

**Administration in Higher Education**  
*Higher Education 552*  
*Pennsylvania State University*  
*Fall 2011*

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

Office Hours: 1:15 to 2:15 & 5:30 to 6:30 (Wednesday)      Office: Rackley Building  
12:15 to 2:15 p.m. (Wednesday)                                      Telephone: 814-863-2690  
By appointment

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

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

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

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

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

### Required Texts:

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

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

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

### Major Course Objectives:

1. Explicate current illustrations of major university administrative issues;
2. Examine standard conceptual tenets and paradigms of administration from the higher educational, sociological, psychological, and business administration literature;
3. Analyze patterns and styles of leadership and power relations;
4. Explore and present solutions to concrete university administrative challenges and problems for various types of colleges and universities -- research universities, urban doctoral universities, campuses of state university systems, Historically Black Colleges and Universities (HBCUs), liberal arts colleges, and two-year institutions;
5. Recognize and prepare future administrators for crises affecting universities and university crises;
6. Elicit illustrations of students' desired career options and the specific challenges therein; and
7. Present humanistic, equity, and social justice perspectives for new paradigms and applied policies and programs within the academy through biographical and case studies and via the tenets of the United States Declaration of Independence and Constitution and Universal Declaration of Human Rights. Hence individuals and domestic and global societies may move from their comfort perspectives toward innovative and multi- and interdisciplinary paradigms and public policies.

**Seminar Format:** Lectures, Socratic Modes, Discussions, and the like – In all seminars, co-curricular, and communications, rules of etiquette are to be observed. Modifications of material will occur during the semester; and, as possible, notifications will occur one week ahead of time.

The significant portions of the text, *Introduction to American Higher Education* will concentrate on the subsections: a) organizations, leadership and governance; and b) policy. The volume includes a number

of major articles and chapters from the past twenty or so years to the present that feature a range of administrative matters blended with conceptual frameworks and applied matters.

The select sections of *The Art and Politics of Governance* explicates macro level matters affecting university administration by blending conceptual perspectives with concrete illustration of contemporary American universities. In particular, the frameworks will mesh with those of concrete matters that affected the presidents discussed in *Portraits In Leadership*.

The required text, *Portraits in Leadership: Six Extraordinary University Presidents*, highlights the comprehensive roles of college and university presidents. The case studies in the volume focus on Clark Kerr, William Friday, Theodore (Ted) Hesburgh, John Brooks Slaughter, William Bowen, and Hanna Holborn Gray. After discussing the nature of their presidencies, we will concentrate on specific achievements and challenges during their administration *and* the influences of particular entities. For example, the roles of the governor and Board of Regents will be examined after the Clark Kerr case study at the University of California. Complexities of multi-campus systems including the legislature and financial allocations are explored in the case study of William Friday of the University of North Carolina. The salience of communication with multiple constituents (for example, university faculty, alumni, Catholic and religious groups, athletic boosters, and government agencies) will be analyzed regarding Ted Hesburgh of Notre Dame. The influence of enhanced undergraduate education, NCAA Division I athletics, racism, and national media will be analyzed after our examination of John Brooks Slaughter at the University of Maryland and Occidental College. Overt and covert features of sexism, the “third sex”, and cultures of elite private universities will be explored in relation to the case study of Hanna Holborn Gray at the University of Chicago. The university administrative and cultural credibility accorded to European American men presidents, capital campaigns, and internal university fiscal affairs will be examined via William Bowen at Princeton.

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

**This semester, we follow President Antoine M. Garibaldi, of University of Detroit Mercy**, who assumed the presidency on July 1, 2011. Dr. Garibaldi is the first lay and African American president of the University. In the past, we have not discussed Catholic universities and other types of private sites where both public and religious matters mesh within a state and/or metropolitan region undergoing notable changes. Such changes are caused by economic downturns and the evolving role of the Church in a nation where there are notable numbers of Catholic universities. There are already a number of television interviews (Garibaldi on *American Black Journal*), welcome remarks, convocation speech, and the like on the website of the University of Detroit Mercy.

**We will also follow President Carolyn A. Martin, of Amherst College, Massachusetts** who assumed the presidency on or about August 29, 2011. Amherst College, formerly a male college, named its first woman president when the announcement of Dr. Martin. In the past, we have not focused on “elite” liberal arts colleges and other types of private select universities where both public and private matters mesh. In particular, Amherst College, located in western Massachusetts, is in a consortium of a major

public research university (University of Massachusetts, Amherst) and select and creative liberal arts colleges such as Mount Holyoke, Smith, and Hampshire. Dr. Martin's Convocation presentation should occur on or about September 5, 2011, convocation on or about September 5, 2011, and her Inauguration will occur on or about October 15, 2011. Postings should be on the Amherst College website.

