUM

To: ACE Fellows

From: Joe Fink & Pat Gadelmann

Date: April 1, 1988

Subject: The Annual Fund

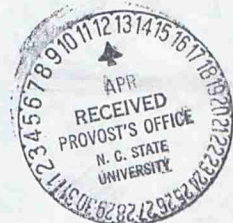


With the end of the academic year in sight, contributions to the Fellows Program Annual Fund have not yet reached the goal of \$25,000.00. To date, we have \$13,045.00. The time has come to consider seriously the contribution the Fellows Program has made to your life and to respond generously.

Fellows' annual support demonstrates to ACE and to prospective major donors our high regard for the Program. I hope you will continue to make that commitment visible.

Your gifts have provided support for ever-expanding alumni services — the directory, newsletter, summer program and numerous events at the ACE Annual Meeting. In addition, home Fellows receive stipends to fund a mini-host internship — a valuable month on another campus — that enriches their experience considerably.

If you have not yet made a contribution, won't you please do so now? If you have given in past years, won't you please do so this year? A pledge card is enclosed for your convenience. This annual fund drive will end June 1. The time is short and we have a long way to go.





harrisburg area community college
3300 CAMERON STREET ROAD / HARRISBURG, PENNSYLVANIA 17110-2999

March 1, 1988

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

Dear Dr. Clark:

Jerry

In the last several years as the shape of the nation's economic base has changed, colleges and universities have faced unprecedented challenges. As the issues for higher education become more complex, the need for strong administrative leadership becomes even more important.

With strong leadership this can be a time of growth and opportunity for higher education. The ACE Fellows Program in Academic Administration has been a valuable representative and essential resource in developing the kind of leadership that our colleges and universities require. In past years, the Alumni Fellows have been instrumental in providing support through a variety of services and cash donations. This year, the Matching Grant Program is critical to the success of the Alumni effort. Your contribution is needed very much and will contribute substantially to the success of the Alumni effort.

Very soon, you will be receiving a mailing from the Council with a pledge card enclosed. Won't you please join with me once again this year in making a contribution as tangible evidence of your support for the program. I'm thanking you in advance for your help and support to assure the continued success of the ACE Fellows Program.

Sincerely,

Bernie

Bernard M. Solon, Ph.D.
Vice President of Academic Affairs

BMS:mdd

Attachment



UNIVERSITY OF SOUTH FLORIDA

TAMPA • ST. PETERSBURG • FORT MYERS • SARASOTA • LAKELAND

SCHOOL OF EXTENDED STUDIES
AND LEARNING TECHNOLOGIES
OFFICE OF THE DEAN
TAMPA, FLORIDA 33620-6800

813: 974-2075

April 7, 1988

Dear ACE Fellows:

The last issue of the Fellows newsletter reported significant interest on the part of Fellows in the development of regional meetings. At the ACE meeting in January, I told Madeleine that I would try to organize with my other ACE Fellow colleagues here at the University of South Florida a regional meeting for the southeast. Thus, this note is directed to each of you located in Alabama, Florida, Georgia, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, and the Virgin Islands.

The purpose of this first letter is to ascertain your interest in attending a regional meeting here in Tampa during the fall or spring of 1988/89. My suggestion is to plan something for early October. Depending upon your reactions, it can be most anytime. I would suggest a meeting which would last perhaps for a day to a day and a half, focused on a specific topic indicated by a significant number of the people who would like to be in attendance.

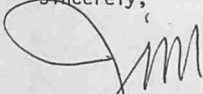
Thus, by return mail, please give me some indication of general times during the next six or eight months that you would attend such a meeting. Also, send half a dozen suggested topics which could then be used as a basis for the meeting topic(s).

We need to keep it simple so that costs will be minimized. Our Division of Conferences and Institutes will arrange the meeting. It will be at a nice hotel facility here in the Tampa area.

If you have other ideas or suggestions beyond those that I've made above, please feel free to share them with us. The Ad Hoc planning group includes Jim Renick and the newest fellow, Donna Parrino, who is in the class of 1988/89.

We look forward to hearing from you in the very near future so that we can plan a meeting which you will find attractive. Thanks very much for your prompt response.

Sincerely,

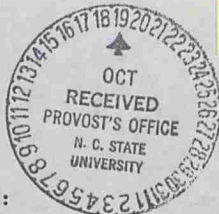

James B. Heck
ACE Fellows Class 1965/66

04/8804/014



ACE
Fellowship

Office of the Chancellor
101 Founders Hall
615 McCallie Avenue
Chattanooga, TN 37403
(615) 755-4141



October 9, 1987

Dear Colleague:

It has been a privilege for me to serve this year as President of the Council of ACE Fellows. We have several exciting projects underway involving many former fellows, and many of us are anticipating renewing acquaintances next January at the annual ACE meeting.

Enclosed is a brief questionnaire which will help guide your Executive Committee as it plans future Fellows programs and activities. Please take a few minutes, complete the form and return it directly to me.

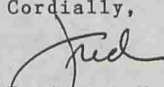
Second, as part of a fellows event to be held in conjunction with the annual meeting, we would like to recognize both Madeleine Green and Irene Itabashi for ten years of outstanding service to our program. I hope that all of the fellows will join in this tribute by contributing to a special gift fund being organized by Bob Schoenberg (Class of 67-68).

Please send your contribution (any amount will be helpful!) to:

Dr. Robert Schoenberg
Special Assistant to the Vice
Chancellor for Academic Affairs
1120 Francis Scott Key Hall
University of Maryland
College Park, Maryland 20742

Thank you for your help. It is intended that this recognition be a surprise!

Cordially,


Frederick W. Obear
Chancellor

FWO:swm

Enclosure

AMERICAN COUNCIL ON EDUCATION COUNCIL OF FELLOWS
QUESTIONNAIRE

Class year _____

Individual Attendance Information: Please indicate how often you attend the following meetings:

--ACE Annual Meetings:

Annually _____ (or Almost) _____ Every two or three years _____
Infrequently _____ Never _____

--May Council of Fellows Day:

Annually _____ (or Almost) _____ Every two or three years _____
Infrequently _____ Never _____

--Annual Working Reunions:

Annually _____ (or Almost) _____ Every two or three years _____
Infrequently _____ Never _____

Are you interested in attending a summer renewal program in the future such as the ones conducted in Colorado in 1986 and 1987?

Yes _____ No _____

Regional Meetings Committee:

--Are you interested in participating in regional meetings of ACE Fellows Alumni?

Yes _____ No _____

_____ I would be willing to convene such a group.

--What do you think should be the focus of such a group in your area? (Please check as many as apply).

- Better support for alumni (e.g., job placement, appointments to state committees)
- Recruiting prospective Fellows
- Counseling accepted Fellows interested in locating in area
- Support regional meetings of current class of Fellows
- Discuss regional higher education issues
- Regional networking across institutional sectors
- Development activities for alumni
- Briefing on national ACE activities and issues

In your location, what do you think would make a logical regional area for such meetings (e.g., on a state-wide basis, several states, or sub-section of the state)? Please be specific.

Annual Meetings and Fellows Special Events:

- I plan to attend the January 1988 ACE meeting.
- I plan to attend a pre-conference Fellows workshop (Sunday, January 17).
- I would be willing to help plan a special event for the Fellows Twenty-fifth Anniversary.
- I would offer the following ideas for the event:

Please list below additional activities which you think the Council of Fellows should consider undertaking.

Fellows Annual Fund Drive:

1. Have you ever contributed to the Annual Fund Drive?
Yes _____ No _____
2. If yes, in what year(s) did you contribute? _____
3. If yes, and you stopped contributing, why? _____

4. How would you want to see your gift(s) used? _____

Please return the questionnaire to:

Frederick W. Obear, Chancellor
Office of the Chancellor
101 Founders Hall
615 McCallie Avenue
Chattanooga, TN 37403

MISSISSIPPI STATE UNIVERSITY

June 30, 1987

DEPARTMENT OF FORESTRY
P. O. DRAWER FR
MISSISSIPPI STATE, MISSISSIPPI 39762
PHONE (601) 325-2946

Dr. Bruce R. Poulton
Chancellor
North Carolina State University
Box 7001
Raleigh, NC 27695-7001

Dr. Nash N. Winstead
Provost and Vice Chancellor
North Carolina State University
Box 7101
Raleigh, NC 27695-7101

Gentlemen:

I appreciated the opportunity to visit you last week and discuss my ACE Fellowship year. As I indicated to Dr. Poulton by phone, it is a pleasure to accept the invitation to work with you at North Carolina State University. I am fortunate to have two experienced mentors so obviously committed to the ACE Fellows Program and to providing meaningful experiences.

Your advance thought about possible projects was very heartening. There are many exciting things happening at your institution and it is gratifying to know that I can be involved in several of these. Every possibility we discussed interests me and would help attain my goals. The white paper on future directions for the forestry programs, participation in the planning and budgeting process you showed me, study of the course re-take policy, and involvement in the Centennial Campus development are meaningful and challenging projects. The problem will come in selecting particular projects for major efforts while allowing time for non-project learning. I know your experiences will be helpful.

Your offer to provide the financial resources to support the required travel of the Fellowship year is warmly appreciated, and the "extra" support in covering costs of finding housing and relocating to Raleigh is especially welcome.

The only concern I have is office location. Ideally, I would want to be in Holladay Hall to facilitate informal discussions and getting a sense of the flow of the office. I feel these are important. If no location in Holladay is available, then I hope to be as close as possible. Location and accessibility are much more important to me than size, decor, or other considerations.

I am very excited about my prospects for the coming year and look forward to working with you. The relaxed openness and candor of our visit convinced me that I will learn a lot. Thank you for the commitment of your valuable time and energy on my behalf. I will do my best to make your investment profitable.

Sincerely yours,

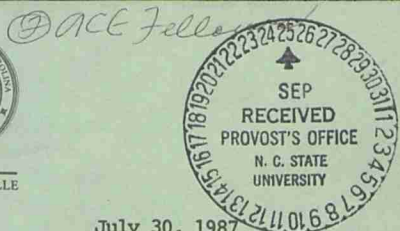
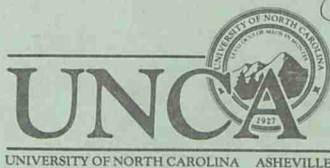
Alfred D. Sullivan
Professor

RECEIVED

JUN 06 1987

CHANCELLORS OFFICE
NCSU

cc: Dr. Madeleine Green



July 30, 1987

To: ACE Fellows

From: David G. Brown, Chancellor *Dave Brown*

There is a very important meeting for ACE Fellows only. It's in Asheville, North Carolina, October 14-16.

It is the Fellows Working Reunion. From Wednesday evening through Friday noon, the event will provide almost non-stop learning. Each participant will be required to make a 10-minute presentation in response to the question "What is it that I know that, if shared, would be most useful to the greatest number of fellow participants?" Each presenter will be required to bring supporting "paper" (a publication, policy statement, a few pages of original thoughts) to distribute.

During conference time other than the paper presentation segments, there will be opportunity for optional activities such as a discussion of the pragmatics of strategic planning, a viewing of excerpts of the videotape "In Search of Excellence," and an evening of music and clogging at Bill Stanley's Barbecue and Bluegrass Restaurant.

Pre- and post-conference optional activities will include a tour of the largest private residence in the world (Biltmore House), a short trip along the Blue Ridge Parkway to the highest mountain peak east of the Mississippi and a visit to the Folk Art Center where members of the Southern Highland Handicraft Guild display and sell their work.

I can pledge that for most participants this will be the most growth-filled (in terms of tips taken home) conference you have ever attended. You will both build knowledge and enhance networks. Moreover, if you take the time to come in early or stay late, you can enjoy one of the most popular tourist meccas in the Appalachian mountains. The fall leaf season may be at its peak.

Costs at the Great Smokies Hilton are \$45 single and \$55 double. If your budget does not provide for accommodations in this price range, please be in touch. We can provide information on lodging that may be up to \$20 less. The registration fee is \$65.00 and covers two dinners, two lunches, two breakfasts, the clogging evening, and all refreshment breaks. Spouses are welcome as full participants. Your separate lodging reservation and conference registration forms are enclosed. It will greatly facilitate our planning for you to register as soon as possible. If you have any questions, please do not hesitate to call Ann Freeman in our office at 704/251-6500.

Remember that ACE is not meeting in October. This is the way to replace that meeting with a truly significant and enjoyable opportunity.

Office of the Chancellor • (704) 251-6500

The University of North Carolina at Asheville • One University Heights • Asheville, NC 28804-3299

The University of North Carolina is composed of the sixteen public senior institutions in North Carolina and is an equal opportunity employer.

ACE Fellows Working Reunion
October 14-16, 1987
University of North Carolina at Asheville
Asheville, North Carolina

Proposed Agenda

Wednesday, October 14, 1987

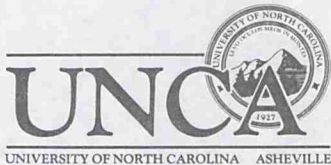
- 4:30-6:30 USEFUL LEARNING FROM UNCA. Several hour-long show/tell, tour/tell sessions will be conducted. Conference participants may choose sessions which interest them most. Topics include "Leadership Style and Crutches" and "Strategic Planning." Each session will be designed to answer the question: "What can I learn that might be relevant to my situation?" This should be viewed as a pre-conference workshop.
- 6:45 Cocktails and a networking game at Chancellor's Residence. Dinner and discussion.

Thursday, October 15, 1987

- 8:00 Breakfast on campus in triads. Topic: Careers
- 9:00-12:30 Paper presentations with approx. 20 min. allotted for presentation and discussion of each. As a condition of participation, every conferee should come prepared to make a 10-minute presentation on a topic of his/her choice. The presentation should be accompanied by pass-out paper (to take home). Topic selection should be based upon the answer to the following question: "What is it that I know that, if shared, would be most useful to the greatest number of fellow participants?"
- 12:30-3:00 Box lunch followed by recreation, touring, or lounging
- 3:00-6:30 More paper presentations
- 6:45 Cocktails at Chancellor's Residence
- 8:15 Dinner & clogging at Bill Stanley's Barbecue and Bluegrass Rest.
- 11:00 After party, Hilton Inn

Friday, October 16, 1987

- 8:00 Breakfast on campus in triads
- 9:00-11:30 More paper presentations
- 11:30 Quick lunch followed by tours, etc.



September 23, 1987

To: ACE Fellows
From: Dave Brown *David G. Brown*

This is a reminder to register for the ACE FELLOWS' WORKING REUNION in Asheville. The dates are Wednesday evening, October 14th through Friday Noon, October 16th.

We are hoping that this will be the largest assemblage of Fellows' Alumni since the Anniversary Celebration in Denver. The Reunion will be characterized by intense work and play. The format is described on the enclosed duplicate of the original announcement.

This is a hassle-free, bargain conference (several meals, recreation built into the conference fee, avoidance of big city hotel rates) that has as its primary goal the establishment/enhancement of professional networks and exposure to an incredibly broad spectrum of topics and new thoughts in the field.

Asheville, surrounded by national forests and the highest mountains east of the Mississippi, is a tourist and retirement mecca and should not be missed at the height of the (leaf) color season. Because demand for hotel rooms peaks in Asheville during this season, it is absolutely imperative that you return your hotel reservation form by October 1.

DGB:af
Enclosures

Office of the Chancellor • (704) 251-6500

The University of North Carolina at Asheville • One University Heights • Asheville, NC 28804-3299

The University of North Carolina is composed of the sixteen public senior institutions in North Carolina and is an equal opportunity employer.

ACE Fellows Working Reunion
October 14-16, 1987
University of North Carolina at Asheville
Asheville, North Carolina

Conference Registration Form

Please check
if applicable

_____ I plan to attend the working reunion and will participate in
the regular conference sessions.

_____ I am interested in the following optional activities:

- _____ Tour of the Biltmore House, Gardens and Winery
- _____ A short trip along the Blue Ridge Parkway to Mt.
Mitchell (the highest peak east of the Mississippi)
- _____ A visit to the Folk Art Center where members of the
Southern Highland Handicraft Guild display and
sell their work

_____ Enclosed is my \$65.00 registration fee.
(This fee is refundable if we are notified of your cancellation
by October 12. The hotel also requires a 48-hour cancellation
notice.)

