

July, 2001

VITA: MARVIN W. PETERSON

ACADEMIC BACKGROUND:

1966-1968	University of Michigan	Ph.D. in Higher Education. Cognates in social and organizational psychology
1960-1962	Harvard University	M.B.A. Emphases in organizational behavior, financial management and information systems
1956-1960	Trinity College	B.S. (Cum Laude). Major in engineering and mathematics

ACADEMIC AND ADMINISTRATIVE EXPERIENCE:

2000 - present	Program Director, National Center for Postsecondary Improvement, University of Michigan.	
1998-present	Project Director, Kellogg Forum for Higher Education Transformation, University of Michigan.	
1996-present	Project Director, National Center for Postsecondary Improvement, University of Michigan.	
1976-present	Professor of Higher Education, University of Michigan.	
1976-1996	Director, Center for the Study of Higher and Postsecondary Education University of Michigan.	
1985-1990	Program Director, National Center for Research on Improvement of Postsecondary Teaching and Learning, University of Michigan	
1983-1985 and 1988 -1993	Chair, Program in Higher and Continuing Education, University of Michigan.	
1974-1976	Program Director, Institute for Social Research, University of Michigan.	
1972-1976	Associate Professor, University of Michigan.	
1968-1972	Assistant Professor, University of Michigan.	
1968-1969	Study Director at Institute for Social Research, University of Michigan.	
1964-1966	Assistant Dean and faculty member, Harvard Graduate School of Business Administration.	

1962-1964 Administrative Assistant to the Dean, Harvard Graduate School of Business Administration.

VISITING FACULTY/SCHOLAR

Arizona State University
Beijing University (PRC)
Federal University of Santa Catarina (Brazil)
German Fulbright Commission
National Center for Higher Education Management System
Salzburg Seminar's Universities Project
Twente University (Netherlands)
University of Uruguay

PROFESSIONAL ASSOCIATION MEMBERSHIPS

American Association for Higher Education
American Association of University Professors
American Education Research Association
American Sociological Association
Association for Institutional Research
Association for the Study of Higher Education
Council for the Advancement and Support of Education
Phi Beta Kappa
Society for College and University Planning

ACADEMIC AND ADMINISTRATIVE INTERESTS IN HIGHER EDUCATION:

Organizational and Administrative Behavior
Governance and Academic Administration
Institutional Change and Transformation
Institutional Research and Planning
Interinstitutional Coordinating, Governing and Planning Agencies
Research Design and Methods

GRANTS:

OERI/DOE: Research Director, Program on Student Assessment in National Center for postsecondary Improvement, 2000-2002.

AIR/NCES/NSF: Co-Principal Investigator (with M. Einarson) on "Comparative Study of Personal, Disciplinary and Organizational Influences of Undergraduate Faculty Use of Teaching Methods that Promote Active Student Involvement," 2000-2001.

Kellogg Foundation: Project Director of "Kellogg Forum in Higher Education Transformation", 1998-2002.

OERI/DOE: Research Director, Project on "Institutional Support for Student Assessment" in National Center for Postsecondary Improvement, 1996-2001.

Mellon Foundation: Co-Principal Investigator (with D. Carchidi) of “Exploratory Study of Virtual Postsecondary Education Organizations within the Emerging Knowledge Industry.” 1998-2000.

World Bank/Federal University of Brazilia: Director, "Distance Education Program on Evaluation in Higher Education", 1996-1998.

University of Michigan; Co-Director (with K. Cameron), "Assessment of a University Quality Culture," 1993-95.

Egyptian/U.S. Binational Fulbright Commission: Co-Director (with R. Alfred and T. Wagaw). "Training Program for Senior Egyptian University Administrators." 1994.

Spencer Foundation: Co-Director (with G. Gurin and W. Allen), "Black Students in White Institutions: The Effectiveness of Different Institutional Responses," 1988-90.

OERI/DOE: Director, "Organizational Context of Postsecondary Teaching and Learning" in National Center for Research on Improvement of Postsecondary Teaching and Learning, 1986-90.

Exxon Foundation: Director, "University Advancement and International Cooperation: A Systematic Approach," 1981-1982.

