STEVEN GLENN OLSWANG

CONTACT

Professor Steven Olswang Educational Leadership and Policy Studies College of Education University of Washington 412A Miller Hall Box 353600

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BACKGROUND

Ph.D., 1977, University of Washington Higher Education Administration Seattle, Washington

J.D., 1971 University of Illinois Champaign, Illinois

B.A., 1968, Northwestern University Sociology Evanston, Illinois

CURRENT POSITIONS

Professor, Educational Leadership and Policy Studies, College of Education, University of Washington, Seattle

Adjunct Professor, School of Law, University of Washington, Seattle

I teach the following graduate courses: Higher Education and the Law, School Law, Collective Bargaining and Faculty Governance in Higher Education, Resource Allocation in Colleges and Universities.

HONORS AND AWARDS

- J. William Fulbright Fellow. Germany, October 2006.
- J. William Fulbright Academic Administrator Fellowship, 1994-1995.

Visiting Fellow, Wolfson College, University of Cambridge; Visiting Professor, University of Reading, United Kingdom, September 1994 to January 1995.

Fellow of the National Association of College and University Attorneys, June 1997.

EMPLOYMENT HISTORY

Interim Chancellor, University of Washington, Bothell, July, 2005 to June, 2007.

Interim Chancellor, University of Washington Tacoma, February 2004 to April 2005.

Vice Provost, University of Washington, June 1985 to June 2005.

Vice Provost for International Education, University of Washington, January 1995 to June 2005.

Assistant Provost for Academic Affairs, University of Washington, July 1979 to June 1985.

Assistant to the Provost, University of Washington, January 1976 to June 1979.

Administrative Intern to the President, University of Washington, March 1975 to December 1975.

Research Associate, Area of Higher Education/Center for the Development of Community College Education, University of Washington, January 1975 to December 1975.

Lecturer in Law, Seattle University, School of Business, Seattle, Washington, September 1974 to December 1975.

I taught the following undergraduate courses: Business Law, Advanced Business Law.

I taught the following graduate courses in the Master of Science in Taxation program: Tax Planning for Managers, Tax Procedures.

Attorney, Quinn, Jacobs and Barry, Chicago, Illinois, August 1971 to June 1974. Specialization: Corporations, Tax, Reorganizations.

Consulting Attorney, Program in Early Childhood Development, District 65, Evanston, Illinois, September 1972 to June 1974.

Instructor of Law, Loyola University of Chicago, School of Law, January 1974 to June 1974.

I taught a course entitled "Business Planning," which was a third-year law course integrating business entities, corporations and tax planning.

Research Assistant to Tax Faculty, University of Illinois, School of Law, August 1970 to August 1971.

PUBLICATIONS

Olswang, S.G. and Cameron, C.A. (2006). <u>Academic Freedom and Tenure</u>; a <u>Compendium</u>. Washington D.C.: National Association of College and University Attorneys.

Spaulding, R., and Olswang, S.G. (2006). Maximizing Enrollment Yield Through Financial Aid Packaging Policy. <u>Journal of Student Financial Aid</u>, (In Press).

Cameron, C.A., Meyers, L.E., and Olswang, S.G. (2005). Academic Bill of Rights: Conflict in the Classroom. <u>Journal of College and University Law</u>. 31(2), 101-149.

Quinn, K., Edwards-Lange, S., and Olswang, S.G. (2004). Family Friendly Policies And The Research University. <u>Academe</u>, 90(6), 32-34.

Olswang, S.G., Cameron, C.A., Babbitt, E.M. and Kamai, E.K. (2003). Retrenchment. <u>Journal of College and University Law</u>, 30 (1), 47-74.

Olswang, S.G. (2003). The Future of Tenure. Change, 35(3), 36-37.