_____ My spouse will come with me. Count her/him in on the
following:

His/her name is: _____

My name is (please print or type): _____

Address: _____

Phone: (Day) _____

(Evening) _____

Please complete this form and mail along with check to Ann Freeman,
Chancellor's Office, University of North Carolina at Asheville, One University
Heights, Asheville, NC 28804

ACE Fellows Working Reunion (Oct. 14-16, 1987)

PLEASE RESERVE HOTEL ACCOMMODATIONS FOR: (PLEASE PRINT OR TYPE)

NAME: _____ COMPANY: _____

Last

First

ADDRESS: _____ TELEPHONE: _____

CITY: _____ STATE: _____ ZIP CODE: _____

SHARING ROOM WITH: _____ NO. OF PERSONS: _____

ARRIVAL	
DAY	DATE

DEPARTURE	
DAY	DATE

CHECK IN TIME 3:00 PM

CHECK OUT TIME 12:00 NOON

Credit Card MC/VISA/AMEX/DC# _____ Exp. Date _____

Advance Deposit (1st Night's Rate) Enclosed _____ Amount \$ _____

PLEASE CHECK ACCOMMODATIONS DESIRED:

_____ Single Occupancy (1 person) _____ Double Occupancy (2 persons)
Rate: \$45 Rate: \$55
_____ Triple Occupancy (3 persons) _____ Quad Occupancy (4 persons)
Rate: \$65 Rate: \$75

REQUESTS FOR GROUP RESERVATIONS MUST BE RECEIVED BY October 1, 1987
OR WILL BE SUBJECT TO AVAILABILITY AT PREVAILING GUEST ROOM RATES.

Reservations will be held until 6:00 p.m. unless guaranteed by first night deposit. For suites and special rooms, call hotel direct. Call: (704) 254-3211 Ext 332,333

UPON RECEIPT OF THIS REQUEST, GREAT SMOKIES HILTON WILL SEND GUEST ROOM CONFIRMATION TO THE ABOVE ADDRESS.



FIRST CLASS
PERMIT NO.
182
ASHEVILLE, NC

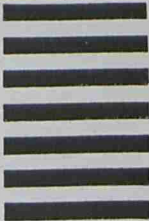
BUSINESS REPLY MAIL

No postage stamp necessary if mailed in the United States

POSTAGE WILL BE PAID BY ADDRESSEE

**Great Smokies
HILTON**

One Hilton Drive
Asheville, North Carolina 28806



ATTN: SALES DEPT.

AMERICAN COUNCIL ON EDUCATION

Center for Leadership Development

June 30, 1986



Dear ACE Fellow:

Congratulations! The 1985-1986 Annual Fund Campaign ends today, and I am very happy to report that we have raised a total of \$22,900. Thanks to Madeleine Green's fine efforts, the Phillips Petroleum Foundations again provided matching funds for each dollar raised over \$10,000, up to \$15,000. While total giving exceeded the amount raised in last year's campaign, our \$30,000 goal was not reached. The \$30,000 mark remains as the target for the 1986-1987 campaign, which will be launched in early fall.

I want to express my warm personal thanks to each of you who contributed to the campaign. And to those who served as Class Agents and assistants: special thanks for your well organized and determined efforts to reach your AFP classmates on behalf of the Annual Fund.

The proceeds from our Annual Fund provide a margin of excellence in the Fellows Program--initiatives to improve the seminars for the current Fellows' Class, travel grants for home fellows, improved services and special programs for AFP Alumni, and on-going research, analysis and evaluation of the whole Fellows Program. The Fellows Program enters its third decade stronger than ever before, filling a national need for leaders with vision and strong backgrounds.

Thanks again for your support. You will be hearing again from me in the fall, when we announce the 1986-1987 Annual Fund Campaign.

Cordially,

Annie K. Kronk

Annie K. Kronk
Co-Chair, AFP Annual Fund
Campaign, 1985-1986

cc: Madeleine Green

AMERICAN COUNCIL ON EDUCATION

Center for Leadership Development

September 1988



To: ACE Fellow Alumni/ae

From: Madeleine F. Green *Madeleine F. Green*

Re: Enclosed Newsletter and Program Brochure

As the new academic year begins, the Fellows Program welcomes its twenty-fourth class and begins a new year of activities. As you can see from the enclosed Newsletter, the Council of Fellows has been active, indeed, and more is planned for 1988-89.

We are also enclosing a copy of the new Fellows Program brochure. I hope that on receiving the brochure you will take the opportunity to encourage nominations on your campus. (Please note that the application form is included in the brochure.) All ACE member presidents and chief academic officers have received a copy. Also, perhaps you know a promising candidate, or can put the Fellows Program on the agenda of the next chairperson's or faculty senate meeting at your institution.

We hope that the alumni/ae will be strong contributors to the recruiting effort this year. Of course, we would be glad to send you additional copies to circulate or to take to meetings.

Marlene Ross and Irene Itabashi join me in extending warm greetings and hoping that we will see you at the ACE Annual Meeting, January 18-21, 1989, in San Diego, California.

Council of Fellows NEWSLETTER

ACE Fellows Program American Council on Education One Dupont Circle, Washington, DC 20036

Volume 10, No. 2

September 1988

FROM THE COUNCIL OF FELLOWS CHAIR

Thirty-five alumni/ae and 21 members of the 1988-89 class joined the 1987-88 ACE Fellows for the annual Council of Fellows Day in Washington, D.C. on May 18 and 19, 1988. The event was preceded by meetings of the Executive Committee and its subcommittees. Reports on these business meetings follow. I hope that each of you will READ the reports NOW and VOLUNTEER YOURSELVES and/or YOUR SUGGESTIONS. Please respond directly to the chair of the appropriate committee.

Executive Committee

The Executive Committee heard reports from its subcommittees, and reached consensus on the following:

1. Generally, committee members (including those elected to the Executive Committee) who miss more than two consecutive meetings will be replaced at the next meeting of the Executive Committee or at the next election as appropriate. Current committee chairs are to ascertain if currently listed members can meet such a requirement or whether replacements should be sought.
2. The Council of Fellows newsletter will be published in mid-March and mid-September each year. Deadline for receipt of materials is mid-February and mid-August.
3. Starting at the 1989 Annual Meeting in San Diego, the Executive Committee will meet both before and after the Council meeting to ensure adequate time to conduct business and to orient new members. Subcommittees will meet prior to the first Executive Committee meeting.
4. The Service Committee is planning to sponsor a forum for minority Fellows.
5. The Executive Committee will develop operational guidelines for officers and members of the committee. They will be reviewed at the Council meeting in San Diego.
6. Annual fund activities should be incorporated more fully into the Council of Fellows activities. A standing committee of the Council will oversee the annual fund.

Nominating Committee

Chair: Frederick Obear (1967-68)

Phone: (615) 755-4141

The other members are Pearl Spears Gray (1986-87) and Tamar March (1977-78). Recommendations for new Council members (including a few replacements and the full 1991 Class), for a Vice Chair and Chair to be elected next January, should be forwarded to Fred, Pearl (phone: (804) 924-3337), or Tamar (phone: (315) 789-5500). Preference will be given to people actively involved in Council activities. Nominees must be willing to attend two Council meetings each year: one of which is held at the ACE Annual Meeting; the other during the Fellows Closing Seminar in May. Council members will also be expected to participate actively in at least one of the Council sub-committees or task forces. In selecting new members, consideration will be given to representation by class, geographic location, gender and race/ethnicity.

Alumni/ae Professional Development Committee

Chair: Elsa Gomez (1982-83)

Phone: (717)-893-2136

The following topics were discussed: preconference workshop themes, regional Fellows' breakfast meetings with sufficient time for discussion and an evening social event. Planning also got underway for the 1989 summer renewal seminar and possible overseas tours. The committee will continue to discuss support for regional meetings.

Alumni/ae Relations Committee

Chair: John Starr (1982-83)

Phone: (301) 455-3150

This committee identified two projects: 1) to determine why many alumni/ae are not more actively involved (i.e., attending meetings, contributing to annual fund, etc.); and 2) develop a strategy for renewing people's interest and participation. Future needs for information from alumni/ae will be coordinated through this committee.

Service Committee

*Chair: Irving P. McPhail (1978-79)
Phone: (901) 942-7301*

The Service Committee will initially undertake two major efforts. The first concerns increasing the involvement of current and former Fellows in nominating candidates for the Fellows Program. The committee suggested that the AFP brochure and application materials be sent to alumni/ae and current Fellows at the same time that they are sent to ACE presidents and vice presidents. This suggestion will be implemented in the fall. It will also consider how Fellows can take a more active role in recruiting nominees by recommending prospective candidates to presidents and organizing seminars and information sessions for local faculty and staff on the Fellows Program.

The second project is directed at supporting ACE's effort to increase minority participation in American higher education and to stimulate greater participation by minority Fellow alumni/ae in the full range of ACE activities. Information will be sought from Black, Hispanic and Asian former Fellows to ascertain their areas of interest on these topics. Three forums will be held at the 1989 Annual Meeting. Black, Hispanic and Asian AFP alumni/ae will meet in separate groups to consider their roles and responsibilities in meeting the challenge of increasing minority participation in American higher education with emphasis on three levels of concern: relations with ACE, relations with the Fellows' program, and networking for mutual support. Specific action items will be developed in each forum. The three groups will then meet jointly to share perspectives. Recommendations will be forwarded to the ACE Council of Fellows Executive Committee for endorsement and action as appropriate.

Fundraising Committee

*Chair: Patricia Geadelmann (1981-82)
Phone: (319) 273-2518*

The Fundraising Committee for the 25th Anniversary will coordinate its efforts with the Annual Fund Drive. The statement of purposes for the fund drive will be refined. Further consideration will be given to the relationship of the fundraising committee to the gala event and to memorabilia for the anniversary (such as commissioning a poster). Ideas for conducting the fund drive, as well as for designating additional purposes for the campaign, are welcomed.

25th Anniversary Committee

*Steering Committee Co-Chairs:
Paul Magelli (1965-66) Phone: (217) 351-2231
Patricia Brevik (1983-84) Phone: (303)-556-2805*

The theme for the 1990 Annual Meeting will be chosen by the ACE Board of Directors at its October 1988 meeting. Those attending the meeting on May 18th decided to recommend that the theme for the 1990 meeting center on leadership issues. Ideally, the theme will suggest many debatable questions that can be discussed to demonstrate diverse points of view and approaches to problems.

The following sub-themes were suggested: obligations as well as privileges of leadership; the leadership role of higher education in the community, the United States, and the world, in light of demographics, the imperative for diversity, and anticipated scarce resources; the evolution of the concept of leadership; and the tensions and perils of leadership.

A few people suggested that materials might be provided in advance of the meeting: bibliographies, case studies, advance copies of papers, etc. Such action may inspire attendance and discussion at the sessions. Four 25th anniversary celebration committees have swung into action with the heads also serving as members of the steering committee.

Presentations/Presentors Committee

*(25th Anniversary)
Chair: Annie K. Kronk (1982-83)
Phone: (301) 338-8170*

This committee is responsible for developing program ideas for the 1990 Annual Meeting, and for recommending them to the ACE Board Annual Meeting Program Committee. They may include: themes, session topics, and potential presentors from AFP alumni/ae. It was noted that all official invitations are extended to potential presentors by ACE President, Robert Atwell.

The committee is in the process of considering other potential themes for the 1990 meeting, and requests that AFP alumni/ae submit their suggestions for a theme, as well as for specific sessions.

Gala Committee (25th Anniversary)

*Chair: Phyllis Franklin (1980-81)
Phone: (212) 475-9500*

The Gala Committee will undertake the following responsibilities: finding an interesting site for the event, providing music for dancing, and providing refreshments. An optional black tie event is a possibility. All else is open. The committee hopes to attract between 400 and 500 people to the Gala. Fellows, mentors, and friends of the Fellows' program will be invited.

**Honors and Recognition Committee
(25th Anniversary)**

*Chair: Francis M. Lazarus (1978-79)
Phone: (513) 229-2611*

The Committee on Honors and Recognition discussed how to recognize individuals who have been important in founding and supporting the Fellows Program. The Committee suggested that awards be presented to persons who have made outstanding contributions to the Program including possibly major corporate and foundation sponsors, ACE staff members (past or present), individuals in public service, and current or former mentors. The Committee also discussed a number of approaches to recognizing Fellows and agreed that deceased Fellows should also be recognized. Additional suggestions included the following: 1) A special recognition of the "charter" Class of 1965 Fellows; 2) A scholarship in the name of the Council of Fellows for an ACE Fellow; 3) The creation of a poster or other work of art to honor the goal and value of the Fellows Program; 4) Selection of Fellows by their classes or class groups to present papers at the ACE Annual Meeting.

Editorial Committee (25th Anniversary)

*Chair: Paul Zingg (1983-84)
Phone: (415) 376-411 x454*

Discussion of a publication in conjunction with the 25th anniversary celebration of the Fellows Program is underway. Plans will be coordinated with the ACE Office of Publications; and the publications may include materials that will also appear in The Educational Record.

*Patricia Senn Breivik (1983-84), Chair
Council of Fellows Executive Committee*

**MARK YOUR CALENDARS!
ACE ANNUAL MEETING, JANUARY
IN SAN DIEGO**

More and more Fellows are attending ACE's Annual Meeting each year and the next meeting, January 18-21 in San Diego, promises to offer a wide range of special offerings. The meeting, entitled "Education for the Common Good," will include distinguished speakers Derek Bok, President of Harvard University; Henry Cisneros, Mayor of San Antonio; and Robert Atwell, President of ACE. One special feature will be a wide screen viewing of the inaugural address from Washington, D.C. on January 20.

Please plan to join us for the following events especially designed as continuing professional education for Fellows:

Wednesday, January 18

8:00 am - 12 noon **Council of Fellows Minority Forums.** These discussion groups will consider how minority Fellows can be mutually supportive of each other, how to develop a more formalized network of minority alumni/ae, and how to coordinate interactions of minority Fellows with the Fellows Program.

1:00 pm - 3:30 **Council of Fellows Committee Meetings.** The working groups described in the report from Patricia Breivik, Chair of the Council of Fellows will meet. *These sessions are open to all Fellows.*

Fellows Workshops.

1:00 pm - 2:45 1) "Career Moves: When, Where, and How." Fellows who have become presidents and academic vice presidents, and those who have selected off-campus careers in higher education administration will share their perspectives on changing jobs, deciding the right time to move, and getting new positions.

1:00 pm - 2:45 2) "Developing a Donor Base," with helpful suggestions from former Fellows who have worked in development.

MARK YOUR CALENDARS AND PLAN TO CELEBRATE THE PROGRAM'S SILVER ANNIVERSARY WITH YOUR FELLOW FELLOWS. A MORE COMPLETE SCHEDULE WILL BE PROVIDED IN THE NEXT NEWSLETTER.

Wednesday, January 18 (continued)

3:00 pm - 5:00 3) "Working with the Media" led by Janet Palmer (1985-86), former faculty member at Arizona State University and now head of her own communications consulting firm. The workshop will include ways to prepare yourself for an interview and simulations of TV interviews.

3:00 pm - 5:00 4) "Managing Information for Change" will be conducted by Sharon Rogers, university librarian at George Washington University. Inherent in today's information society is a rapidly increasing volume of information in an increasing variety of formats. This workshop will focus on how administrators can ensure that their staff has access to adequate and timely information for academic decision-making.

Additional details will be available in the program that will be mailed to all Fellows in October and at the ACE registration desk at the San Diego Marriott which opens at 9:00 am on Wednesday.

7:30 pm - 9:30 **Council of Fellows Executive Committee Meeting.** (A dinner meeting for members of the Executive Committee and class agents)

Thursday, January 19

7:00 pm - 9:30 **Dinner Cruise.** You are invited to join fellow Fellows, Mentors, and friends of the program for cocktails, a prime rib dinner, dancing with a live band, and entertainment on board the luxury 110' riverboat "San Diego Showboat" for a night out in San Diego Bay. This 2 1/2 hour cruise provides an enjoyable way to slip into a "California life style." You may reserve a space using the Annual Meeting Registration Form that you will receive in early October.

Friday, January 20

7:15 am - 8:30 **Mentors' and Nominators' Breakfast** (By invitation only to current class Mentors and Nominators)

4:00 pm - 5:30 **Council of Fellows Business Meeting.** Plan to attend the business meeting to elect officers for the Council of Fellows Executive Committee and approve operational guidelines for the Council. Other topics include discussion of exciting plans for the gala 25th reunion celebration of the Fellows Program, January 17-20, 1990, at the ACE Annual Meeting in Washington, D.C.

Saturday, January 21

7:30 am - 10:00 **Council of Fellows Breakfast and Regional Meetings.** Having breakfast with Fellows from your own geographical area will provide an excellent opportunity to explore ways to develop your area ACE network.

10:15 am - 12 noon **Council of Fellows Executive Committee Meeting (second session)**(for new officers of the Executive Committee)

MINORITY REPRESENTATION IN HIGHER EDUCATION: ACE'S HIGHEST PRIORITY

The Forums for minority Fellow alumni/ae, planned for the Annual Meeting in San Diego, are another important step in ACE's effort to promote dialogue and action with respect to minority participation in higher education. At its February 1987 meeting, the ACE Board of Directors declared minority participation to be the Council's highest priority. Since then, a series of activities have been undertaken by the Board and the staff. In the summer of 1987, ACE and the Education Commission of the States (ECS) appointed a 34 member Commission on Minority Participation in Education and American Life, with Presidents Gerald R. Ford and Jimmy Carter serving as co-chairs. This

bi-partisan group of notable Americans drawn from education, government, and business, issued a report, One Third of a Nation, declaring that the country is moving backward, not forward, in its efforts to achieve full prosperity and full participation for its minority citizens. It challenged the nation to join the commission in raising this issue "to the top of our public and private agendas." The report drew widespread attention from the media. (Copies were sent to all ACE member presidents; additional copies may be purchased from the Publications Department, American Council on Education, One Dupont Circle, Washington D.C. 20036-1193. The discounted price to Fellows is \$5.25 (regular price is \$8.00). Please prepay by check and note that you are a Fellow when placing your order.)