Ford Foundation: Co-Director (with Joseph Cosand), "Institutional Perceptions of National, Institutionally-Based Higher Education Associations," 1979-1982.

Exxon Foundation: Director, "Patterns of Program Discontinuance," 1980-1982 .

National Institute on Education: Director, "Participation of Chicano Students in a Sample of Southwestern Colleges and Universities, 1972-1976," 1978-1980.

W.K. Kellogg Foundation: Co-Director (with Jack Lindquist), "Dissemination of Kellogg Use of Innovations Model Programs," 1976-1978.

U.S. Department of Labor: Director, "Underemployment of Ph.D. Recipients," 1976-1978.

Fulbright: Study Grant, "The Structure and Function of German Higher Education," 1977.

National Institute for Mental Health: Director, "White College and Universities' Response to Black Students," 1974-1976.

National Science Foundation, Division of Social Sciences: Director, (with Joan C. Tonn) "Organizational Adaptability in Selected Small Colleges," 1971-72.

U.S. Office of Education: Director, 1971-72. "Graduate Trainees in Institutional Research," 1966-1972.

AWARDS and RECOGNITIONS:

“Best Conference Paper Award”, Association for Institutional Research, 1999.

"Sidney Suslow Award", Association for Institutional Research, 1997.
 "Founder's Award", Society for College and University Planning, 1991.
 "Distinguished Service Award", Society for College and University Planning, 1991
 "Distinguished Membership Award," Association for Institutional Research, 1988.
 "Perspective on Success," Harvard Business School 25th Year M.B.A. Class, 1987.
 "Research Club," University of Michigan, 1985.
 "Contribution to Educational Excellence," Phi Delta Kappa, 1985.
 "Outstanding Service Award," Association for Institutional Research, 1982.
 "Higher Education Colloquium," 1981-present.
 "Visiting Scholar" at National Center for Higher Education Management Systems, 1979.
 "100 Young Leaders of the Academy," Change Magazine, October, 1978.
 Founders Society of Trinity College, (Conn.), 1977.
 Fulbright Grant to study "Structure and Function of German Higher Education," 1977.
 Alumni Medal of Excellence, Trinity College (Conn.), 1976.
 PUBLICATIONS:

An Organizational Study of University Departments: Openness and Structural Complexity
 (Ph.D. Dissertation, University of Michigan, 1968).

Higher Education -- Unrealistic Perspectives. Trinity Alumni Bulletin, Trinity College, Hartford, Connecticut, Winter, 1970.

The Study of Higher Education. Memo to the Faculty, Center for Research on Learning and Teaching, The University of Michigan, Ann Arbor, Michigan, Spring, 1970.

The Organization of Departments. College and University Bulletin, Center for Research on Learning and Teaching, The University of Michigan, Ann Arbor, Michigan, Spring, 1970.

The Potential Impact of PPBS on Colleges and Universities. Journal of Higher Education, January, 1971.

Decentralization: A Strategic Approach. Journal of Higher Education, June, 1971.

Planning for Implementation with D. Lelong and K. Trowbridge, Planning for Higher Education, January, 1971.

Institutional Research and Policy Formulation: A Contingency Model. In C. Stewart (ed.), Institutional Research and Institutional Policy Formulation. Tallahassee, Florida: Association for Institutional Research, 1971.

Decision Type, Structure and Process Evaluation. Higher Education: International Journal of Education and Planning, Vol. 1, No. 2, 1972.

Case Studies in Planning. Society for College and University Planning, 1972

Abbott College -- Academic Planning
Southwestern College -- Financial Planning
Crandall University -- Physical Planning

Form, Function and Strategic Issues in the Study of Higher Education, Journal of Research and Development in Education. Vol. 6, No. 2, Winter, 1973.

The Department: Old and New Motifs. CSHE Monograph Series, University of Michigan, Ann Arbor, Michigan, Spring, 1973.

Some Organizational Implications of a Management Information System. CSHE Monograph Series, University of Michigan, Ann Arbor, Michigan, Spring, 1973.

Organization and Administration in Higher Education: Sociological and Social-Psychological Perspectives. In Fred Kerlinger (ed.), Review of Research in Education 2. F. E. Peacock Publishers, Inc., 1974.