**We will view President Barack Obama's 2010 Commencement addresses at Hampton University and University of Michigan, along with other important webcasts and videos of speakers addressing university administrative matter.**

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

*Requirements and Evaluation:*

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

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

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

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

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

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

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

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

August 25<sup>th</sup>-----  
and September 1<sup>st</sup>-----

*Explicating Current Illustrations of Major University Issues*

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

National Anthem sung by Whitney Houston

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

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

“Duke President Calls on Higher Education Leaders to Speak Out about Their Mission,” Presentation on February 6, 2007  
http://www.dukenews.duke.edu/2007/02Brodhead\_NAICU.html (Retrieved August 15, 2007).

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

Audio and/or Readings:

Highlights of United States Declaration of Independence and Constitution

**September 11<sup>th</sup> OR November 6<sup>th</sup> Required Attendance** at Penn State Board of Trustees Meeting OR Attendance at the actual Board meeting at Another University-College (e.g., Juanita, Lock Haven, Villanova, Bryn Mawr, Carnegie Mellon, University of Delaware, etc.) Board of Trustees/Regents meeting. Dr. Lindsay will report on her interviews and observations with University Boards and Presidents, most recently at Dillard University, a liberal arts university in New Orleans. One “normally” scheduled seminar may not be convened in lieu of the Board attendance.

September 1<sup>st</sup> -----

*Explicating Current Illustrations of Major University Administrative Issues*

- Conceptual Perspectives of Academic Administration and Organization by Educators
- Conceptual Perspectives of Academic Administration and Organization by Sociologists
- Continuation of Discussions from August 25<sup>th</sup>
- Public Faces of Board of Trustees/Regents/Visitors

Podcast:

President Barack Obama, “Obama Hampton University May 2010 Commencement Speech.” [www.youtube.com – Retrieved August 1, 2010]

Reading:

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

University of Detroit Mercy on Appointment of Antoine Garibaldi as President – “Welcome from the President and Video of Welcome to the Students” [www.udmercy.edu/about/president/media/ -- Retrieved August 21, 2011]

Amherst College, on Appointment of Carolyn A. Martin as President (Amherst College website, “About Amherst” [www.amherst.edu/aboutamherst/ -- Retrieved August 22, 2011])

Readings:

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

September 8<sup>th</sup> -----  
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*Explicating Current Illustrations of Major University Administrative Issues with initial emphasis on urban doctoral universities*

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

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

Readings:

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

Penn State University organizational chart

**You are required to attend the Penn State University Board of Trustees meeting on September 9<sup>th</sup> or November 11<sup>th</sup>. This may be in lieu of a future regularly scheduled time. Remember that Board meetings of other college or universities can also be used. Students may wish to attend a Board meeting of their alma mater or a university where they are currently working or were formerly employed. This must be a college and/or university-wide body, not for an entity within the college or university like to Advisory Board for a College of Health Sciences within an overall university.**

**For PSU meetings, normally you should arrive in the Board Room at the Nittany Lion Inn no later than 8:15 a.m. and stay until approximately 10 or 10:30, depending upon the presentations during that time. The precise times will be determined once the agenda for the meeting is public information.**

September 15<sup>th</sup> -----

*Explicating Current Illustrations of Major University Administrative Issues*

Continue Discussions and Readings of September 8<sup>th</sup> including explication and analyses of Penn State University Board meeting.

Initial Preliminary Discussion of Team and Individual Projects

Readings:

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

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

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

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

September 15<sup>th</sup> and 22<sup>nd</sup> -----

*Analyzing Patterns and Styles of Leadership and Power Relations*

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

Readings:

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

Etzioni, Amitai, “Administrative and Professional Authority”

Lindsay, Beverly. “Cross-Cultural Perspectives on Women in Higher Education”

September 22<sup>nd</sup> -----

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

*Analyzing Patterns and Styles of Leadership and Power Relations*



Continue Discussions and Readings from September 16<sup>th</sup>

Readings and Viewings:

Padilla, Arthur. *Portraits in Leadership*. Chapter Eight – “Lenny, Lefty, and Chancellor Slaughter”  
Orton, J. Douglas and Weick, Karl E. “Loosely Coupled Systems” in Harper, Shaun and Jackson, Jerlando

September 29<sup>th</sup> -----

*Analyzing Patterns and Styles of Leadership and Power Relations;  
Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges and  
Problems for Comprehensive Research Universities*

Video Presentation of Commencement Address of President Barack Hussein Obama at the Cairo University in June 2009

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

- ❖ Task Force Dartmouth College
- ❖ Task Force Northwest University and/or Dartmouth College
- ❖ Task Force Pennsylvania State University and/or University of Massachusetts, Amherst
- ❖ Task Force Harvard University – if needed

Continue Discussions and Readings of September 22<sup>nd</sup>

Readings:

Padilla, Arthur. *Portraits in Leadership*. Chapter Seven – “God, Country, Notre Dame, Father Ted”  
Chapter Nine – “Bowen’s Beautiful Mind,” and  
Chapter Ten – “Hanna Holborn Gray: The Second Woman”

**Presentation by Dr. Robert Cadigan, former Director of Prison Education Program, Boston University.** Dr. Cadigan earned his PhD in sociology from Boston University and has been involved extensively in community engagement in various venues.