In July 1988, in cooperation with the American Association of State Colleges and Universities (AASCU), and with funding from the AETNA Foundation, ACE sponsored a conference inviting teams of institutional representatives to develop action plans for increasing minority participation on their campuses. More than 500 persons attended, braving the July heat in Washington.

As a further step, ACE is developing a handbook to assist institutions in responding to the challenge. Minorities On Campus: A Handbook For Enhancing Diversity, edited by Madeleine Green, will be distributed to all ACE member institutions in the late fall. The handbook begins with an institutional audit, providing a format for institutions to assess their progress to date and current status. The book covers recruiting and retention of undergraduate students, graduate students, faculty, administrators; improving the campus climate, and teaching, learning and the curriculum. Each chapter includes examples of successful strategies that institutions have used, a listing of materials, and a checklist to help campuses set goals and evaluate their progress.

Also, several other projects are in the planning stage, including the development of a resource center that would disseminate information and provide technical assistance to campuses.

The issue of minorities in higher education has been featured in the Fellows' seminars for the past several years; it is one of the "core subjects" of the curriculum. This year, the design of the curriculum on minority participation will be revised based on feedback from the Fellows and on staff work on the recent projects of the "Minority Initiative," as it is known.

FELLOWS PROGRAM FOCUSES ON RECRUITMENT

The Fellows Program is undertaking a major recruitment effort this year. "To maintain the outstanding reputation of the Fellows Program, we must continue to attract highly qualified people," said Madeleine Green, director of the Program. "The Fellows network can assist us in locating and recruiting talented candidates. No one sells the Program better than the Fellows who have been through it and know its benefits." Green hopes that Fellows will take an active role in the recruitment process by calling someone they know with potential for leadership, and describing the Program to them. So get on the phone! As ACE Fellows, we know you do that well.

Special efforts to recruit minority and community college candidates, and to encourage nominations from graduate research institutions were launched this summer. Judith Eaton, president of the Community College of Philadelphia and 1988-89 Chair of the ACE Board of Directors; James Lyons, president of Bowie State University; and Steven Muller, president of the Johns Hopkins University, sent personal letters to heads of ACE member community colleges, historically black institutions, and research institutions. The letters strongly endorsed the Fellows Program and encouraged presidents and chancellors to nominate qualified faculty and junior administrators from their campuses. Alfredo de los Santos Jr., vice chancellor for educational development of the Maricopa Community Colleges and ACE Board member, will also send letters to Hispanic leaders in higher education asking them to publicize the Program and to nominate qualified Hispanic individuals.

We hope Fellows will take the opportunity to publicize the Program at professional meetings. We are pleased that Raul Cardoza, class of 1981-82, will be describing the Fellows Program to the Hispanic Association of Colleges and Universities at their annual meeting in Miami, in September.

Part of the recruitment effort includes the design of a new Fellows brochure which describes the program and contains the nomination and application forms for the 1989-90 class. This brochure is sent to presidents and academic vice presidents of all ACE member institutions in early September. For the first time, the Fellows Program Office will also send a copy of the brochure to all alumni/ae. We hope that each of you will take the opportunity to discuss the program with the president and/or academic vice president at your institution to encourage participation. Or, if you are a president or a vice president, that you will seriously consider providing an upcoming leader with

the same opportunity you enjoyed. Do let the Fellows Program Office know if you would like brochures to take with you to professional association and academic meetings. Remember that every Fellows class represents a broad range of institutions. Each of you is needed to help recruit new talent.

ANNUAL FUND CONTRIBUTIONS CONTINUE TO GROW

A total of 265 people gave to the Annual Fund during 1987-88 and contributions for the year reached nearly \$18,000. Since the first annual fund drive in 1984, approximately \$80,000 has been raised in gifts and interest. One major expenditure of the Fund continues to be for Home Fellow mini-internships during the Fellowship year. Over the past three years, 9 Fellows have been supported for mini-internships for a total of \$8,500. Fellows receiving mini-host scholarships include Lee Bender, Gregory DeCinque, C. Irving Drew, Joseph Fink III, Jessica Kozloff, Friederike Wiedemann, in 1985-86; David Carter and Cynthia Pace in 1986-87; and Alex Johnson in 1987-88. In addition, approximately \$12,300, was spent to supplement registration fees for three Summer Renewal events for Fellows in Colorado. The Professional Development Committee is currently surveying Fellows on whether or not they wish to continue supporting the Summer Renewal event or endorse an alternative professional development activity (see questionnaire in this Newsletter).

Most activities for former Fellows continue to be supported by funds from ACE and the Andrew W. Mellon Foundation. They include the publication and mailing of the Council of Fellows Newsletter and Fellows Directory, special Fellows' events at the ACE Annual Meeting, and the brisk nomination and recommendation service conducted on behalf of the Fellows—more than 350 letters last year alone!

Next year Alumni Funds will also help support a computer networking project that connects members of the 1988 Class and members of the Council of Fellows Executive Committee to the American Council on Education Office in Washington. This pilot project is being conducted with the hope that it may be expanded in the future to connect interested former Fellows, too.

We congratulate the 1987-88 Annual Fund Chairmen Joseph Fink (1974-75) and his able co-chair Pat Gadelmann (1981-82) for their efforts in coordinating and motivating the 22 class representatives in this year's fund raising activities. A word of gratitude also to Paul Magelli

(1965-66) for his solicitation of college and university presidents to support the Annual Fund. Special thanks goes to Fellows over the years who have served as class agents, many contributing their time for several years. The 1987-88 hard working group was: 1965-66 Jim Heck; 1966-67 Eugene Petrik; 1967-68 Don Meyer; 1968-69 Don Darnton; 1969-70 Ken Beasley; 1970-71 Ronald Wenger; 1971-72 Tom Stauffer; 1972-73 James Kolka; 1973-74 Bert Bach; 1974-75 Kenneth Wing; 1975-76 Lucius Ellsworth; 1976-77 Neil Thorburn; 1977-78 Bernard Solon; 1978-79 Tom Henry; 1979-80 Jim Conely; 1980-81 Tony Iadarola; 1981-82 David Payne; 1982-83 John Starr; 1983-84 Barbara Hetrick; 1984-85 Howard Benoit; 1985-86 Kristen Wenzel; 1986-87 Frank Delaney.

FORMER FELLOWS DESIGNATED AS ADVISORS

Following an ACE Fellows Advisory Committee recommendation, Fellow Advisors are now being named for each class of Fellows. These alumni/ae are especially active during the time between the new Fellows' selection and the formal beginning of their Fellowship. Their role is to answer questions and assist new Fellows in getting the maximum benefit from the Fellowship experience. We thank the people who served informally as advisors in 1987-88, as well as the following people for their help and advice to the 1988-89 class:

James Ammons (1986-87), Robert Bareikis (1986-87), Obie Bender (1982-83), David Bennett (1987-88), Douglas Bennett (1987-88), Norm Bregman (1987-88), Toy Caldwell-Colbert (1987-88), Cecilia Cantrell (1985-86), Robert Carrubba (1981-82), David Carter (1986-87), Alan Childs (1986-87), Bruce Chin (1982-83), Eulalia Cobb (1986-87), Brian Copp (1987-88), Frank Delaney (1986-87), Ann Die (1986-87), Steve Diner (1983-84), Anna DiStefano (1987-88), Ron Dotterer (1987-88), Jean Dowdall (1978-79), Joseph Fink (1985-86), Paul Gates (1984-85), William Grant (1987-88), Barbara Hetrick (1983-84), Mary Lou Higginson (1986-87), Mary Hines (1987-88), Eric Hovland (1984-85), Carolyn Hunter (1986-87), Pete Hutchinson (1982-83), Alex Johnson (1987-88), Vern Johnson (1982-83), Ed Keller (1987-88), Beverly Koerin (1987-88), Dolores Malvitz (1984-85), Roosevelt Newton (1987-88), Bethany Oberst (1987-88), James Pence (1985-86), Douglas Peterson (1987-88), Roy Peterson (1973-74), Jim Pitts (1986-87), John Pilgrim (1984-85), David Seligman (1980-81), Peter Starkweather (1987-88), Douglas Starr (1987-88), John Starr (1982-83), Al Sullivan (1987-88), Henry Tisdale (1985-86), Judith Trent (1983-84), Julia Watkins (1987-88), Kristen Wenzel (1985-86), Jon Whitmore (1983-84), Friederike Wiedemann (1985-86), Lee Williams (1986-87), Lawrence Wiseman (1987-88), Jean Wyld (1987-88).

1988-89 FELLOWS NAMED AND PLACED

Twenty-seven Fellows were selected to participate in the 1988-89 class. Following is a list of their home institutions and AFP placements. If you are in the same geographical region as a Fellow, or share an interest, we hope you'll contact the Fellow. That's what makes the Fellows Program so special.

Christopher P. Baker, Associate Professor and Director of Freshman English, Lamar University. Fellowship: Trenton State College

Dagmar Cronn, Chair and Professor, Program in Environmental Science and Regional Planning, Washington State University. Fellowship: University of California-Riverside

Mark A. Emmert, Associate Dean and Associate Professor, University of Colorado at Denver. Fellowship: August-December, University of Colorado System; January-May, Iowa State University

Timothy J. Flanagan, Associate Professor of Criminal Justice and Associate Dean, State University of New York at Albany. Fellowship: Home Institution

Bernard W. Franklin, Vice President for Student Affairs, Virginia Union University. Fellowship: Home Institution

Demetrios S. Giannaros, Director of Executive MPA and Associate Professor of Economics, University of Hartford. Fellowship: George Washington University

Jeffrey S. Gurock, Libby M. Klaperman Professor of Jewish History, Yeshiva University. Fellowship: Home Institution

Theodore Hemmingway, Director, Afro-American Studies, The Florida Agricultural and Mechanical University. Fellowship: Auburn University

Margaret P. Karns, Director, Center for International Studies and Associate Professor, Political Science, University of Dayton. Fellowship: Tufts University

Linda L. Lamwers, Assistant Vice President for Academic Affairs, St. Cloud State University. Fellowship: University of Wisconsin-Eau Claire

Blair M. Lord, Associate Professor, Finance and Insurance, University of Rhode Island. Fellowship: University of Bridgeport

Francis C. Lutz, Associate Dean for Undergraduate Studies, Worcester Polytechnic Institute. Fellowship: Carnegie-Mellon University

Glenda Sharp McGaha, Associate Professor, Chairperson, Department of Nursing, Southeast Missouri State University. Fellowship: University of Alabama-Birmingham

R. L. McNeely, Professor of Social Welfare, University of Wisconsin-Milwaukee. Fellowship: University of New Orleans

Gordon A. Melson, Professor and Chairman, Department of Chemistry, Virginia Commonwealth University. Fellowship: North Carolina State University

Jerome S. Palge, Associate Professor, Department of Economics, University of the District of Columbia. Fellowship: University of Baltimore

Donna P. Parrino, Faculty Assistant to the President, University of South Florida. Fellowship: Home Institution

Nancy H. Pogel, Professor, Department of American Thought and Language, Michigan State University. Fellowship: Home Institution

Judith A. Powell, Professor and Department Head, Department of Home Economics, University of Wyoming. Fellowship: Home Institution

Margo L. Smith, Professor and Chair, Department of Anthropology, Northeastern Illinois University. Fellowship: Loyola University of Chicago

Janet C. Stavropoulos, Associate Professor of English, Gettysburg College. Fellowship: University of California-Davis

Charles T. Summerlin, Head, English and Foreign Languages Department, Lamar University. Fellowship: University of Tennessee at Chattanooga

Sandra C. Vaughn, Associate Professor, Political Science, LeMoyne-Owen College. Fellowship: Spelman College

Karen A. White, Associate Professor of Music, Southeastern Louisiana University. Fellowship: Wright State University

Marcellette G. Williams, Associate Chair, Department of English, Michigan State University. Fellowship: Home Institution

H. David Wilson, Professor, Pediatrics Department and Director of Admissions, College of Medicine, University of Kentucky. Fellowship: Home Institution

Judith B. Wittenberg, Associate Professor of English and Coordinator, Honors Program, Simmons College. Fellowship: The American University

SUMMER RENEWAL PROGRAM FOR ACE FELLOWS: SUCCESS AT ASPEN

by Chuck Connell (1986-87)

What do Maroon Bells, a Trappist Monastery, and the Crystal Palace have in common? Well, for one thing, they were all part of the 1988 Summer Renewal Seminar at Aspen, Colorado on July 17-21. Each provided an interesting dimension as a dozen former Fellows from the 1967 through the 1986 classes joined Jeff Lumsden of the Aspen Sheriff's office, Madeleine and Steve Green, and Barbara Turlington from ACE as tutees of the "Zyg".

For his second year as facilitator of the values clarification sessions, Zygmunt Nagorski, President of the Center for International Leadership, selected readings from Plato, Kant, Dostoevsky, Hsun Tzu, Durrenmatt, Betty Friedan, Simone de Beauvoir, and Walter Lippman among others to prod the participants to explore their own values as they discussed the texts. As the readings were discussed, many of the Fellows contributed from their own experience, and ideas were challenged in a constructive way.

To provide alternative stimulation, participants hiked the mountains surrounding Aspen, including a long stretch one afternoon to the breathtaking splendor of the Maroon Bells, twin peaks in a mountain meadow and cold crater lake setting. Another evening, the discussions took place in the serenity of the Trappist Monastery at Snowmass, where Fellows exchanged ideas about Plato's Crito with the monks and observed their evening prayer. Finally, for the last common evening experience, the Zyg led a group to the Crystal Palace, the site of a dinner theatre where the players took pot shots at the foibles of daily life in the headlines, from Capitol Hill to Jimmy and Tammy Baker. Other afternoon hours were spent reading for the next discussion session, exploring the cool mountain streams, horseback riding, shopping the Victorian streets of Aspen, napping in the sun by a pool, or, for some, a fast-paced trail bike ride along the scenic unpaved paths by local rocky stream beds.

Shared fellowship, combined with a uniquely intensive stretch of both mind and body, make the Aspen Summer Renewal Program a "must" for all ACE Fellows at some time!

SOUTHEAST ALUMNI GATHER

A Southeast Alumni working reunion for September 25-26 has been organized by James L. Heck (1965-66) at the Airport Marriott Hotel in Tampa, FL. Registration fee: \$100. Presenters include David Carter (1985-86), Bob Maier (1965-66), Carol McGinnis Kay (1981-82), and Annie Neal (1978-79). For additional information, please call Jim at (813) 974-2075.

WESTERN FELLOWS GET IT TOGETHER

Raul Cardoza (1980-81) held a session to plan a western regional meeting in the Campus Center of Foothill College in Los Altos, CA. For further information, please call (916) 445-2946 or write him at: Chancellor's Office, California Community Colleges, 1107 Ninth Street - 6th Floor, Sacramento, CA 95814.

Someone used the form supplied in the last newsletter to volunteer to serve on the fundraising committee and used red ink. Unfortunately the envelope was separated from the form before the name was transferred. If you volunteered for this committee but have not received a confirming letter, you must be "Red." Please contact the committee chair and you will be added to the committee roster. Sorry for the mix-up.

Patricia Breivik

HELP WANTED AT ACE ANNUAL MEETING

Fellows are needed to assist the ACE staff at the Annual Meeting registration desk in San Diego. We would like volunteers for two-hour time blocks between 8 a.m. and 7 p.m. on Wednesday, January 18; and 8 a.m. and 6 p.m. on Thursday, January 19, and Friday, January 20. Please call Pam Woods at (202) 939-9410 before December 1 to arrange a mutually convenient time. A great way to see friends, meet people, and help ACE!!

ACE FELLOWS RETURN TO TAIWAN

by Larry Wiseman (1987-88)

Baskets of exotic fruit awaited our arrival at Taipei's magnificent Grand Hotel last April. Gifts of welcome from our very gracious hosts, Mr. Michael Lee and Dr. Tony Lin of the Republic of China Ministry of Education, the elegant greeting heralded an extraordinary week of hospitality, good will, and enrichment. As invited guests of the Ministry, we twenty-three ACE Fellows, staff, spouses, and travelling companions were accorded "distinguished guest" status by everyone we met.

We were in Taiwan to visit universities and cultural centers as representatives of American higher education. This island country of nearly 14,000 square miles and 20 million people, has 17 universities, 23 four-year colleges, and 68 junior colleges concentrated primarily in the Taipei area of the north. Admission and placement in university is by highly competitive examination.