Institutional Researchers for Institutional Adaptation: A Policy and Planning Perspective. In R. Cope (ed.), Public Policy: Issues and Analysis. Tallahassee, Florida: Association for Institutional Research, 1974.

Book Review of Development of Information Systems for Education by K. M. Hussain (Englewood Cliffs, NJ: Prentice-Hall, 1973). Higher Education: An International Journal of Education and Planning, Fall, 1974.

The Maturing Information System -- Social Organization Interface in Higher Education: Accommodation or Isolation? In P. J. Plourde and C. R. Thomas (eds.), Innovative Systems: Solution or Illusion? Boulder, Colorado: College and University Systems Exchange, 1974.

The Postsecondary Education Enrollment System: An Analytic Framework. In Robert Wallhaus (ed.), Postsecondary Education Issues: Visible Questions -- Invisible Answers. Boulder, Colorado: National Center for Higher Education Management Systems, 1975.

Implications of the New Management Technology. NASPA Journal, Vol. 12, No. 3, 1975.

Administrative Theory in Higher Education: The State of the Art. In F. Harclerod (ed.) The Study of Higher Education: Administrative Theory and Practice. Washington, D.C.: Association for Study of Higher Education, 1975.

Decision Type, Structure and Process Evaluation: A Contingency Model. In R. McHugh and T. Gear (eds.), Management in E: An Open University Course Reader, Vol. 1. London, England, 1975.

The Academic Department: Perspectives from Theory and Research. In John Smart (ed.), Managing Academic Departments. San Francisco: Jossey-Bass, 1976.

Benefiting from Interinstitutional Research (ed.), New Directions for Institutional Research, Vol 12. San Francisco: Jossey-Bass, 1976.

Innovation, Outcomes and the State Budgeting Process. In Reform in the State Budgeting of Postsecondary Education. Washington, D.C.: Institute for Educational Leadership, George Washington University, June, 1976.

Shawnee III: State Level Performance Assessment Case. Denver: In-Service Education Project, Education Commission of the States, 1976.

Benefits, Limits, and Continuing Issues. In M. Peterson (ed.). Benefiting from Interinstitutional Research. New Directions in Institutional Research. San Francisco: Jossey-Bass, 1976.

Research on Higher Education's Academic Managers. Washington, DC: Higher Education Management Institute, American Council on Education, 1976.

Case Studies of Institutional Response to Increased Black Enrollment (with co-authors). Ann Arbor: Center for the Study of Higher Education, 1976.

Bowling Green State University
Bradley University
California State College of Pennsylvania
Carleton College
Clarion State College
DePaul University
Lewis University
Macalester College
Northwestern University
State University of New York at Brockport
University of Iowa
University of Missouri-Kansas City
University of Pittsburgh

Administrative and Faculty Responses to Increased Black Enrollments in White Universities, with R. T. Blackburn in Resources in Education, Vol. 11, No. 10, October, 1977.

Alternative Strategies for Planning the Institution-Environment Interface. In Carl R. Adams (ed.), Improving the Processes of Administration in Higher Education. AIDS Annual Conference Proceedings, October 19, 1977.

State Level Performance Budgeting. In J. Folger (ed.), Increasing the Public Accountability of Higher Education, New Directions for Institutional Research, Vol. 16. San Francisco: Jossey-Bass, 1977.

Black Students on White Campuses: The Impacts of Increased Black Enrollments with R. Blackburn, A. Gamson, et. al Ann Arbor, Michigan: Institute for Social Research, 1978.