October 6<sup>th</sup> -----  
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*Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges and Problems for Comprehensive Research Universities*

Continue Discussions and Readings from September 29<sup>th</sup>

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

Readings:

*Views from the Presidency: Leadership in Higher Education.*

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

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

**Presentation by President Michael Peters of St. John’s College** which is an institution that focuses on the Great Books and individualized student learning. Close faculty interaction characterizes the College.

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

October 13<sup>th</sup> -----  
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*Exploring and Presenting Solutions to Concrete University Administrative/Executive Challenges and Problems at Two-Year Colleges*

Continue discussions from October 6<sup>th</sup>

Readings and Videos:

White House Summit on community Colleges and Dr. Jill Biden [www.aacc.nche.edu – Retrieved August 1, 2011]

American Association of Community Colleges 21<sup>st</sup> Century Initiative [www.aacc.nche.edu – Retrieved August 1, 2011]

## White Summit on Community

Moltz, David. "Who are Community College Trustees?" *Inside Higher Education*, April 6, 2009  
[Retrieved April 28, 2009]

View: NBC Television Show, *Community*, a comedy about community colleges and a group of students who attend

Continue Discussions and Readings of October 6<sup>th</sup>  
Individual Student Presentation(s)

October 20<sup>th</sup> and 27<sup>th</sup> -----

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

***October 20<sup>th</sup> Presentation by Dr. James Lyons, who has served as presidents of four universities: Bowie University, Jackson State University, California State University Dominguez Hill, and Dillard University***

### Preliminary Task Force

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

DVD: *Katrina Presentation*

### Readings:

Lindsay, Beverly. "Universities and Global Diversity in a Geopolitical Era," Sections on universities in New Orleans [www.bristol.ac.uk – Retrieved July 20, 2011]

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

Strom, Stephanie. "Qatar Grants Millions in Aid to New Orleans" [www.nytimes.com/2006/05/02 – Retrieved August 1, 2011]

November 3<sup>rd</sup> -----

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

In lieu of attendance at Penn State University Board of Trustees meeting and/or other appropriate College/University Board meeting, this may likely be a shortened regularly scheduled seminar.

Readings:

Continue Discussion and Readings of October 20<sup>th</sup> and 27<sup>th</sup> and work on Task Forces assignments

Task Force Informal meetings.

November 17<sup>th</sup> -----

*Exploring and Presenting Administrative challenges at World Renowned Research University*

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

Readings:

Lindsay, Beverly. "Universities and Global Diversity in a Geopolitical Era," Sections on universities in Middle East and Australia [www.bristol.ac.uk – Retrieved July 20, 2011]

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

Presentations of Individual Oral Projects

Continue Discussions and Preliminary Task Force Plans for Action for Public and Private Doctoral Universities

Preliminary Task Force Presentations

December 1<sup>st</sup> -----  
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*Comprehending Current and Future Administrative Roles and Challenges*

Presentations of Individual Oral Projects

Presentations of Penultimate Task Force Report(s) on Comprehensive Research Universities

Discussions Regarding Students' Desired Career Options and Their Ability to Pursue the Subsequent Challenges

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

Reading:

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

December 8<sup>th</sup> -----  
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*Comprehending Current and Future Administrative Roles*

*Eliciting Illustrations of Desired Career Options and the Specific Challenges Therein*

*Presenting Humanistic, Equity, and Social Justice Perspectives for New Paradigms and Applied Policies and Programs within the Academy*

- Final Task Force Presentation(s)
- Final Comments, Questions, and Review of Contemporary Administrative Matters in Higher Education – The Return to President Richard Brodhead of Duke University and domestic/international university matters
- Evaluation of Professor Lindsay
- Reception by/for Seminar Students

Reading:

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

**Reminder: Written Team Projects are due December 8<sup>th</sup> . Individual Student Projects are due on December 1<sup>st</sup> at the end of the seminar in light of the guidelines pertaining to submission of individual paper. For example, if a student presents on October 27<sup>th</sup> her/his paper is due no later than November 10<sup>th</sup> If s/he presented on November 17<sup>th</sup>, the project is due on December 1<sup>st</sup> since there are no classes the following week.**

**Task Force Reports are due on December 8<sup>th</sup> no later than the close of the seminar.**