Undoubtedly the most proficient bus driver in all the motorized world chauffeured us with consummate skill to National Taiwan and National Taiwan Normal Universities, Ming Chuan College, the Ministry of Education, and the China Youth Corps. Madeleine Green, our leader and poet, ceremoniously laid a wreath at the Chiang Kai-shek Memorial. The awe-inspiring beauty of the National Palace Museum's collection of Chinese paintings, enamel work, lacquer ware, and jade sculpture lured many of us back for subsequent visits.

Our tour included the city of Taichung and its China Medical College, unique in the world for housing traditional Chinese and "western" medicine under the same roof. The acupuncture clinic, filled with patients and their families, and the Chinese pharmacy where young practitioners sliced, chopped, and bottled medicinal herbs and chemicals were most intriguing.

At misty, serene Sun Moon Lake, we inhabited corporeally a classical Chinese landscaped painting. Encircled by silent mountains as darkness came, we spoke in whispers so as not to disturb the moment's peaceful beauty. Wen Wu Temple, with its enormous, stone, red lion guardians and its complex interplay of golden rooflines, invited our investigation.

At Taroko Gorge in the East, the aquamarine river rushed its way beneath our cameras and surprise. Isolated shrines and temples, dotting the rocky cliffs, nurtured our understanding of the special relationships between a people, their culture, and the land.

Our China Airlines journey continued to Hong Kong where we stayed amidst the glittering clamor of Nathan Street in Tsim Sha Tsui district. We were captivated by the city's vitality. A small conference with administrators at the University of Hong Kong, a shopping trip to Stanley Market, and a sampan ride were followed for some members of the group by a day trip through Portuguese Macau to Guangdong Province, People's Republic of China. We visited a small village as school children were leaving their classrooms for home; and we stopped at Sun Yat-Sen's residence and museum.

Returning via Los Angeles to our various homes, we remained impressed with the exceptional hospitality and openness shown us by the Republic of China and the Ministry of Education. We developed a richer understanding of "Ilha Formosa's" people, culture, history, geography, and system of higher education. And, through interaction and shared experience for nearly two weeks, we further cemented the bonds of friendship and respect between and among ourselves.

ANNUAL WORKING REUNION AT BEAVER COLLEGE

by Jean Dowdall (1978-79)
Phone: (215) 572-2924

The new academic year will soon begin and I hope that, because you are an avid reader of the Fellows Newsletter, your Fall calendar already includes the 1988 ACE Fellows Working Reunion — October 26-28. The location for this annual event is Beaver College. We are in the Philadelphia area, home to about 75 colleges and universities, not to mention countless historic, cultural and culinary landmarks. If you haven't been to Philadelphia in many years, now is the time to visit again.

The reunion will open with a panel discussion of presidents and trustees from a variety of institutions, both public and private, urban and suburban, from two-year

through doctoral. Panelists will tackle the complex issue of the relations between presidents and their governing boards; each participant is highly experienced and the panel should be a lively opener for our reunion.

Several tours and receptions have also been arranged, and there will be ample opportunity to catch up on old friends and new career directions. For those who wish to spend the weekend in the Philadelphia area, you will find a beautiful season and lots to do, including theater, museums, concerts, restaurants, and the nearby Pennsylvania Dutch country.

The following fellows have helped to plan this event:

Lee Bender (1985-86), Joe Burke (1986-87), Charles Cherry (1977-78), Jean Dowdall (1978-79), Marjorie Dugan (1982-83), Joseph R. Fink (1974-75), Tom Henry (1978-79), Karen Miselis (1980-81), Jeanne Neff (1978-79), John Pilgrim (1984-85), Joyce Randolph (1982-83), Gary Rizzo (1984-85), Howard Simmons (1972-73), Judith Walter (1987-88).

The conference registration form is due no later than September 30. For more information contact Jean Dowdall, VPAA, Beaver College, Glenside, PA 19038.

CLASS NOTES

Compiled by Irene Itabashi

Tracking the 903 AFP graduates of the past 23 years reveals some interesting statistics. They show that 113 former Fellows are or were chief executive officers at 137 institutions. Twenty-one were CEOs at two institutions. Three served at three institutions. Also, approximately 440 former Fellows are now or have served as provosts, vice presidents or deans and/or their associates or assistants.

1966-67

Ken Wheeler has a new address at Rutgers, Old Queens Building replaces Bishop Place (a chessgame move?).

1968-69

Theodore Benedict has left San Jose State University. Does anyone have his address?

Bob Haring is a professor of marketing at Marymount University in Virginia. Telephone: (703) 284-1662.

John Stephens, although retired from academe, receives his mail at Southern Methodist University, c/o Student Affairs, P.O. Box 232, Dallas, TX 75275.

1969-70

Jack Reese will retire as chancellor of the University of Tennessee at Knoxville.

1970-71

Joab Thomas resigned as president of the University of Alabama, effective September 1.

1971-72

Douglas Lamont's new address: 2765 N. Kenmore, Floor 1, Chicago, IL 60614-1305.

Tom Stauffer has been incorrectly listed all these past years as chancellor of University of Houston-Clear Lake. His correct title is president; an apology goes to him.

1972-73

Patricia Chisholm, dean of students at Bunker Hill Community College, has been elected president of Massachusetts Women in Public Higher Education.

1973-74

Benjamin Lantz has accepted the presidency of the University of Indianapolis. Telephone: (317) 788-3368.

1974-75

Joe Fink has accepted the presidency at Dominican College of San Rafael in California. Telephone: (415) 457-4440.

Dennis Heldman has left Cornell and joined the National Food Processors Association as vice president for research and development in Washington, DC. Telephone: (202) 639-5958.

1975-76

Jerry Young has become president of Chaffey Community College in CA. Telephone: (714) 987-1737.

1977-78

Martha Tack is now professor of educational administration and supervision at Bowling Green State University. Telephone: (419) 372-7283.

1978-79

Tyrone Baines has joined the W. K. Kellogg Foundation as program director.

Frank Lazarus is at Marquette University as vice president for academic affairs. Telephone: (414) 224-7511.

Piedad Robertson has been named president of Bunker Hill Community College in MA. Telephone: (617) 241-8600.

Benjamin Shepherd is vice president for academic affairs and research at Southern Illinois University at Carbondale.

1979-80

Harry Carter, having served as acting president at Georgia Southern College, resumes his position as vice president for academic affairs.

Julius Nimmons has accepted the presidency of Jarvis Christian College in Texas. Telephone: (214) 769-2174.

1980-81

Fernand Brunschwig is a full professor at SUNY-Empire State College. He also writes his P.O. box number is 130. Telephone: (516) 997-4700.

Lynton Hayes' last known address was in the Netherlands, Australia. Does anyone have his current address?

Karen Miselis has a new title at the University of Pennsylvania as vicedean, planning and administration information systems.

Janice Reynolds has moved north to Alaska as vice chancellor for academic affairs at the University of Alaska Fairbanks. Telephone: (907) 474-7211.

1981-82

Bernice Coar-Cobb's address in our latest Directory is inaccurate; we apologize for this error. It should read: Academic Associate to the Provost, Southeast Missouri State University, 900 Normal Hall, Cape Girardeau, MO 63701. Telephone: (314) 651-5908.

Robert Lowndes has been named interim provost at Northeastern University. Telephone: (617) 437-2170.

1982-83

Jo-Ann Flora is at Stonehill College in MA as academic dean. Telephone: (617) 238-1081.

Peter Hutchinson has been appointed associate vice president for academic affairs at Bowling Green State University.

Annie Kronk's correct title at the Johns Hopkins University is executive assistant to the senior vice president for administration. Telephone: (301) 338-8170.

John Schlegel has moved to John Carroll University in OH as academic vice president. Telephone: (216) 397-4207.

Don Schmeltekopf has been named provost at Mars Hill College, NC, where he had been vice president for academic affairs. He writes that Webster's Dictionary defines provost as "the keeper of the jail."

Debra Stewart, acting dean of the graduate school at North Carolina State University, has been named dean.

1983-84

Dell Felder has accepted the position of vice president and provost at Eastern Washington after three years as dean of the faculty at the West Campus of Arizona State University. Telephone: (509) 359-2201.

Ben Quillian has been appointed vice president for administration at Southern Illinois University at Edwardsville.

1984-85

Margaret Faulwell, recently married and now Margaret Gordon, is dean of extended education at CSU-Dominguez Hills. Telephone: (213) 516-3300.

Paula Gilbert Lewis, acting dean of the college of arts and sciences at George Mason University, has been named dean.

John Pilgrim has been named vice president for planning and administration at Ursinus College, PA.

Santiago Wood has accepted the position of assistant superintendent of governmental relations at the Unified School District in Richmond, CA. Telephone: (415) 234-3825.

1985-86

Livingston Alexander has been named head of the department of educational/psychological foundations at Georgia Southern, Statesboro, GA. Telephone: (912) 681-5611.

Cecilia Cantrell has a new telephone number at Georgia State University: (404) 651-2915.

Dario Cortes has accepted the University of Maryland's offer as director of graduate minority affairs and associate professor of Spanish and Portuguese. Telephone: (301) 454-0100.

Joe Fink, III has been named associate vice chancellor for academic affairs of the Lexington Campus at the University of Kentucky. Telephone: (606) 257-2722.

Jessica Kozloff's new title at the University of Northern Colorado is executive assistant to the president.

Anne McNutt informs us that the new name of the college where she is president is the Technical College of the Lowcountry.

Mick Smyer has been named associate dean for research and graduate studies at Penn State University's new College of Health and Human Development.

1986-87

Joe Burke's correct title at the University of Hartford is dean of the college of basic studies. Telephone: (203) 243-4709.

Eulalia Cobb is at Salem College in NC as dean of the college. Telephone: (919) 721-2600.

Ann Die has accepted the position of dean of the Sophie Newcomb College at Tulane University.

Janet Finch has been appointed dean of the college at Modlow State Community College in TN. Telephone: (615) 455-8511.

Carolyn Hunter begins new responsibilities at Marshall University (WV) as assistant vice president for institutional advancement. Telephone: (304) 696-6441.

Lynn Langmeyer has become associate dean at the college of business at Northern Kentucky University.

Arne Selbyg was appointed dean of the college at Augustana College in IL. Telephone: (309) 794-7000.

Russell Zguta has a new office address and telephone number at the University of Missouri-Columbia: 101 Read Hall, (314) 882-9458.

1987-88

Baltazar Acevedo's correct title at Dallas County Community College District is Director, Job Training Center.

Douglas Bennett returns to Temple University as associate dean of arts and sciences.

Toy Caldwell-Colbert is assistant vice president for academic affairs at Indiana State University. Telephone: (812) 237-2304.

Brian Copp's new title is assistant to the vice chancellor at the University of Wisconsin-River Falls. He is also teaching sociology. Telephone: (715) 425-3700 or 3992.

Mary Hines returns to her position as associate dean of instruction at Catonsville Community College. Telephone: (301) 455-4250.

Julie Jeffrey returns to Goucher College as acting associate dean. Telephone: (301) 337-6045.

Alex Johnson's new appointment at Winston-Salem State University (NC) is acting vice chancellor for academic affairs. Telephone: (919) 750-2200.

Edmond Keller is now faculty assistant-academic affairs (c/o Office of the President) at the University of California System in Berkeley. Telephone: (415) 642-6000.

Beverly Koerin has been named director of Off-Campus Programs at Virginia Commonwealth University. Telephone: (804) 367-8488.

Michael McLeod has been named assistant vice president for academic affairs at Belmont Abbey College. Telephone: (704) 825-3711.

Roosevelt Newson has assumed the position of associate dean of arts and sciences at Bloomsburg State University of Pennsylvania. Telephone: (717) 389-4410.

Bethany Oberst is remaining at the University of Delaware for a year as acting special assistant for planning. Telephone: (302) 451-2111.

Dave Robbins has three titles: professor, chairman, department of Mathematics; and special assistant to the president for institutional planning at Trinity College. Telephone: (203) 527-3151 X353 or X352.

Judith Walter has a one year appointment at Beaver College as dean of continuing education. Telephone: (215) 572-2900.

Julia Watkins is acting dean of the college of arts and sciences at the University of Maine-Orono. Telephone: (207) 581-1954.

Charles White is now associate vice president for academic affairs at Trinity University. Telephone: (512) 736-8201.

Jean Wyld returns to Colby-Saywer as dean of academic affairs. Telephone: (603) 526-2010.

END NOTE: A WORD FROM THE DIRECTOR

Madeleine F. Green, Vice President and Director
Center for Leadership Development

Our lives seem to get busier every year; mine is no exception. There is always something new happening at ACE, in the Center for Leadership Development, and in the Fellows Program. This year has been an especially active one for the Council of Fellows, and I am grateful to the energetic people who have participated in the many new initiatives. Thanks go to Patricia Breivik, for the boost she has given to the Council of Fellows this year and

to Joseph R. Fink (1974-75) and Patricia Geadelmann (1981-82), for their leadership of the 1987-88 Annual Fund. Despite new jobs for Joe and Pat and innumerable other commitments for all, these volunteers as well as many others found the time to provide leadership for the Council of Fellows.

Some of you may have tried to contact me this summer, only to learn that I was out of the office for three months. I had intended to spend June, July, and August on sabbatical, and had a variety of projects planned. As they say, the best laid plans.....It turned out to be a very different kind of summer, at home, at the word processor, writing and editing the upcoming ACE publication, Minorities on Campus: A Handbook to Enhance Diversity. I did manage to follow through on one sabbatical project, taking refresher Spanish lessons, and reverting at least part-time to my former life as a linguist. It was great fun and I am hoping that my study will come in handy as I work in the field of international education.

Though this summer was not really a sabbatical, it was a welcome change of pace, having the luxury to actually concentrate on a task without the usual meetings, phone slips, and adminstrivia. I will return after Labor Day with renewed energy and a feeling of great satisfaction of having completed the book.

A summer of writing would not have been possible without the capable and hard-working Marlene Ross, associate director of the Center, who served as acting director while continuing to shoulder her own significant responsibilities. Her summer was as frantic as mine was rewarding. Marlene was ably assisted by Sally Pickert (1986-87), who spent the summer as a visiting associate in the office. Sally brought new vision, lots of ideas, and resourcefulness. Watch for the new brochure, the work of alumnus Bob Shoenberg of the University of Maryland and Sally. Bob spent a day a week with CLD from September to May, 1988, as a visiting associate, working on a variety of Fellows-related projects.

The hard work of staff members Irene Itabashi and Donna McDoniel also proved that the place functioned quite well without me (better, perhaps?) As Fellows know well, Irene is simply indispensable. Thanks to them, also.

ACE is an exciting place these days. The Fellows Program continues to be dynamic and changing. The contributions of the Fellows, present and past, are central to its vitality. I have the good fortune to be in the center of all this energy and excitement and look forward to working with you and seeing you during the coming year.

Madeleine Green has accepted an appointment to the Board of Trustees of Wilson College, PA whose president is Mary-Linda Merriam, AFP 1977-78.

ALUMNI PROFESSIONAL DEVELOPMENT COMMITTEE SURVEY

WHAT'S YOUR OPINION?

The Alumni Professional Development Committee is considering several summer continuing education activities for Fellows. Would you please indicate in order of priority which program(s) you would seriously consider attending. Please number the following options, with 1 as your first choice and 4 or 5 as your last.

- Continuation of summer humanities conference in Aspen, Colorado
- Summer humanities conference at an alternate site
- Higher education international tour
- Caribbean cruise with seminars and workshops on board
- Other **

Please send your responses **BY OCTOBER 30** to Elsa Gomez, Dean, College of Arts and Science, Lock Haven University of Pennsylvania, Lock Haven PA 17745. Telephone: (717) 893-2136.

Name

Class

Phone

** Comments:

Council of Fellows Newsletter

Judith S. Eaton, Chair, ACE Board of Directors, President, Community College of Philadelphia

Robert H. Atwell, President, American Council on Education (ACE)

Patricia Senn Breivik, Chair, Executive Committee, Council of Fellows; Director, Auraria Library, University of Colorado at Denver

Elsa Gomez, Vice Chair, Executive Committee, Council of Fellows; Dean of Arts and Sciences, Lock Haven University

Madeleine F. Green, Vice President and Director, Center for Leadership Development (CLD), ACE

Marlene Ross, Associate Director, CLD, ACE

Irene Itabashi, Coordinator, Fellows Program, CLD, ACE

Donna McDoniel, Administrative Assistant, CLD, ACE

Sarah M. Pickert, Guest Editor; Chair, Education Department, The Catholic University of America

**AMERICAN
COUNCIL ON
EDUCATION**

One Dupont Circle
Washington, D. C. 20036

**A
C
E** **FELLOWS
PROGRAM**

**Leadership for
Higher Education
1989-90**

AMERICAN COUNCIL ON EDUCATION

Special Acknowledgement to the Andrew W. Mellon Foundation

The American Council on Education is indebted to the Andrew W. Mellon Foundation for its continuing support of the Fellows Program. Over the past 10 years, the Foundation has contributed more than one million dollars to the Program. The most recent award of \$300,000 will provide grants to institutions to help cover the cost of sponsoring a host Fellow and to support activities for Program graduates. The Andrew W. Mellon Foundation has been instrumental in the success of the Fellows Program.