- A View of Postsecondary Education Research from University-Based Research Centers. In Review of Higher Education, Vol. 2, No. 2, ASHE, Fall, 1978.
- Book Review of Academic Departments by Dean E. McHenry. San Francisco: Jossey-Bass, 1977. Journal of Higher Education, January, 1979.
- Midvale State University: Demands of the Third World Coalition, (22). UCEA Case Study Series in Higher Education Administration. Columbus, Ohio: UCEA, January, 1979.
- Contributions to Governance Theory and Research. Review of Higher Education, Vol. 2, No. 2 Winter, 1979.
- Self-Assessment: Balancing Perspectives for Improved Institutional Vitality. In D. Tritschler (ed.), Handbook for Self-Assessment. Albany, New York: New York State Department of Education, March, 1979.
- Faculty Decline and Academic Responsiveness in a Period of Decline: An Organizational Perspective, in S. Hample (ed.), Future Employment Levels. Bozeman, Montana: Montana State University, August, 1979. Also in Journal of College and University Personnel Association, Vol. 9, No. 4, 1980.
- Proliferation, Fragmentation and Politicization: Institutional Research in Transition or in Disintegration? In C. Salley, S. Larsen and M. Roberts (eds.), The Future of Institutional Research. SAIR Conference Proceedings, 1979.
- Educational Hierarchies and Social Differentiation: The Structural Patterns of Chicano Participation in Colleges and Universities of the Southwest, 1972-1976. CSHE Research Report Series, No. 1. Ann Arbor, Michigan: Center for the Study of Higher Education, 1980.
- Stages in Response of White Colleges and Universities to Black Students, with Z. Gamson and R. Blackburn, Journal of Higher Education, Vol. 54, No. 3, May/June, 1980, pp. 255-267.
- Analyzing Alternative Approaches to Planning. In P. Jedamus and M. Peterson (eds.), Improving Academic Management: Handbook for Planning and Institutional Research. San Francisco: Jossey-Bass, 1980.
- Improving Academic Management: Handbook of Planning and Institutional Research with P. Jedamus. San Francisco: Jossey-Bass, 1980.
- Publish or Perish: Applicable to Institutional Research? with G. McLaughlin et al., Research in Higher Education, Vol. 13, 1980.
- Presidential Views of Higher Education's National Institutional Leadership Associations with J. Cosand, G. Gurin, and F. Brister. CSHE Research Report IV. Ann Arbor: Center for the Study of Higher Education, 1980.

- Implication of the New Management Technology. In C. H. Witten, W. R. Bailey, and H. F. Owens (eds.), Readings in College Student Personnel Administration. C. R. Thomas Publishers, 1981.
- Political Realities of Statewide Reorganization, with R. Berdahl and J. Mingle. In Mingle, J. (ed.), The Challenges of Retrenchment. San Francisco: Jossey-Bass, 1981.
- Financial Planning for the 1980's: A Response to Reality and Competition, Planning for Higher Education, Vol. 9, No. 4, 1981.
- An Outsider's View: Prelude, Interlude or Postlude. In M. Hipps, (ed.), Effective Planned Change Strategies. New Directions for Institutional Research, Vol. 33. San Francisco: Jossey-Bass, 1982.
- Quality. In M. Kaufman and L. Rabineau (eds.), Perspectives on Postsecondary Education. Denver: Education Commission of the States, 1982.
- A New President's Introduction to Big Time College Athletics, with C. Lee, Boston: Harvard Intercollegiate Case Clearinghouse, 1982.
- M. Peterson (ed.), Special Issue of The Review of Higher Education. Vol. 6, No. 1, Fall, 1982.
- Decline, New Demands and Quality: The Context for Renewal, Review of Higher Education. Vol. 7, No. 3, Spring, 1984.
- In a Decade of Decline: The Seven R's of Planning, Change, Vol. 16, No. 4, May/June, 1984.
- Book Review of Academic Strategy by George Keller (Johns Hopkins University Press). Journal of Higher Education. Vol. 55, No. 5, Sept./Oct., 1984.
- Living with Resource Decline. Higher Education Policy Studies Series, Twente University, Enschede, The Netherlands: Center for Higher Education Policy Studies, No. 2, 1984.
- Academic Renewal (M. Waggoner, M. Peterson and R. Alfred, eds.) Ann Arbor, Michigan, Center for the Study of Higher Education, 1984.
- Decline, New Demands, and Quality: An Institutional Agenda for Renewal. In Academic Renewal (M. Wager, R. Alfred, & M. Peterson, eds.). Ann Arbor, Michigan: Center for the Study of Higher Education, 1984.
- Emerging Developments in Postsecondary Organization Theory and Research, Educational Researcher, Vol. 14, No. 3, March, 1985.
- Institutional Research in Transition (M. Peterson and M. Corcoran, eds.), New Directions for Institutional Research, Vol. 46. San Francisco: Jossey-Bass, 1985.
- I.R.: An Evolutionary Perspective. In Institutional Research in Transition (M. Peterson & M. Corcoran, ed.), New Directions for Institutional Research, Vol. 46. San Francisco: Jossey-Bass, 1985.

Proliferation or Professional Integration: Transition or Transformation (with M. Corcoran). In Institutional Research in Transition (M. Peterson & M. Corcoran, eds.), New Directions for Institutional Research, Vol. 46. San Francisco: Jossey-Bass, 1985.

Faculty Effectiveness: Meeting Institutional Needs and Expectations (with R. Blackburn). Review of Higher Education, Vol 9, No. 2, 1985.

Transformational Strategy for the Development of the Profession of Institutional Research. Promoting Excellence Through Information and Technology. (A. Dickey, Ed.) Tallahassee, Fla.: AIR, 1986.

Continuity, Challenge and Change: An Organizational Perspective on Planning. Planning for Higher Education, Vol. 14, No. 3, 1986.

ASHE Reader on Organization and Governance in Higher Education, Third Edition, Ginn Press, 1986.

The Organizational Context for Teaching and Learning: A Review of the Research Literature, with K.S. Cameron, L.A. Mets, P. Jones, and D. Ettington, Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1986.

Academic Effectiveness: Transforming Colleges and Universities. (M.D. Waggoner, R.A. Alfred, M.C. Frances, and M.W. Peterson, Eds.), Ann Arbor: CSHPE, University of Michigan, 1986.

Book Review of Trusteeship in the Private College. Journal of Higher Education, Vol. 58, No. 3, 1987.

Executive Summary: Organizational Context for Teaching and Learning. Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1987

Practitioners Guide: Organizational Context for Teaching and Learning. Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1987.

Notable Findings: The Organizational Context for Teaching and Learning. Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1987.

Critical Choices: From Adolescence to Maturity in Higher Education Research in Review of Higher Education, Vol. 10, No. 2, 1987.

An Evolutionary Perspective on Governance, Management and Leadership (with L. Mets), In Governance, Management and Leadership (M. Peterson and L. Mets, eds.). San Francisco: Jossey-Bass, 1987.

Key Resources on Governance, Management, and Leadership (L. Mets and M.W. Peterson, Eds.). San Francisco: Jossey-Bass, 1987.

Contributor to Seven Principles of Good Practice in Undergraduate Education by A. Chickering and Z. Gamson (Editors). AAHE Bulletin, 1987.

Problems inhibiting and Practices Supporting the Improvement of Teaching and Learning (with P. Jones). Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1987.

Organizational Environment for Student Learning in Improving Teaching and Learning through Research (J. Stark and L. Mets, Editors). New Directions for Institutional Research. Vol. 57, San Francisco: Jossey-Bass 1988.

Higher Education Incentive Funding in Virginia (with R. Berdahl). Washington, D.C.: Academy for Education Development, 1988.

Case Studies of the Organizational Dynamics of and Climate for Teaching and Learning. (with co-authors). Ann Arbor: National Center for Research to Improve Teaching and Learning, 1989.

Austin Peay University
Brookdale Community College
DePaul University
James Madison University
Lafayette College
Macomb Community College
Ohio Wesleyan University
Sinclair Community College
St. Olaf University
SUNY College of Plattsburgh

Administrative Barriers to Improving Undergraduate Education. Accents. Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1989.

What are Academic Administrators Doing to Improve Undergraduate Education? Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1990.

Managing Culture and Climate for Education Improvement. Accents. Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, 1990.

Fostering Change and Reformation in Higher Education (with K. S. Cameron). Beijing: Peking University Institute for Higher Education, 1990.

Understanding Academic Culture and Climate (With M. G. Spencer) in M. G. Tierney (Ed.) Assessing Organizational Climate and Cultures, NDIR, Vol. 68. San Francisco: Jossey-Bass, 1990.