Additional Foundation Support

The American Council on Education is grateful to the following foundations that have supported the Fellows Program and the activities of the Center for Leadership Development:

Asia Foundation	W.K. Kellogg Foundation
Bush Foundation	Knight Foundation
CIGNA Corporation	Lilly Endowment, Inc.
Ford Foundation	Phillips Petroleum Corporation
General Service Foundation	Rockefeller Foundation
IBM Corporation	Stuart Foundations

THE AMERICAN COUNCIL ON EDUCATION is a membership association of over 1650 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 administrative skills, and to give administrators an opportunity to reflect on a wide variety of issues facing higher education.

Other Programs and Services of the Center

Presidential programs: Seminars for college and university presidents and chancellors. (202-939-9410)

Presidential database: A longitudinal study of presidential career paths. (202-939-9420)

The National Leadership Group: A group of researchers and practitioners in the field of higher education leadership development convened by ACE to improve and promote professional development in colleges and universities. (202-939-9413)

Departmental Leadership Program: Seminars offered nationally to department and division chairpersons either through national workshops or on-campus programs. (202-939-9415)

Council of Fellows

The Council of Fellows is an organization of former Fellows that helps colleagues stay in touch with each other, the Fellows Program, and ACE. Former Fellows serve as advisors to newly designated Fellows, assisting them during their Fellowship year.

The Council publishes a newsletter, and holds professional and social activities at the ACE Annual Meeting and throughout the year.

ACE Annual Meeting

San Diego, CA, January 18-21, 1989

The 1989 Annual Meeting, "Education for the Common Good," will focus on issues affecting the nation and higher education. Every year, a number of special events are held for current and former ACE Fellows. This year's plan includes:

- Breakfast meeting for current Mentors and Nominators (by invitation)
- Executive Committee meeting of the Council of Fellows
- Breakfast and regional meetings for Fellows
- Dinner for Fellows, Mentors, and friends of the Program
- Business Meeting of Council of Fellows, open to past and present Fellows
- Pre-meeting workshops

Center Staff

Madeleine F. Green, Vice President and Director

Marlene Ross, Associate Director

Irene Itabashi, Assistant to the Director

Rose-Marie G. Oster, Director, Departmental Leadership Program

Jeanne Houghton, Administrative Assistant

Donna McDaniel, Administrative Assistant

Pamela Woods, Administrative Assistant

THE AMERICAN COUNCIL ON EDUCATION (ACE)

ACE FELLOWS PROGRAM

is

AN INVESTMENT IN THE FUTURE OF YOUR CAMPUS

and

AN INVESTMENT IN THE FUTURE OF HIGHER EDUCATION

Each year the **ACE FELLOWS PROGRAM (AFP)** provides the opportunity for 30 carefully selected women and men to:

- **GAIN A CAMPUS-WIDE POINT OF VIEW** by serving as an intern to a college or university president or vice president
- **LEARN NEW ADMINISTRATIVE SKILLS** through seminars and practical experience
- **UNDERSTAND HIGHER EDUCATION** in national and regional contexts by talking to national leaders and visiting many campuses

"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; 1984-86 Chair, ACE Commission on Leadership Development

This brochure contains information as well as nomination, resumé, and reference forms for the ACE Fellows Program. The Program, begun in 1965, has helped over 900 men and women gain the expertise and perspective necessary to assume significant leadership roles in higher education.

Each Fellow spends a full academic year in a mentor/intern relationship with a college or university president, vice president, and other senior officers. During the year, Fellows participate in three week-long seminars designed to sharpen their administrative skills and enhance their awareness of campus and national issues.

A 1988 tally of the first 23 classes shows that:

- Of the 903 Fellows, 111 including 25 women and 19 minority group members, have served as presidents of colleges and universities
- An additional 496 (55%) have held the position of vice president or dean, or have been an associate or assistant in those offices
- 29% of all Fellows — 45% in the last six classes — have been women
- 28% of all Fellows have been members of minority groups
- 80% of the Fellows indicated that the Program had been decisive in their choice of career paths

Why Invest in an ACE Fellow?

As part of the Program, Fellows have opportunities to learn to:

- Understand budgeting and financial procedures
- Formulate financial and academic plans
- Understand the complexities of collective bargaining
- Become familiar with faculty personnel issues and financial aid
- Lead curriculum planning and evaluation activities
- Become aware of the implications of national higher education issues for their institution

Fellows gain from:

- Experience in helping to deal with problems that chief campus leaders typically face
- An understanding of the decisions chief executive and academic officers must make
- A national network of colleagues for sources of ideas and successful practices

Who Makes a Good Nominee?

Here are some examples of the kind of person who should benefit from a year-long internship on another

campus or on the home campus with a president and vice president as Mentors.

- A department chair or assistant dean who shows potential for assuming a major leadership role but would profit from an opportunity to work with higher-level administrators. The campus would benefit by having an additional person with a national perspective on higher education issues.
- A faculty member who has skillfully chaired a major committee but needs exposure to administrative responsibilities in order to test an interest in a career in administration. Through a Fellowship, the faculty member would learn how other institutions solve similar academic and administrative problems.
- A director of a unit such as admissions or student activities who shows promise of taking a broader role, but needs to learn about a wider range of academic and administrative functions at the institution. A Fellowship would provide an opportunity for the person to work on simulated and real problems under the guidance of a Mentor.

The Internship Experience

The internship provides hands-on training in college and university administration for a full academic year. The Fellows Program is the only professional development program in higher education at the national level to provide on-the-job learning for an extended period.

Fellows serve as interns either on their home campuses 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?

- Attend key decision-making meetings
- Serve as executive assistants to the chief executive or chief academic officer
- Work on projects such as revising faculty handbooks, developing early retirement policies, conducting admissions and retention studies, and chairing search committees
- Write position papers and speeches

"The Fellows Program plays a key role in developing new talent and creative professional energy for college and university administration." Sheldon Hackney, President, University of Pennsylvania; 1980-81, 1982-83, 1983-84, 1985-86 Mentor

"The ACE Fellows Program contributes to the development of knowledgeable, capable, and productive leaders in higher education." Cleon F. Thompson, Jr., Chancellor, Winston-Salem State University; 1970-71 ACE Fellow; 1987-88 Mentor

I have found the ACE Fellows' network to be very effective. In particular, when I have called past ACE Fellows we usually discuss our experience in the Fellows Program and then talk business. When I talk to them, it's like speaking to a friend." Raul Cardoza, Vice President for Academic Affairs, East Los Angeles College; 1980-81 ACE Fellow

Our ACE Fellows participated at all levels of university business and served key roles on several important committees. North Carolina State University places a high value on the relationship we formed with our Fellows who comfortably worked their way into our administrative circles and into our hearts." Bruce Poulton, Chancellor, North Carolina State University; 1966-67 ACE Fellow; 1975-76, 1983-84, 1987-88 Mentor

- Using the Fellows' network, gather information about institutional practices on other campuses
- Write a Fellowship paper on a higher education topic

The Host Campus Option

Experience shows that the host campus option is preferable. Host assignments are arranged in consultation with the nominator, the Fellow, ACE staff members and cooperating campuses. The needs of the individual Fellow and the characteristics of the host institution are weighed carefully in the selection of host institutions. Fellows are encouraged to interview in person 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 free from regular teaching and administrative duties during the internship to permit the Fellow to take full advantage of the opportunities presented by the Program. This option requires special effort to ensure that the Fellow has 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. Through their contributions to the ACE Fellows Annual Fund, former Fellows make available a limited number of stipends of up to \$1,000 to home Fellows for travel and living expenses associated with a mini-internship on another campus. These awards are made at the beginning of the mini-internship.

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 the Fellow plan the year and monitors 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 for the Fellows.

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

Fellows Seminars

The three national Fellows Seminars are high points of the Fellowship year. Conducted in September, December, and May, these five-day sessions use role playing, problem solving workshops, discussions, and lectures to help Fellows understand and deal with central issues in higher education. Free flowing dialogues among Fellows, Mentors, experts, and national leaders provide unique learning experiences.

Seminar topics are organized around five central themes: financial management and planning, academic management and planning, personal and interpersonal dimensions of administration, leadership, and external forces affecting higher education.

Seminar topics range from federal policies affecting higher education to theories of management and leadership, from legal issues to opportunities for personal and professional growth.

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. Former Fellows agree that these visits are invaluable.

Fellows also organize regional seminars where current and former Fellows meet to talk about selected aspects of higher education administration. Such gatherings allow Fellows to study a cross-section of institutions, meet with higher education leaders, and conduct in-depth discussions on topics of their choosing.

Program Costs

An intensive, high quality program such as the Fellows Program inevitably requires a financial commitment by colleges, universities, and ACE. It is an investment in human resources for 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 cost of these seminars is estimated at \$6,000 to \$8,500 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 attend regional meetings. Host institutions may choose to cover the Fellow's commuting or moving

"The Fellows Program serves a critical role by reducing the amount of on-the-job training needed for college and university administrators. It helps individuals make good choices about their own futures." Barbara Uehling, Chancellor, University of California, Santa Barbara; 1983-84, 1984-85, 1986-87 Mentor

"Our ACE Fellow brought us new perspectives on old problems, and helped us find some fresh approaches to them. It was a pleasure to have her with us." Mary Maples Dunn, President, Smith College; 1986-87 Mentor

costs, but are not required to do so. Thus total costs can be estimated at \$8,500 to \$11,000.

Institutions that are not ACE members are eligible to participate in the Program for a tuition fee of \$1,700. This fee is in addition to other Program costs described above. Because many ACE memberships cost less than \$1,000, membership dues are often less than the tuition. ACE member institutions receive up-to-date information on a variety of issues and solutions to problems in higher education through policy briefs and journal reports. They have access to expert consultants who can assist campuses with specific issues, and an annual meeting where they can share their interests with colleagues. Through its government relations staff, ACE insures that higher education's interests are represented on Capitol Hill.

Foundation Support for ACE Fellows

The Andrew W. Mellon Foundation

Grants from the Andrew W. Mellon Foundation have enabled the American Council on Education to make grants of \$6,500-\$7,500 available to ACE member institutions that sponsor a

Fellow for a host internship. Approximately five grants are awarded to institutions that demonstrate the greatest financial need on the basis of an application form included with nomination materials. These grants provide a stipend to the home institution to offset the cost of hiring faculty or administrators to replace the Fellow during the internship.

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 program participants. 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, MN 55424.

Knight Foundation

One grant of \$7,000-\$9,000 is available to nominating institutions that demonstrate financial need and are located in one of the following cities: Aberdeen, SD; Akron, OH; Albany, NY; Biloxi, MS; Boca Raton, FL; Boulder, CO; Bradenton, FL; Charlotte, NC; Columbia, SC; Columbus, GA; Detroit, MI; Duluth, MN; Flint, MI; Fort Wayne, IN; Grand Forks, ND; Lexington, KY; Long Beach, CA; Macon, GA; Miami, FL; Milledgeville, GA; Mobile, AL; Myrtle Beach, SC; Nashville, TN; Norfolk, VA; Oklahoma City, OK; Pasadena, CA; Philadelphia, PA; Providence, RI; San Jose, CA; St. Paul, MN; State College, PA; Tallahassee, FL; Tucson, AZ; and Wichita, KS.

The grant is to offset the cost of replacing the Fellow who is an intern on another campus.

How to Nominate a Fellow

The chief executive officer or chief academic officer of the candidate's institution must make the nomination (Form #1). Candidates must have a



1985-86 ACE Fellows:
Anne S. McNutt, Joseph L. Fink, III, and Henry N. Tisdale

minimum of five years of college level teaching or administrative experience. Each college or university may nominate two candidates. The means by which the nominees are chosen is entirely within the discretion of the nominating institution. ACE recommends that the Program be widely publicized and a competition to select the nominee be conducted.

All *nominees* must complete the "Resumé of Candidate" (Form #2) and the "Candidate and Institutional Profile Form" (Form #2a). Candidates should take great care in completing the "Resumé," since it plays a major role in the selection of Fellows.

Four *referees*, selected by the candidates, must complete the "Confidential Evaluation" (Form #3).

Those institutions applying for the Andrew W. Mellon or Knight Foundation Grants to help underwrite the costs of sponsoring a Fellow must complete the "Grant Application Form" (Form #4). Note that this form must be returned by November 15 with the nomination form.

Hosting an ACE Fellow

Regardless of whether or not you choose to nominate candidates, you may apply to host a Fellow by completing the "Application to Host an ACE Fellow" (Form #5). The obligations of being a host institution are listed on that form. Please be aware that the large number of applicants to host Fellows and the need to match Fellows with the kind of institution most suitable to their goals may mean that there will be no Fellow for you in any given year. If you have been unsuccessful in securing a Fellow in the past, please do not be discouraged from applying again.

The Selection Process

Resumés and Confidential Evaluation Forms receive a careful reading by three-member committees of ACE staff and college or university administrators. On the basis of this reading, approximately 60 candidates are invited for interviews in Washington, D.C. in February.

These finalists participate in a series of interviews with a six-member committee of ACE staff and senior administrators from all sectors of higher education. The Fellows are announced at the beginning of March.



1985-86 Mentor Jack L. Peltason and ACE Fellow Jordan L. Cohen



1986-87 Fellows:
William C. Grant, Lee J. Williams and Nancy Jordan

For additional application forms or information, please write or call:

ACE Fellows Program
Center for Leadership Development
American Council on Education
One Dupont Circle
Washington, DC 20036-1193
(202) 939-9420

Instructions For Nominators And Candidates

ACE FELLOWS PROGRAM (AFP)
AMERICAN COUNCIL ON EDUCATION

Please be sure to read the preceding brochure carefully, especially the section outlining the home and host internship options and Program costs. No more than two candidates may be nominated from one institution and/or campus. Then, when your candidate(s) has been designated, please have the appropriate people complete and return the following forms by November 15. Completed forms should be copied for your files.

- **One copy of Form #1 - "Nomination of Candidate"** to be completed by the president or a senior officer.
- **Six copies of Form #2 - "Resumé of Candidate"** to be completed by the candidate.
- **One copy of Form #2a - "Candidate and Institutional Profile"** to be completed by the candidate. This information will be used to compile statistical profiles on the candidates.
- **One copy of Form #3 - "Confidential Evaluation"** to be completed by each of the candidate's four referees. Please duplicate this two-sided form for each of your referees. Candidates should select four individuals in a position to evaluate their accomplishments and potential. Evaluators should complete Form #3 and return it directly to the ACE Fellows Program office no later than November 15.
- **Two copies of Form #4 - "Grant Application Form"** to be completed by the president or a senior officer from an ACE member institution. Only institutions in need of financial support who nominate individuals for a Fellowship at another campus may apply. The Grant Application Form must be submitted along with the Nomination Form.
- **One copy of Form #5 - "Application to Host an ACE Fellow"** to be completed by the president or a senior officer, only if you wish to be a Mentor and host an ACE Fellow from another campus.

In mid-January, all nominators and candidates will be informed about the results of the screening process. Finalists will be invited to be interviewed in Washington, D.C. in February. Please note that nominating institutions are asked to cover the interview expenses. The new class of ACE Fellows will be announced about March 1. If you have any questions, write to the ACE Fellows Program office at the Council's address or call (202) 939-9420.

Nomination of Candidate

1989-90 ACE FELLOWS PROGRAM (AFP)

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

1. We accept President Atwell's invitation to nominate one or two candidates under the arrangements described in the ACE brochure. We understand that the candidate will return Forms #2 and 2a, and referees will return Form #3 directly to the ACE Fellows Program office.

2. Our candidate is (name and title):

3. If our candidate is selected as an ACE Fellow:

- a. We will release our Fellow from his or her regular responsibilities on this campus and agree to have the ACE staff arrange an internship on another campus.
- b. We will release our Fellow from his or her regular responsibilities on this campus and provide an internship at our own institution.

4. ACE Member institutions:

Please indicate if your institution is applying for grant support from the Mellon or Knight Foundations. **Note** that *only* ACE member institutions may apply for grant support and that candidates must spend the Fellowship year at another campus.

- We are applying for a foundation grant. Our application is attached.

Signed: _____

(Signature of President or Senior Officer)

Please type the following:

Name of Official _____

Title _____

Institution _____

Address _____

City _____ State _____ Zip Code _____

Telephone (_____) _____

Date _____

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Dotted Line

Return by November 15, 1988 to:
ACE Fellows Program
American Council on Education
One Dupont Circle
Washington, D.C. 20036-1193
(202) 939-9420

Resumé of Candidate

1989-90 ACE FELLOWS PROGRAM (AFP)

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

(This resumé and four references (see Form No. 3) will be the basis for the designation of finalists to be interviewed for the selection of ACE Fellows. Please append additional sheets to this resumé as necessary.)

Name of Candidate _____ Age _____

Present Title _____

Name of Institution _____

Office Address _____

(Zip Code)

Telephone (____) _____

Home Address _____

(Zip Code)

Telephone (____) _____

PROFESSIONAL HISTORY:

(List all your professional positions, beginning with your present position. For your most recent positions describe the nature of your responsibilities and list three to five major accomplishments in those positions. Use additional paper if necessary.)

Positions and Ranks

Institutions

Dates

Date of tenure and current academic rank (if applicable) _____

EDUCATION (graduate and undergraduate):

Institutions	Field(s) of Concentration	Dates	Degrees
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Honors, Fellowships, etc. _____

PUBLICATIONS:

On a separate sheet of paper, please list your publications (books, documents and monographs, articles, book reviews, compositions and abstracted works).

REPRESENTATIVE PROFESSIONAL ACTIVITIES:

(List by specific organizations and dates, public lectures, consultancies, and service to professional societies, including leadership posts, if any.)

PROFESSIONAL HONORS, LISTINGS, AWARDS, AND RESEARCH SUPPORT:

(List with dates.)

CIVIC AND COMMUNITY ACTIVITIES:

(List with dates and location, the names of organizations, and leadership posts, if any.)

BACKGROUND:

(Include a brief summary of your background. Information about your family, early education, employment, and personal interests may be included.)

LIST FOUR PERSONS SUBMITTING CONFIDENTIAL EVALUATIONS (FORM NO. 3) DIRECTLY TO ACE:

(List names, titles, and addresses. At least two references should be present or former supervisors.)

1. _____

2. _____

3. _____

4. _____

To the best of my knowledge, the information contained in this resumé is accurate.

Signature: _____

Date: _____

Please respond to the following items using the sheets provided in this application. Each response should be no longer than 500 words:

1. Describe a situation from your career in higher education in which you took a leadership role. In what ways were you effective? In what areas were you not effective? What did you learn from the experience?

PLEASE PRINT OR TYPE IN BLOCK LETTERS AND WRITE IN INK OR BLUE INK. DO NOT WRITE IN RED INK. DO NOT WRITE IN PENCIL. DO NOT WRITE IN GEL INK. DO NOT WRITE IN MARKERS. DO NOT WRITE IN CHALK. DO NOT WRITE IN CRAYONS. DO NOT WRITE IN PENS. DO NOT WRITE IN BALLPENS. DO NOT WRITE IN FOUNTAIN PENS. DO NOT WRITE IN QUILL PENS. DO NOT WRITE IN FEATHER PENS. DO NOT WRITE IN BRUSH PENS. DO NOT WRITE IN REBRUSHING PENS. DO NOT WRITE IN FIBER TIPS. DO NOT WRITE IN FIBER TIP PENS. DO NOT WRITE IN FIBER TIP BALLPENS. DO NOT WRITE IN FIBER TIP FOUNTAIN PENS. DO NOT WRITE IN FIBER TIP QUILL PENS. DO NOT WRITE IN FIBER TIP FEATHER PENS. DO NOT WRITE IN FIBER TIP BRUSH PENS. DO NOT WRITE IN FIBER TIP REBRUSHING PENS.

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At the end of my shift, I will return my equipment to the _____

Please respond to the following items using the space provided. Do not write in red ink or blue ink. Do not write in pencil. Do not write in markers. Do not write in chalk. Do not write in crayons. Do not write in pens. Do not write in ballpens. Do not write in fountain pens. Do not write in quill pens. Do not write in feather pens. Do not write in brush pens. Do not write in rebrushing pens.

2. Write a response to the mini-case below, indicating how you would characterize the problem(s) it contains, and the response(s) you would suggest. (Permission to adapt and use by John B. Bennett, ACE Fellow 1975-76).

Mini-Case

Dean Brown had been invited by the history faculty and chairperson to come to their next department meeting to discuss the future of the department. Enrollment was holding up satisfactorily in the college as a whole as well as in the history survey courses. The general education requirements saw to that, and although periodic studies were undertaken, there was little sentiment for changing them. The problem was with the upper division courses. In this time of job consciousness among both faculty and students, the number of history majors had declined precipitously. There simply weren't enough students coming through to sustain the courses necessary for a history major. Thoughts of a liberal arts college without a history major sent a shudder up Brown's spine. The history faculty was restless but not hostile. Should he tell them that the future looks even bleaker than the present? Should he seek to inspire them to new arrangements and interdisciplinary ventures that had very little chance of success? Should he appeal to their sense of the flow of history itself and urge them to hold on and await the return of the swinging pendulum? Should he initiate a college-wide study committee and thus sidestep the issue for awhile? Dean Brown knew that he was being tested. The dean, after all, is an academic leader, and he was being called up to lead. How would you advise Brown to proceed?

Candidate and Institutional Profile Form

1989-90 ACE FELLOWS PROGRAM (AFP)

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT**Personal Data:**

Name _____ Business Phone _____

Title _____

Institution Name _____

Institution Address _____
_____Home Address _____

Home Phone _____

Social Security No. _____ Age _____ Sex _____

Race/Ethnicity ___ Caucasian ___ Black ___ Hispanic ___ Asian ___ Native American

Member of the military ___ Ordained clergy ___

Highest degree earned and discipline _____

Current discipline if other than highest degree earned _____

How did you learn about the ACE Fellows Program? _____

Institutional Data:

Affiliation of institution ___ Public ___ Private

Type of institution (please check appropriate category):

___ 2-year—offers primarily associate degrees and occupational programs.

___ Baccalaureate—offers primarily undergraduate degrees.

___ Comprehensive—offers baccalaureate degrees and some master's and professional degrees, but lacks doctoral programs or offers very few.

___ Doctoral/Research—offers doctoral level degrees as well as others; conducts substantial federally-funded research.

___ Military—institutions sponsored by the military service.

___ Professional—institutions offering specialized degrees only (e.g., schools of theology, medicine, law, engineering).

___ Other

Is your institution a member of the American Council on Education? ___ Yes ___ No

Is your institution applying for grant support? ___ Yes ___ No

◀ Tear Along
Dotted Line

Return by November 15, 1988 to:
ACE Fellows Program
American Council on Education
One Dupont Circle
Washington, D.C. 20036-1193
(202) 939-9420

Confidential Evaluation

1989-90 ACE FELLOWS PROGRAM (AFP)

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

(Please photocopy this form for each of your referees.)

Name of Candidate _____

Name of Evaluator _____

Title _____

Institution _____

Date _____

1. How do you know the candidate?

2. How many years have you known the candidate?

3. Please rate the candidate with respect to each characteristic listed below—indicating *his or her relative standing among peers*. Rating: 4 = Outstanding; 3 = Good; 2 = Average; 1 = Below Average.

- _____ Leadership ability
- _____ Interpersonal skills
- _____ Breadth of interests
- _____ Motivation
- _____ Knowledge and understanding of the functioning
of an academic institution

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Grant Application Form

for a grant from

THE ANDREW W. MELLON FOUNDATION OR

THE KNIGHT FOUNDATION

1989-90 ACE FELLOWS PROGRAM

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

NOTE: Only ACE member institutions may apply for these grants. Grant applications must be submitted with the institutional nomination Form # 1.

To be completed by the nominator or designee

Name

Position

Institution

Candidate's name

Institutional Federal ID Number

In order to assist institutions that lack the necessary resources to sponsor a candidate for a Fellowship on another campus, several grants of approximately \$7,500, from the Andrew W. Mellon Foundation and one grant from the Knight Foundation, are available to ACE member institutions. These grants offset the costs of replacing the Fellow. They are intended to help institutions hire additional faculty to teach some of the courses which would have been taught by a Fellow and/or to provide funds to carry out the administrative duties for a Fellow who is currently an administrator. Please refer to the brochure for a description of grant requirements. ACE will determine the appropriate fund source for the institution.

Awards are made according to institutional need. Private colleges with small endowments, colleges and universities that have undergone severe financial cutbacks, and institutions that can demonstrate that they could not support a Fellow without aid are eligible for assistance.

Please note that the selection of the Fellow will be made totally without reference to the grant application. If your candidate is successful, and your institution is not awarded a grant, you may then decide whether or not to sponsor your Fellow without a grant.

You will be notified about the grant award shortly after your candidate is accepted into the ACE Fellows Program.

1. Please provide below a brief financial narrative that indicates why your institution should be considered for this need-based grant (attach additional pages if necessary).

2. The following specific information will assist ACE in assessing the relative needs of institutional applicants.

NOTE: only private institutions need to respond to the asterisked items. Please list financial information from the last two years and your projected budgeting for the current academic year.

	FY 1987	FY 1988	Projected FY 1989
Total Annual Operating Budget	\$ _____	\$ _____	\$ _____
Size of Endowment and Quasi Endowment (market value)	\$ _____	\$ _____	\$ _____
*Current Fund Balance	\$ _____	\$ _____	\$ _____
*Plant Fund Balance	\$ _____	\$ _____	\$ _____
*Contingency Fund	\$ _____	\$ _____	\$ _____
Enrollment (FTE)	_____	_____	_____
Faculty (FTE)	_____	_____	_____
Professional Development Budget	\$ _____	\$ _____	\$ _____
*Tuition Dependency (tuition as proportion of education and general expenditures)	_____ %	_____ %	_____ %

3. Average Faculty Salary (by rank):

	FY 1987	FY 1988	Projected FY 1989
Professor rank	\$ _____	\$ _____	\$ _____
Associate rank	\$ _____	\$ _____	\$ _____
Assistant rank	\$ _____	\$ _____	\$ _____
Instructor rank	\$ _____	\$ _____	\$ _____

4. Is or was your institution a Title III college or university?
During which years?

5. Please specify how your institution would allocate the grant monies toward the replacement of your Fellow:

6. Any other factors to be considered?

NOTE: Please return this completed form by November 15, 1988 with your Nomination Form #1 to:

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

Application to Host an ACE Fellow

1989-90 ACE FELLOWS PROGRAM (AFP)

AMERICAN COUNCIL ON EDUCATION
CENTER FOR LEADERSHIP DEVELOPMENT

We would like to accept President Atwell's invitation to host an ACE Fellow and serve as Mentors. We have read the ACE Fellows Program brochure and understand the following elements of this program.

- Designation of senior officers as Mentors, generally the President and Academic Vice President.
- Provision of an office for the Fellow that is near the Mentors.
- Involvement of the Fellow in all aspects of institutional administration.
- Provision of approximately \$8,000-\$11,000 to cover Fellow's on-site and travel expenses associated with three national Fellows' seminars, the ACE Annual Meeting, regional ACE Fellows' meetings, and campus visits. The precise amount required will depend on the institution's location.

Since there are many more institutions willing to host Fellows than there are available Fellows, please note that this indication of your willingness to host a Fellow does not guarantee that a Fellow will be placed on your campus. Receipt of this form will not be acknowledged unless a placement seems likely during the placement process in May and June.

Signed: _____ Telephone (____) _____
(Signature of President or Senior Officer)

Please type the following:

Name of Official _____

Title _____

Institution _____

Address _____

City _____ State _____ Zip Code _____

Date _____

ACE Board of Directors 1988

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James J. Whalen, President, Ithaca College; *Vice Chair*
Frank H. T. Rhodes, President, Cornell University; *Immediate Past Chair*
Robert L. Albright, President, Johnson C. Smith University; *Secretary*
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Edward T. Foote II, President, University of Miami
Alfredo G. de los Santos, Jr., Vice Chancellor for Educational Development, Maricopa Community Colleges
Hoke L. Smith, President, Towson State University

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Donald G. Phelps, Chancellor, Los Angeles Community College District

- Hoke L. Smith**, President, Towson State University
Cynthia H. Tyson, President, Mary Baldwin College
James J. Whalen, President, Ithaca College; *Vice Chair*

Elected Officers of Associations—Ex officio for three-year terms:

- Lawrence W. Tyree**, Chancellor, Dallas County Community College District; *American Association of Community and Junior Colleges*
Alice Chandler, President, State University College of New Paltz; *American Association of State Colleges and Universities*
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Elected Officers of Associations: Ex officio for one-year nonvoting term:

- David M. Lascell, Esq.**, Nixon, Hargrave, Devans & Doyle; *Association of Governing Boards of Universities and Colleges*
David S. Sparks, Vice President for Academic Affairs, Graduate Studies, and Research, University of Maryland; *Council of Graduate Schools*

WHES Representative—One-year nonvoting term:

- Alice Gallin**, OSU, Executive Director, Association of Catholic Colleges and Universities, *Washington Higher Education Secretariat*

Executive Secretary

- Irene L. Gomburg**
American Council on Education

Calendar of ACE Fellows Program Selection Activities

August	Nomination and application forms are sent to presidents and chief academic officers of all ACE member institutions. No more than two nominations may be submitted from an institution.
November 15	Nominations, applications, and references must be postmarked by this date.
January 15	Finalists are notified.
February	Interviews conducted in Washington, D.C.
March 1	Announcement of ACE Fellows.
May	Placement process begins.
August	Internship begins.
June	Internship usually ends.

AMERICAN COUNCIL ON EDUCATION

One Dupont Circle
Washington, D. C. 20036

Nonprofit Organization
U.S. POSTAGE
PAID
Washington, DC
PERMIT NO. 5371



LMC

THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA

April, 1987



Dear ACE Fellow:

For the past three years, the ACE Fellows have responded magnificently to the invitation to support the Fellows Program through its alumni fund. The first year's drive yielded \$22,635, including a \$5,000 matching grant from the Phillips Corporation. The 1985-86 drive topped that figure at \$23,025. Additionally, close to \$10,000 in interest was earned during those two years.

The third drive is still in progress, and we have not yet received your contribution. We are only part of the way to our goal of \$30,000; to date, alumni and other contributions total \$14,217. Won't you please help us reach our goal?

Attached is a list of contributions by class. Many of the classes could do better, and we are counting on your support to make this one of the most successful annual fund drives to date.

This drive is an important source of funds used to provide special services to the ever-growing alumni group and to maintain the excellence of the program. Grants totalling \$7,500 have been awarded to home Fellows to enable them to enjoy mini-host Fellowships of a month or more. A second annual summer program of reading and intellectual revitalization will again be supported by the alumni fund. (You should have already received information about the forthcoming Aspen program.)

The Fellows Program has an unrivalled track record and an enviable reputation in higher education. Won't you join your colleagues in signalling your continued endorsement of the program by contributing to the 1986-87 annual fund?

Sincerely,

Frederick W. Obear
Chancellor

/swm

Attachment

SUMMARY REPORT ANNUAL GIVING - COUNCIL OF FELLOWS

May 5, 1987

Class Year	Number of Fellows	Contributors As of May 5	% of Class Contributing	Amount Contributed
1965-66	21	7	33	700.00
1966-67	39	6	15	295.00
1967-68	43	11	26	937.50
1968-69	49	2	4	125.00
1969-70	47	4	9	275.00
1970-71	34	7	21	625.00
1971-72	35	2	6	150.00
1972-73	39	4	10	635.00
1973-74	37	6	16	525.00
1974-75	39	6	15	425.00
1975-76	45	6	13	170.00
1976-77	43	8	19	665.00
1977-78	46	16	35	605.00
1978-79	51	13	25	790.00
1979-80	39	8	21	370.00
1980-81	42	14	33	900.00
1981-82	41	10	24	490.00
1982-83	46	32	70	2040.00
1983-84	32	17	53	920.00
1984-85	31	18	58	925.00
1985-86	31	31	100	1910.00
Other				550.00
Grand Total				\$15,027.50

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

I enclose my contribution to: 1986-87 Annual ACE Fellows Fund

_____ \$500.00
_____ \$250.00
_____ \$100.00
_____ \$ 50.00
_____ Other

Name: _____ Class Year: _____

AMERICAN COUNCIL ON EDUCATION

Office of the President

C. Mason
cc: L. Clark
F. Richardson
E. Smallwood
J. Rogers

December 1986

LMC

Dear ACE Member Colleague:

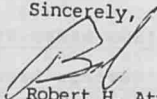
This past summer, the Supreme Court Ruled on Meritor Savings Bank, FSB v. Vinson, a case involving sexual harassment in the workplace. In the wake of this important decision, the American Council on Education recognized the need to re-examine the issue, and to provide as a benefit to its members, relevant information toward the development of appropriate policies and procedures regarding sexual harassment.

The findings of recent studies indicate that sexual harassment is a pervasive problem. Such a problem clearly demands prompt attention, for its effects are often devastating.

I hope you will find the enclosed statement useful in reviewing or developing your campus response to the issue of sexual harassment. If you need additional information, please do not hesitate to contact Donna Shavlik, Director, Office of Women in Higher Education, at ACE.

This document is being provided to all ACE members. Because of the importance of this topic, copies of this document are available to nonmembers upon receipt of a stamped self addressed envelope, care of ACE's Office of Women in Higher Education.