Assessing the Organizational and Administrative Context for Teaching and Learning. Ann Arbor: National Center for Research to Improve Postsecondary Teaching and Learning, University of Michigan, 1990.

- Perspectives on U.S. Higher Education in O.C. MacDaniel's Seventeen Authorities on U.S. Higher Education. Ministry of Education and Science, Zoetermeer, Netherlands, 1991.
- ASHE Reader on Organization and Governance in Higher Education (Fourth Edition).
Lexington, Mass: Ginn Press, 1991.
- Introductory Chapter. ASHE Reader on Organization and Governance in Higher Education.
(Fourth Edition) Lexington, Mass: Ginn Press, 1991.
- Organizing Academic Administration for Teaching and Learning. In V. Meyer (Ed.). Topics in University Administration. Florianapolis, S.C. - Brazil: NUPEAU Federal University of Santa Catarina, 1991.
- The Impact of A Chief Planning Officer On the Administrative Environment for Planning.
Research in Higher Education. Vol. 33, No. 1, 1992.
- Faculty and Administrator Perceptions of their Environments: Different Views or Different Models of Organization (with T. White). Research in Higher Education Vol. 33, No. 2, 1992.
- Governance, Administration and Leadership: An Introduction in J. Bess (Ed.) ASHE Reader on Foundations in American Higher Education. Lexington, Mass: Ginn Press, 1991.
- Qualitative and Quantitative Approaches to Academic Culture: Do they Tell Us the Same Thing (with M. G. Spencer). In J. Smart (Ed.) Higher Education Handbook of Theory and Research. Vol. IX, New York: Agathon Press, 1993.
- Institutional Climate and the Quality of the Academic Workplace (with T. White and M. Spencer). Review of Higher Education, Vol. 17:1, 1993.
- Contextual Planning: The Challenge The Challenge of the 21st Century in Edited Volume, Higher Education in Europe for Tomorrow: Strategy for Cooperation or Competition. Twente University, Netherlands: European Association for Institutional Research, 1993.
- Theory and Applications of Institutional Research (with L. Mets and L. Vega) in W. Fendley and L. Seeloff (Eds.) Annotated Bibliography on Institutional Research. Tallahassee, Fla.: Association for Institutional Research, 1993.
- Building International Bridges (with L. A. Mets). SCUP News, Vol. 23, No 1, Winter, 1993.
- Total Quality Management in Higher Education: From Assessment to Improvement. (Second Edition). Ann Arbor, Michigan: Center for the Study of Higher and Postsecondary Education. July, 1994.
- Academic Management Practices Inventory (with K.S. Cameron) in M. Smith, J. Bradley, and G. Draper, (Eds.) Student Management, Student Services, and Institutional Services. Knoxville, Tenn.: Clearinghouse for Higher Education Assessment. University of Tennessee, 1994.

- Institutional Case Studies of the Organizational Dynamics for Teaching and Learning, (with K.S. Cameron) in M. Smith, J. Bradley, and G. Draper (Eds.) Student Management, Student Services, and Institutional Services. Knoxville, Tenn.: Clearinghouse for Higher Education Assessment, University of Tennessee, 1994.
- Organizational and Administrative Context for Teaching and Learning, (with K.S. Cameron), in M. Smith, J. Bradley, and G. Draper (Eds.) Student Management, Student Services, and Institutional Services. Knoxville, Tenn.: Clearinghouse for Higher Education Assessment. University of Tennessee, 1994.
- The Culture and Climate for Quality (with K. Cameron et al). Ann Arbor, Michigan: Center for the Study of Higher and Postsecondary Education, 1994.
- Perceptions of the Non-Instructional Staff (with K. Cameron et al). Ann Arbor, Michigan: Center for the Study of Higher and Postsecondary Education, 1994.
- Total Quality Management in Higher Education: From Assessment to Improvement. (Third Edition) Ann Arbor, Michigan: Center for the Study of Higher and Postsecondary Education, 1995.
- Images of University Structure, Governance and Leadership: Adaptive Strategies for the New Environment in D. Dill and B. Sporn (Eds.) Through a Glass Darkly: Changing Patterns of Social Demand and University Reform. London, England: Elsevier-Pergamon Press, 1995.
- Comparing Union and Non-Union Staff Perceptions of the Higher Education Work Environment (with J. VanderPutten and M. McClendon). Research in Higher Education. Vol. 38, NO. 1. Feb. 1997.
- Planning and Management for A Changing Environment: A Handbook for Redesigning Postsecondary Institutions (with D.Dill and L. Mets). Jossey-Bass. San Francisco, 1997.
- Understanding the Competitive Environment of the Postsecondary Knowledge Industry (with D. Dill). In M. Peterson et al, Planning and Management for a Changing Environment. Jossey-Bass. San Francisco, 1997.
- Using Contextual Planning to Transform Institutions. In M. Peterson et al, Planning and Management for Changing Environment. Jossey-Bass, San Francisco, 1997.
- Evaluation of Higher Education: Learning Modules. Edited for UNESCO Distance Education Project on Evaluation in Brazilian Higher Education. Federal University of Brazilia. Brazilia, Brazil. 1997.
- Institutional Evaluation. In M. Peterson (Ed.), Evaluation of Higher Education. Federal University of Brazilia. Brazil, 1997.

Improving Organizational and Administrative Support for Student Assessment: A Literature Review. National Center for Postsecondary Improvement. Palo Alto, Calif. 1997

Achieving Independence Through Conflict and Compromise: Michigan (with M. McLendon). In T. MacTaggart, Ed. Seeking Excellence Through Independence: Liberating Public Colleges and Universities from State Regulation. Jossey-Bass. San Francisco, 1998.

Assessing Institutional Support for Student Assessment in Assessment Update. 10(4) July-August, 1998. San Francisco: Jossey-Bass Publishing Co.

Institutional Support for Student Assessment: Methodology and Result of a National Survey. Palo Alto, Calif.: National Center for Postsecondary Improvement, 1998.

Improvement to Emergence: An Organization-Environment Research Agenda for a Postsecondary Knowledge Industry. Palo Alto, Calif.: National Center for Postsecondary Improvement, 1998.

Organizational Behavior, Decision Making and Leadership in Bess, J. and Webster, D. (Eds.). ASHE Reader on Foundations of American Higher Education. Vol. 2. Needham Heights, Mass.: Pearson Custom Publishing, 1999.

Avaliacao Institucional (with E. Machado). In Curso de Especializacao em Avaliacao a Distancia, Vol. 8 Universidade de Brasilia, Brazil, 1999.

The Press and State Policy Making for Higher Education. (with M. McLendon) Review of Higher Education, 22(3), 1999.

ASHE Reader on Planning and Institutional Research. (Edited with L. Mets, D. Dill and A. Trice) Needham Heights, Mass: Simon and Schuster, 1999.

Introduction and Overview in Peterson, M.W. et al (Eds.). ASHE Reader on Planning and Institutional Research. Needham Heights, Mass: Pearson Custom Publishing, 1999.

The University of Michigan: Funding Information Resources. (With M. Metzger and M. Philson). Case Series in Higher Education Management. Cambridge, Mass.: Harvard Graduate School of Education, 1999.

The Role of Institutional Research. From Improvement to Redesign. In Volkwein, F. (Ed.). What is Institutional Research All About. NDIR No. 104, 1999.

Revolution or Evolution: Gauging the Impact of Institutional Student Assessment Strategies. Change. Vol. 31, No. 5. September/October, 1999.

Pedagogical Case Studies edited for Kellogg Forum on Higher Education on Transformation:

Olivet College: Reinventing a Liberal Arts College X,Y & Z by M. McLendon, 1999.