Sincerely,



Robert H. Atwell
President

RECEIVED

DEC 20 1986

CHANCELLORS OFFICE
ACSU

Since the civil rights movement of the '60s, our consciousness has been raised about the issue of sexual harassment. It is easy to assume that the problem is under control. Wrong. In a recent study done at Harvard University, for example, substantial numbers of women across the academic spectrum reported that they had experienced sexual harassment. Thirty-two percent of tenured female professors, 49 percent of those without tenure, 41 percent of female graduate students, and 34 percent of undergraduate women reported encountering sexual harassment in some form from a person in authority at least once while at the university. These figures correspond with a number of other studies that report that between 20 and 30 percent of undergraduate women and 30 to 40 percent of graduate women experience some form of sexual harassment.

SEXUAL HARASSMENT ON CAMPUS: SUGGESTIONS FOR REVIEWING CAMPUS POLICY AND EDUCATIONAL PROGRAMS

INTRODUCTION

This statement is designed to provide guidance to colleges and universities in reviewing or establishing policies, procedures, and programs on sexual harassment.

The recent Supreme Court decision on Meritor Savings Bank, FSB v. Vinson is reviewed and general guidelines for establishing effective campus programs on sexual harassment are presented.

THE MERITOR SAVINGS BANK, FSB V. VINSON, DECISION

In Meritor Savings Bank, FSB v. Vinson, (June 1986) the Supreme Court unanimously ruled that sexual harassment in the workplace which causes a hostile or offensive job environment is actionable under Title VII of the Civil Rights Act of 1964, even if it does not result in job or promotion loss.

The Court declared that an employee need not suffer any tangible economic loss to bring such a claim. The ruling enunciates the conditions under which sexual harassment may violate federal civil rights laws, and serves as an important reminder of the need to establish policies that clearly prohibit sexual harassment. Further, the ruling suggests procedures for limiting an employers liability for sexual harassment claims.

The decision in Vinson concluded that a hostile work environment, created by the unwelcome sexual advances of a supervisor, amounts to illegal employment discrimination. The case also makes clear that whether or not sex-related conduct is "voluntary" in the sense that an individual is not forced against his or her will to participate, it will not serve as a defense to a sexual harassment suit brought under Title VII where the conduct is unwelcome. However, the Court declined to issue definitive guidelines regarding the scope of employer liability. The Court further stated that employers could not use ignorance of the harassment experience as a complete shield from liability. The existence of a general or a harassment-specific grievance policy also would not necessarily provide an adequate shield.

Although the Vinson decision applies specifically to employment, it is prudent to examine the case and its implications for the campus setting. This provides an opportunity to renew institutional commitment to eliminating sexual harassment, or to develop an institution-wide program to address the problem.

THE IMPORTANCE OF DEVELOPING A CAMPUS PROGRAM ON SEXUAL HARASSMENT

The educational mission of a college or university is to foster an open learning and working environment. The ethical obligation to provide an environment that is free from sexual harassment and from the fear that it may occur is implicit. The entire collegiate community suffers when sexual harassment is allowed to pervade the academic atmosphere through neglect, the lack of a policy prohibiting it, or the lack of educational programs designed to clarify appropriate professional behavior on campus and to promote understanding of what constitutes sexual harassment. Each institution has the obligation, for moral as well as legal reasons, to develop policies, procedures, and programs that protect students and employees from sexual harassment and to establish an environment in which such unacceptable behavior will not be tolerated.

Taking preventative steps can help shield the institution from potential liability as well as address legitimate constituent concerns.

KEY COMPONENTS OF EFFECTIVE CAMPUS PROGRAMS

An effective campus program on sexual harassment has several key elements affecting both policy and procedure. These elements can also be found in successful business and government programs. They are:

1. A basic definition: What constitutes sexual harassment?
2. A strong policy statement: Sexual harassment will not be tolerated.
3. Effective communication: Channels exist for informing students, faculty, staff, and administrators about the campus policy against sexual harassment.
4. Education: Educational programs are designed to help all members of the community recognize and discourage sexual harassment.
5. An accessible grievance procedure: Alternative methods of initiating complaints and a procedure to insure the rights of all parties are protected as much as possible should be provided. Complaints are investigated and resolved promptly.

Common Elements of Sexual Harassment

The task of developing a basic statement of what constitutes sexual harassment is an important part of the educative process for the campus. This paper does not attempt to give a model definition suitable to all campuses, but instead presents some of the elements to consider in developing a basic statement.

Sexual harassment is a form of sex discrimination which is illegal under Title VII of the Civil Rights Act of 1964 for employees and under Title IX of the Elementary/Secondary Education Act of 1972 for students. Some states laws and/or regulations also render it illegal.

Sexual harassment can be verbal, visual, or physical. It can be overt, as in the suggestion that a person could get an "A" if a particular sexual favor is granted. Or, it can consist of persistent, unwanted attempts to change a professional relationship to a personal one. Sexual harassment can

range from inappropriate put-downs of individual persons, unwelcome sexual flirtations, or classes of people to serious physical abuses such as rape. It is coercive and threatening; it creates an atmosphere that is not conducive to teaching, learning, and working.

The University of Wisconsin has taken these elements and turned them into a working policy statement, which here serves as an example. This policy definition is contained in a document that includes additional descriptions of what constitutes sexual harassment and how the policy will be implemented.

For general policy purposes, sexual harassment may be described as unwelcome sexual advances, requests for sexual favors, and other physical and expressive behavior of a sexual nature where: (1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education; (2) Submission to or rejection of such conduct by an individual is used as the basis for academic or employment decisions affecting the individual; or (3) Such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating an intimidating, hostile or demeaning employment or educational environment.
... University of Wisconsin, May 7, 1981

Grievance Procedures

If a general grievance procedure is not already in place, a complaint and reporting system should be created. It should allow students and employees to report harassment free from threats of reprisals and should adequately protect the anonymity of all parties involved. The design of the grievance procedure should include a provision that allows the complaining party to avoid her or his immediate supervisor or department head, who frequently, as in Vinson, may be the source of the problem.

In some situations it may be impossible to determine whether the sexually harassing conduct did or did not occur. Therefore, substantial sensitivity and confidentiality should be accorded an investigation.

GUIDELINES FOR DEVELOPING A CAMPUS PROGRAM ON SEXUAL HARASSMENT

The following guidelines may be helpful in improving a current sexual harassment policy/program, or designing a new one:

1. Develop a strong policy prohibiting sexual harassment. A formal policy should be in place that defines sexual harassment and includes a statement as to why it is important for your institution to prevent sexual harassment. The policy may be more effective if it is endorsed by the faculty governing body and monitored by a committee of that body.
2. Develop a grievance procedure that encourages the reporting of incidents of sexual harassment, that allows first for informal resolution and then, if the process fails, for formal resolution.
3. Disseminate the policy to all faculty, staff, administrators, and students as well as to those who contract to do business on campus including those agencies, businesses, education groups, etc. that provide students with internships. The policy and supporting materials could be included in the student handbook; course catalog; course timetable; employee handbook; administrative, faculty, and staff handbooks; pamphlets; institutional campus contracts; and could be incorporated into the academic governance code.
4. Develop a method for informing new staff, faculty, students, and administrators about the policy and for including them in all education programs. Orientation programs and other in-house workshops and seminars may serve as appropriate forums.
5. Create and keep current a campus-wide educational program designed to help all members of the campus community to understand, prevent, and combat sexual harassment. Brochures describing what kinds of behavior constitute sexual harassment and what the person who is being harassed should do about it have been used very successfully on a number of campuses. (See campus resource listing below.)

6. Provide additional training to supervisory personnel, especially deans, department heads, and administrative and student affairs staff, through workshops and seminars. Student and collegiate governance structures may be appropriate outlets for ongoing training and discussion.
7. Appoint a coordinator to handle reports of harassment. The ombudsperson, affirmative action officer, a student affairs staff member, or a combination of people in these positions, could serve in such capacity. This person or persons should be known to students, faculty, staff, and administrators, and be highly respected by the entire campus community.
8. Adopt, publicize, and enforce penalties for violations of the policy.
9. Investigate and resolve complaints promptly.
10. Keep written records, but take precautions to protect the privacy of all parties involved.
11. Take action to resolve claims even if a discrimination charge has been filed with EEOC or a state EEO agency.
12. Publish the results of resolved complaints on a periodic basis, making certain that all information to be used protects the privacy of parties involved.

RESOURCE PERSONS AND MATERIALS

Listed below are some campus personnel who have worked extensively on the issue of sexual harassment and are willing to consult with others on the development of policies, procedures or programs dealing with sexual harassment. Also listed are a few major resource materials.

RESOURCE MATERIALS

The Sexual Harassment Packet by the Project on the Status and Education of Women (PSEW), Association of American Colleges. Contains six papers on sexual harassment: "Sexual Harassment: A Hidden Issue," Selected articles from On Campus With Women, 1982-85, "Title VII Sexual Harassment Guidelines and Education Employment," "What Can Students Do About Sex Discrimination?," "Writing A Letter To The Sexual Harasser: Another Way of Dealing With The Problem," and "Harvard Issues Statement About Sexual Harassment and Related Issues," Available for \$5.00 from PSEW, 1818 R Street, N.W., Washington, DC 20009.

"In Case of Sexual Harassment: A Guide for Women Students" also by PSEW. Available for \$2.00.

"Dealing with Sexual Harassment," Harvard Business Review, May-June, 1981, article by Mary Potter Rowe.

"Sexual Harassment ... Some See It ... Some Won't," Harvard Business Review, April-May, 1981, article by Eliza G.C. Collins and Timothy B. Blodgett.

"Policy Statement on Sexual Harassment," developed by the Committee on Academic and Student Personnel of the Association of State Colleges and Universities (AASCU). Available from AASCU, One Dupont Circle, Suite 700, Washington, DC 20036.

"Dealing With Sexual Exploitation: A Resource Guide." Prepared by the Coordinating Consortium on Sexual Education, University of Florida. Available free of charge.

Winter, 1983 Journal of the National Association of Women Deans, Administrators, and Counselors, Vol. 46, No. 2. The entire issue is devoted to sexual harassment. Available from NAWDAC, 1325 18th Street, N.W., Suite 210, Washington, DC 20036.

"Dealing with Harassment Concerns," May, 1985, Speech by Mary Potter Rowe. Available from Office of Women in Medicine, Yale Medical School, Yale University, New Haven, CT 06520.

RESOURCE PERSONS

The University of Minnesota
Minneapolis, MN 55455

Patricia Mullen
Director of Affirmative Action
419 Morrill Hall
(612) 624-9547

Bonita Sindelir
Associate Attorney
330 Morrill Hall
(612) 624-4100

Anne Truax
Director of the Women's Center
192 Pillsbury Drive, S.E.
(612) 625-2874

The University of California
Santa Barbara
Santa Barbara, CA 93106

Harlene McAda
Assistant Vice Chancellor for
Student and Community Affairs and
University Grievance Officer for
Sexual Harassment
Cheadle Hall 5203-C
(805) 961-2771

Leslie Zomalt
Consultant
Sex Education Program
(805) 961-3778

College of Saint Catherine
204 Randolph Avenue
St. Paul, MN 55105

Karen Johnston
Director of Personnel
(612) 690-6560

The University of Wisconsin
Madison, WI 53706

Marian Swoboda
Assistant to the President
(608) 262-6404

Massachusetts Institute of
Technology
Cambridge, MA 02139

Mary Potter Rowe
Special Assistant to the President
(617) 253-5902

The University of Florida
Gainesville, FL 32611

Phyllis Meek
Associate Dean for Student Affairs
129 Tigert Hall
(904) 392-1261

The logo for the American Council on Education, featuring the text "AMERICAN COUNCIL ON EDUCATION" in a bold, sans-serif font, set against a stylized, abstract background of overlapping shapes in shades of pink and red.

AMERICAN
COUNCIL ON
EDUCATION

Dear Friend:

Please take a moment to look through the enclosed membership materials from the American Association for Higher Education.

AAHE reinforces the ACE Fellows Program in a number of important ways. The AAHE Bulletin and Change magazine cover many of our agendas, and AAHE's National Conference, always a treat, is a favorite oasis for ACE Fellow Program gatherings.

I'm a member myself -- what more can I say!

Regards,

A handwritten signature in black ink that reads "Madeleine". The script is fluid and cursive, with a prominent loop at the end of the name.

Madeleine F. Green
Director, Center for
Leadership Development



September 5, 1986



Dear Colleague,

Board of Directors

One day a man came upon two medieval stonecutters and asked, "What are you doing?"

The first replied, "I'm squaring this bloody stone!"
The second looked up and said, "I'm building a cathedral."

Chair
Joseph F. Kauffman
University of Wisconsin
Madison

This story captures what the American Association for Higher Education is all about. We help you do your specific tasks with a vision of the cathedral we are all building.

Chair-Elect
Adele S. Simmons
Hampshire College

Vice Chair
Reatha Clark King
Metropolitan State University

What is this vision?

Past Chair
Harriet W. Sheridan
Brown University

First of all, we believe that higher education is vitally important; we can actively lead America into a better future.

Carlos H. Arce
NuStats, Inc.

But, we can't just rest on our laurels and say we're important. Rather, we must constantly reassess and renew the ways we are addressing the needs of society.

Estela M. Bensimon
Teachers College
Columbia University

For example, last March at our annual National Conference on Higher Education, Stanford's Donald Kennedy challenged college leaders to open up new opportunities for young people to participate in community and public service. Then, leaders and their staffs from over 50 colleges met to plan how they could work together to make this happen.

Anne L. Bryant
American Association of
University Women

Donald L. Fruehling
McGraw-Hill, Inc.

Ellen V. Futter
Barnard College

Jerry G. Gaff
Hamline University

Zelda F. Gamson
University of Michigan

Stephen R. Graubard
Dardanis

Our second belief is that the higher learning enterprise can, and must, be more effective. Thus, we maintain a steady focus on approaches that promise to make teaching and learning truly empowering...and we look at the surrounding areas of management and public policy with an eye toward how they contribute to this end.

Joseph Katz
State University of New York
at Stony Brook

Arthur E. Levine
Bradford College

Frank Newman
Education Commission
of the States

Alan Pifer
Carnegie Corporation
of New York

W. Ann Reynolds
The California State
University

Piedad F. Robertson
Miami-Dade Community
College

D. Wayne Silby
Groupware Systems

P. Michael Timpane
Teachers College
Columbia University

That's why the AAHE Bulletin carries articles like K. Patricia Cross's provocative call for faculty to become "classroom researchers." That's why, under our editorial leadership, Change magazine has focused on such topics as "Technology and the Liberal Arts."

An extraordinary collection of individuals has chosen to work together, through AAHE, toward these ends: presidents, deans, and other administrators from all types of institutions; faculty from all sorts of disciplines; members of boards, foundations, and other agencies that shape college and university affairs.

As a result, we have become an association noted for our diversity and openness. Our meetings have the flavor and excitement of a big city -- the richness of many perspectives. We not only tolerate debate, we stir it up!

President
Russell Edgerton

Our individual members find things in our diversity that appeal to their own interests. As a young dean, Chancellor Barbara Uehling saw AAHE as a "port of entry" into the national arena of people and issues that would surround the rest of her career.

For Economist Howard Bowen, AAHE is the one place where researchers step out of their specialized foxholes and address issues of common concern.

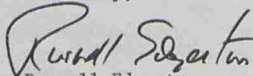
James Renick, current chair of our Black Caucus, sees in AAHE still something else: an opportunity to bring his concerns to the attention of a large and receptive audience.

So, please take a moment to join all these extraordinary people and share in the "cathedral" we are building. The practical benefits you will receive are substantial:

- o A free subscription to Change magazine, the 64-page, bimonthly magazine published jointly by AAHE and Heldref Publications -- a \$20 value.
- o 10 issues of AAHE Bulletin, 16 to-the-point pages that deal with issues you deal with every day -- a \$27 value.
- o Up to \$60 in discounts on National Conference on Higher Education registration. The 1987 conference theme is "Taking Teaching Seriously." It will be held March 1-4 at the beautifully refurbished Chicago Hilton & Towers.
- o Opportunities to get involved in AAHE "Action Communities" and special interest caucuses (see brochure for details).
- o A free "members only" card from Hertz Car Rental Company entitling members to special savings and convenience.
- o A special AAHE Visa/MasterCard (free for the first year) for qualified members.
- o Discounts on the regular subscription rates for The Journal of Higher Education and ASHE/ERIC Research Reports.
- o Special insurance privileges and voting rights in AAHE elections, and much more.

If you're a "cathedral builder," we need you. Please take a moment to join AAHE. You'll be glad you did.

Cordially,



Russell Edgerton
President

P.S. Join AAHE by October 20th and I'll send you, FREE, the latest monograph in our Current Issues in Higher Education series. The monograph focuses on innovative approaches to high school/college collaboration, particularly as avenues to faculty development.

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AAHE IS WORKING TOWARD COMMON GOALS

AAHE is a national organization of individuals joined in two related purposes: to improve the quality of higher education and to improve their own effectiveness as teachers, learners, managers, and policy makers.