- From College to Comprehensive University, The St. Thomas Transformation. Parts I, II, & IV by A. Anderson and C. Danielson, 1999.
- Reorganization at Transformation Community College A & B by C. A. Augustine, 2000
- Change and Transformation in Higher Education: An Annotated Bibliography. (with M. K. McLendon, A.D. Anderson and S. Tarbox). KFHE Work Group. Ann Arbor, Mich., Center for the Study of Higher and Postsecondary Education, 1999.
- Designing Student Assessment to Strengthen Institutional Performance in Associate of Arts Institutions. (with C.H. Augustine, M. Einarson, and D.S. Vaughan). National Center for Postsecondary Improvement, Palo Alto: Stanford University, 1999.
- Designing Student Assessment to Strengthen Institutional Performance in Baccalaureate Institutions. (with C.H. Augustine, M. Einarson, and D.S. Vaughan). National Center for Postsecondary Improvement, Palo Alto: Stanford University, 1999.
- Designing Student Assessment to Strengthen Institutional Performance in Comprehensive Institutions. (with M. Einarson, C.H. Augustine and D.S. Vaughan). National Center for Postsecondary Improvement, Palo Alto: Stanford University, 1999.
- Designing Student Assessment to Strengthen Institutional Performance in Doctoral and Research Institutions. (with M. Einarson, C. H. Augustine and D.S. Vaughan). National Center for Postsecondary Improvement, Palo Alto: Stanford University, 1999.
- Analytic Framework of Institutional Support for Student Assessment (With M. K. Einarson) in Smart, J. (Ed). Higher Education: Handbook of Theory and Research, Vol. 15. New York, Agathon Press, 2000.
- Organizational Practices Enhancing the Influence of Student Assessment Information in Academic Decision. (with C. Augustine). Research in Higher Education. Vol. 41, No. 1. February, 2000.
- Virtual Postsecondary Organizations. (With D. Carchidi) Planning for Higher Education. Vol. 28, No. 3. Spring, 2000.
- The Influence of Regional Accreditation Associations on Institutions Approaches to, Support for, and Use of Student Assessment. Self Study and Institutional Improvement. Chicago, Ill.: North Central Association of Schools and Colleges, 2000.
- The Evolution of Organization Theory and Research in Higher Education. Kezar, A. and Eckel, P. (Eds.) Perspectives on Organizational Theory. New Directions in Higher Education No. 110, San Francisco: Jossey-Bass, 2000.
- External and Internal Influences on Institutional Approaches to Student Assessment. (With C. Augustine and M. Einarson) Research in Higher Education Vol. 41, No. 4. 2000

Annotated Bibliography Change and Transformation in Higher Education, Second Edition, (with Tarbox, S.; Anderson, A. D.; and Park, L.) Ann Arbor, Michigan.: CSHPE - Kellogg Forum on Higher Education Transformation, 2001.

NCPI Case Studies of the Institutional Approach to Student Assessment and Academic Innovation edited and /or co-authored* in 2001:

Iowa State University*
Mercyhurst *
Northwest Missouri State University*
Santa Fe Community College
South Seattle Community College
Wake Forest University*
Western Washington University

The Civic Engagement Cluster: A Case Study of Building Interorganization Collaboration (with Anderson, A.) Ann Arbor, MI: CSHPE - Kellogg Forum on Higher Education Transformation. 2001.

White Papers on Institutional Change Edited for Kellogg Forum on Higher Education Transformation, Ann Arbor, MI. Center for the Study of Higher and Postsecondary Education

Farrell, J. "University and Corporate Research Partnerships: Developing Effective Guidelines to Promote Transformation and Change," 2000.

Kusmieriek, K. "Understanding and Addressing Resistance to Organizational Change,"2001.

Suspitsina, T. "A Formula for Success in Market-Oriented Programs in Russia,"2001.

Tarbox, S. "Promoting Diversity in Colleges and University: A Contextual Planning Approach,"2001.

A National Profile of Institutional Support for Undergraduate Student Assessment. (with Einarson, M. K.) Journal of Higher Education. (In Press)

Promoting Academic improvement: Organizational and Administrative Dynamics that Support Student Assessment (with Vaughan, D. S.) in Banta, T.W. (Ed.). The Scholarship of Assessment. San Francisco: Jossey-Bass. (In Press)

Planning a Multi-dimensional Strategy for Improving the Use of Student Assessment. (with Vaughan, D. S.) Planning for Higher Education. (In Press)

For Detailed Explanation of Academic Background and Experience, Reports and Studies, Professional Papers and Conference Presentations, Editorial Activities, Professional Association Activities, Consulting and University of Michigan Activities and Assignments, see Vita Addenda.