AAHE IS CRITICAL ISSUES

At AAHE, our business is issues, current and emergent. The Association doesn't lobby or represent any partisan interest. AAHE's issues—identified by members and the Board of Directors they elect—have an historic focus on undergraduate learning and include matters of curriculum content and campus culture; strategies for enhancing student learning and its assessment; teaching intellectual abilities, values, and leadership skills; campus leadership, management, and finance; and roles of government and external agencies in setting appropriate policy.

AAHE IS SHARING INFORMATION

Membership in AAHE provides you with a steady stream of useful data, analysis, and reports from the field. *Change Magazine* and *AAHE Bulletin* are fresh, direct, practical publications that you'll receive free on a regular basis.

The AAHE National Conference on Higher Education is widely regarded for its organization and insight. Reliable information from AAHE means advancing your own interests as learner and manager.

AAHE brings you together with the people you want to know, both in print and in person. Members serve on committees and panels, write articles, and help co-members make important contacts. AAHE offers opportunities to meet people and to become known to others through action communities and special interest caucuses that address your specific concerns or areas of expertise.

AAHE IS HIGHER EDUCATION'S MOST IMPORTANT MEETING

At the heart of the Association—the event that most fully expresses its values—is the National Conference on Higher Education.

Each March, this “must” conference convenes some 2,000 of your colleagues for a comprehensive update on higher education issues, plus an in-depth exploration of a chosen theme.

The Conference features addresses by nationally known figures including Alexander Astin, Robert Bellah, Harlan Cleveland, K. Patricia Cross, Zelda Gamson, Donald Kennedy, Robert MacNeil, Governor Charles Robb, Marc Tucker, Robert Waterman, and Marie Winn.

Because of the richness of the program, many members see the conference as a professional development experience. Indeed, teams of 5, 10, even 30 colleagues from single institutions often attend the conference to take advantage of its opportunities to share information and exchange ideas. Groups of six or more from the same institution also benefit from special discounts on conference registration fees. Write AAHE for more information.

AAHE IS NETWORKS

Action Communities. The conference serves as a meeting ground for special interest networks called “action communities.” Action communities have formed around the issues of critical thinking, higher education research, collaborative learning, public service, school/college alliances, assessment, internationalizing the campus, and technological literacy. Many of these groups are active all year.

Caucuses. AAHE’s Asian, Black, Hispanic, and Women’s Caucuses sponsor special sessions, workshops, and social events at the National Conference. For a small extra fee, you can join the Black or Hispanic Caucus and participate in year-round activities.

AAHE IS CHANGE MAGAZINE

Change Magazine is a new addition to the list of regular AAHE member benefits. This award-winning, bi-monthly magazine, is published jointly by AAHE and Heldref Publications. Its new look, authoritative articles, and fresh approach make it one of the few magazines you'll want to read the day it arrives.

Articles featured in recent issues include: "The Faculty at Risk," by Jack Schuster and Howard Bowen; "Academic Life in America," by Burton Clark; "Living on Credit," by Martin Kramer and William Van Dusen; "Rising Expectations: Can States Help Renew Quality?" an interview with New Jersey Governor Thomas Kean; "Alternatives to Borrowing," by Janet Hansen; "Educating for the Information Society," by Harlan Cleveland; "How to Involve Students," by Alexander Astin; and "Peer Perspectives on the Teaching of Science," by Sheila Tobias.



Other features include: "Change Trendlines," a regular supplement by the Carnegie Foundation for the Advancement of Teaching that puts complex facts and figures on important issues in easy-to-read form, plus featured columnists, opinion pieces, book reviews, letters, and more.

AAHE IS THE BULLETIN

AAHE Bulletin arrives monthly throughout the academic year and features interviews, debates, articles, and important association news. The *Bulletin* is concise (16 pages), easy to read, and centers on practitioners' concerns.

Recently, the *Bulletin* brought members news of economic trends in higher education, South African stock divestment, women's education, student evaluation of courses, the rush to assess, teaching about technology, values development, tax reform, citizenship and community service, corporate education, and much more.



Recent contributors include: Gregory Anrig, K. Patricia Cross, Alfredo de los Santos, Carol Frances, Zelda Gamson, Arthur E. Levine, Brian O'Connell, Allan Ostar, and Alan Pifer.

Members are encouraged to submit articles for possible publication in the *Bulletin*. Write for publication guidelines.

AAHE IS SAVINGS AND CONVENIENCE

Something New. Beginning this year, AAHE members receive a "Members Only" card from the Hertz Car Rental Company entitling you to special discounts and services. Qualified members also may obtain an AAHE Visa/MasterCard—with no service charge for the first year!

AAHE members save on subscriptions to these useful publications:

The Journal of Higher Education, published bi-monthly by the Ohio State University in affiliation with AAHE. Save \$6 a year on individual subscriptions.

ASHE/ERIC Higher Education Research Reports, published 10 times per year. Save \$10 on an annual subscription.

AAHE offers members access to special term life, accident, supplemental hospital benefit, and income protection insurance. In addition, all members vote by mail ballot in Association elections.

AAHE IS YOU

If you care about higher education and would like to get more involved with its issues and people, then you and AAHE need to get together.

It's easy to join. Simply fill out the application form on the right and return it to AAHE. Enclose a check for the appropriate amount or, if you prefer, AAHE will bill you. Your membership will be processed and become effective immediately; your AAHE publications should begin arriving in 4–6 weeks.

Join us—today!

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Membership *(check one)*

Regular membership: Special memberships *(one year)*:

one year \$60 full-time student \$40

two years \$118 retired person \$40

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Black Caucus \$15 Hispanic Caucus \$25

For all categories add \$5 for membership outside the U.S.

Subscriptions

ASHE/ERIC Research Reports: AAHE members \$50; non-members \$60. Foreign postage add \$7.50.

Enclose separate check payable to **ASHE**.

The Journal of Higher Education: AAHE members \$14; non-members \$20. Foreign postage add \$4.50. Enclose separate check payable to **TJHE**.

Total Enclosed \$ _____

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Bill me (U.S. members only; foreign members must enclose payment)

NOTE: Dues and subscriptions are tax-deductible professional expenses. The \$60 regular membership includes a \$32 "subscription component" that many institutions consider a reimbursable expense.

Check one or more boxes below to indicate your interest in AAHE action communities.

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I want to join the American Association for Higher Education and receive all member benefits, including my **free** copy of the monograph, *Current Issues in Higher Education*. (Use other side of card to enroll.)

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

Please note any corrections in your address. If you are already an AAHE member, please pass this along to a colleague.

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 two years \$118 retired person \$40
 three years \$170

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| <input type="checkbox"/> Assessment | <input type="checkbox"/> Higher Education Research |
| <input type="checkbox"/> School/College Alliances | <input type="checkbox"/> AAHE Asian Caucus |
| <input type="checkbox"/> Technological Literacy | <input type="checkbox"/> AAHE Women's Caucus |

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One Dupont Circle, Suite 600
Washington, DC 20036

AMERICAN COUNCIL ON EDUCATION

Council of Fellows
The Alumni Organization of the ACE Fellows Program

mc

November 14, 1985



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

Dear Dr. Clark:

I am writing to give you an update on the Council of Fellows' Annual Fund campaign for 1985, and to encourage you to make your own contribution before December 31. As of last week, the total raised was \$11,310.00--nearly 38% of our goal of \$30,000.00. We have less than two months left in our campaign for an additional \$18,690, and we need your help.

At the meeting of the Council of Fellows during the Annual ACE Meeting last month, we reviewed our plans for the use of the funds raised: to increase the endowment started last year; to provide stipends to home Fellows for "mini-internships" on another campus; and to enhance the Fellows' seminars as well as provide continuing education programs for AFP alumni. At our meeting, we also affirmed our \$30,000 goal, and learned that the next \$5,000 raised will be matched by a gift from the Phillips Petroleum Foundation.

Won't you please contribute to this important effort on behalf of the Fellows Program so that you can see how your group's contributions compare with other AFP Classes. I am attaching a list which shows the totals given by Classes, and the percentage of the Class contributing. Take the time now to write your check, and return it to ACE in the enclosed, pre-stamped envelope.

Remember, every dollar you give will generate another one. Last year we exceeded our goal; let's do it again in 1985.

Sincerely,

Annie K. Kronk

Annie K. Kronk (AFP 1982-83)
Co-Chair, 1985 Annual Fund

cc: Dr. Madeleine Green
Enclosures

CERTIFICATE BOND

**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

CONTRIBUTIONS TO THE 1985 ANNUAL FUND AS OF NOVEMBER 4, 1985

CLASS	\$ TOTAL	% CONTRIBUTING
1965-66	460.00	22%
1966-67	150.00	19%
1967-68	635.00	18%
1968-69		
1969-70	230.00	10%
1970-71	290.00	9%
1971-72	1,100.00	6%
1972-73	125.00	5%
1973-74	150.00	3%
1974-75	150.00	3%
1975-76	580.00	20%
1976-77	1,190.00	33%
1977-78	260.00	11%
1978-79	595.00	18%
1979-80	420.00	21%
1980-81	500.00	17%
1981-82	760.00	34%
1982-83	1,080.00	35%
1983-84	875.00	47%
1984-85	1,560.00	98%

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USA 22



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Fellows Program
One Dupont Circle, N.W.
Washington, D.C. 20036*

AMERICAN COUNCIL ON EDUCATION

Council of Fellows
The Alumni Organization of the ACE Fellows Program

October 1, 1986



Dear ACE Fellow:

As the ACE Fellows Program enters its Third Decade, the Council of Fellows Annual Fund Program enters its third year. Last year, we raised \$23,025 for direct support of the Fellows Program, surpassing the 1984-85 total of \$22,635. I am writing now to ask for your support in our annual fund campaign for 1986-87.

Our goal this year is \$30,000. Half of the amount raised will be allocated to our growing permanent endowment. The other half of what we give will be used to provide a margin of excellence in the Fellows Program: to make available travel stipends for home fellows, to improve the seminars for the current Fellows' Class, to provide improved services and special programs for AFP Alumni, and to ensure on-going research, analysis and evaluation of the whole Fellows Program.

Please indicate your gift or pledge on the enclosed card, and return it as indicated. Our system of Class Agents will begin its work shortly, and you will be contacted by someone in your class, to ask you for your support of the 1986-87 Fellows Annual Fund. Please make your contribution early, and tell your AFP Classmate how you are willing to help us in other ways. With your assistance, we will meet and exceed our \$30,000 goal this year. Won't you please help?

Sincerely,

Annie K. Kronk

Annie K. Kronk
AFP 1982-1983

Co-chair, Council of
Fellows 1986-1987
Annual Fund

enclosure

*American Council on Education
Council of Fellows
One Dupont Circle, NW
Washington, D.C. 20036*

I enclose my contribution to: 1986-87 Annual ACE Fellows Fund

_____ \$500.00

_____ \$250.00

_____ \$100.00

_____ \$ 50.00

_____ Other

Name: _____ Class Year: _____

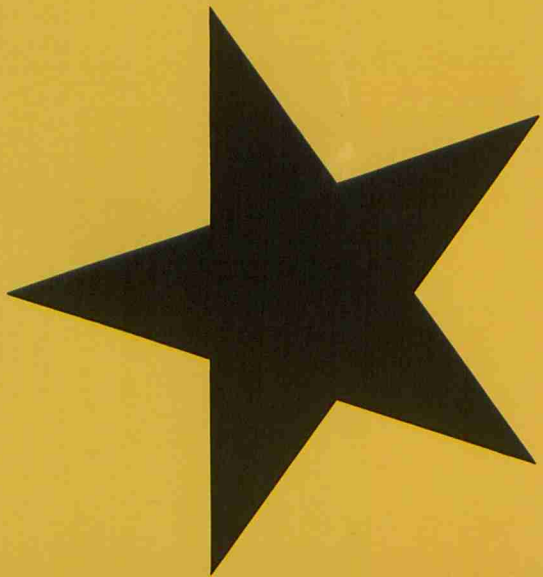
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Washington, D. C. 20036

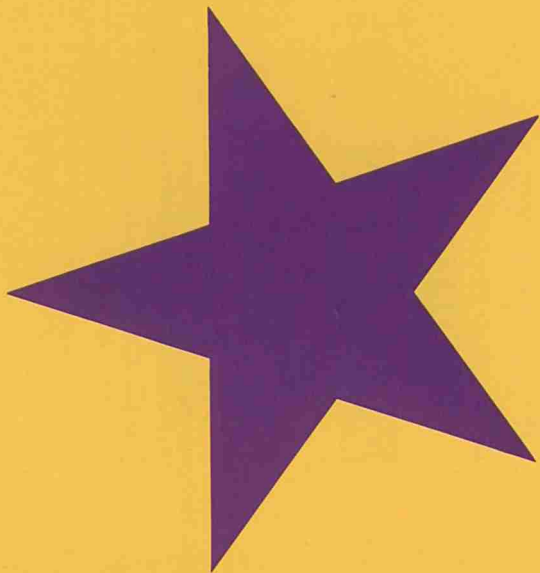
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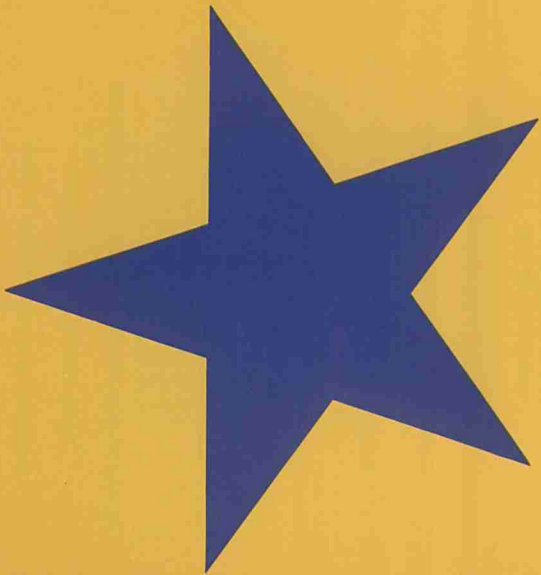
*American Council
on Educ.*

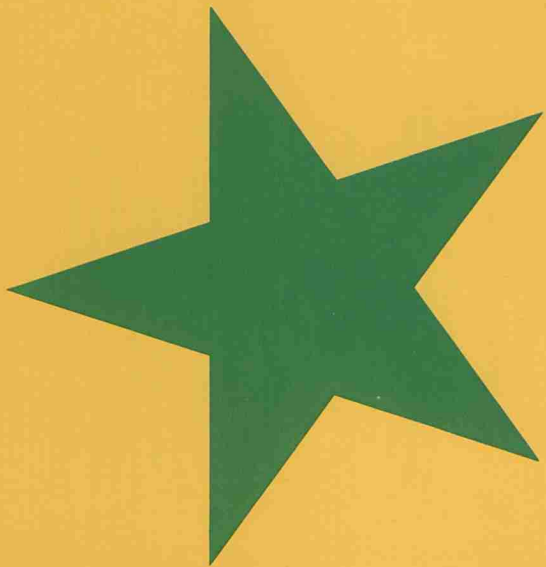
Dr. Lawrence M. Clark
Associate Provost
North Carolina State University
Holladay Hall
Raleigh, NC 27607











HIGHER EDUCATION IN THE NATION'S SERVICE

For further information contact:

Marlene Ross

Manager, Annual Meeting

American Council on Education

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(202) 939-9410



**AMERICAN
COUNCIL
ON EDUCATION**

70TH ANNUAL MEETING

**JANUARY 17-20, 1988
JW MARRIOTT HOTEL AT NATIONAL PLACE
WASHINGTON, DC**

HIGHER
EDUCATION
IN THE
NATION'S
SERVICE

FEATURING

Opening Reception

Homage to a Leader: Special Observance of Martin
Luther King's Birthday

Howard University Chorale
Conductor, J. Weldon Norris

Gala Celebration in Honor of Higher Education
on the Occasion of ACE's 70th Anniversary

Recognition of the 10th Anniversary of ACE's
National Identification Program

An ACE Fellows Event

Performance by The Capitol Steps:
Political Satire in Song & Verse

A Special Session for Presidential Assistants

Concurrent Sessions including:

■
National Priorities: What Can Higher Education Contribute?

■
Teacher Education: Key to the Future

■
Specialized Accreditation: Focus on Solutions

■
How to Meet the Press

■
Assessing Assessment
and many others

The American Council on Education will focus its 70th Annual Meeting on higher education's external context—political, economic and social. The 1986 meeting explored the changing face of American society.

January 1988, the first month of the presidential election year, will explore the national political scene as well as the evolving relationship of government and higher education.

For the past year ACE has placed special emphasis on putting the issue of minority participation in higher education high on the national agenda. The meeting will highlight the results of these efforts and will engage participants in a dialogue on this critical issue.

KEYNOTE ADDRESS

The Honorable John W. Gardner
former Secretary, U.S. Department of Health, Education
and Welfare; author of *Excellence* and *Self-Renewal*

PLENARY SPEAKERS

The Honorable William H. Gray, III
Chair, Committee on the Budget, U.S. House
of Representatives

The Honorable William J. Bennett
Secretary, U.S. Department of Education

Robert H. Atwell
President, ACE
and more