Taylor, E. and Olswang, S.G. (1999). Peril or promise: The effect of desegregation litigation on historically black colleges. <u>The Western Journal of Black Studies</u>, 23(2), 73-82.

de Give, M. and Olswang, S.G. (1999). The making of a branch campus system: A statewide strategy of coalition building. <u>The Review of Higher Education</u>, 22(3), 287-313.

Olswang, S.G. (1998). The ombuds' place in the university. <u>The Journal 1998 of the California Caucus of College and University Ombuds</u>, 1(1), 14-17.

Taylor, E. and Olswang, S.G. (1997). Crossing the color line: African Americans and predominantly White universities. <u>College Student Journal</u>, 31(1), 11-18.

Olswang, S.G. (1997). Academic abstention stronger than ever, despite *Vaksman*. <u>Journal of Law & Education</u>, 26(1), 91-96.

Burgstahler, S. and Olswang, S.G. (1996). Computing and networking services for students with disabilities: How do community colleges measure up? <u>Community College Journal of Research and Practice</u>, 20(4), 363-376.

Finkel, S. and Olswang, S.G. (1995). Child rearing as a career impediment to women assistant professors. Review of Higher Education, 19(2), 123-139.

Finkel, S. and Olswang, S.G. (1995). Maternity leave policies in research universities. <u>1995</u> AAUW Conference Proceedings.

Finkel, S., Olswang, S.G., and She, N. (1994). Childbirth, tenure, and promotion for women faculty. Review of Higher Education, 17 (3), 259-270.

Discala, J., Olswang, S.G., and Niccolls, C.S. (1992). College and university responses to the emotionally or mentally impaired student. <u>Journal of College and University Law</u>, 19, 17-33.

Fassett, W.E., and Olswang, S.G. (1991). Affiliate faculty and student evaluation, discipline and dismissal. <u>American Journal of Pharmaceutical Education</u>, 55, 211-218.

Hendrickson, R.M., Lee, B.A., Loomis, F.D., and Olswang, S.G. (1990). The impact of the civil rights restoration act on higher education. <u>West's Education Law Reporter</u>, 60, 671-690.

Cameron, C.A. and Olswang, S.G. (1989). Patient debt management and student academic progress. Journal of Dental Education, 53(10), 569-572.

Zebelman, E.S. and Olswang, S.G. (1989). Student career goal changes during doctoral education in nursing. <u>Journal of Nursing Education</u>, 28(2), 53-60.

Niccolls, C.S., Nave, M.E. and Olswang, S.G. (1989). Unrelated business income tax and unfair competition: Current status of the law. <u>Journal of College and University Law</u>, 15(3), 249-268.

Olswang, S.G. (1988). Sexual Harassment: Post investigative issues. In Price-Spratlen (Ed.), <u>Prevention of Sexual Harassment in Higher Education</u>. Seattle: University of Washington.

Olswang, S.G. (1988). Union security provisions, academic freedom and tenure: The implications of <u>Chicago Teachers Union v. Hudson</u>. <u>Journal of College and University Law</u>, 14(4), 539-560. Reprinted in NACUA Selected Reading Series, <u>Legal Issues in Faculty Employment</u>. Washington, D.C.: NACUA (1989).

Lee, B.A., Leslie, D.W., and Olswang, S.G. (Nov/Dec 1987). Implications of comparable worth for academe. <u>The Journal of Higher Education</u>, 58(6), 609-628.

Olswang, S.G. (1987). Facing financial distress. <u>Higher Education</u>, 16, 145-154.

Olswang, S.G. (1986). Sexual harassment and the law: Obligations and responsibilities of institutions of higher education. In Price-Spratlen (Ed.), <u>Prevention of Sexual Harassment in Academe</u>. Seattle: University of Washington.

Williams, D.T., Olswang, S.G., and Hargett, G.R. (1986). A matter of degree: Faculty morale as a function of involvement in institutional decisions during times of financial distress. <u>Review of Higher Education</u>, 9(3), 287-301.

Lee, B.A. and Olswang, S.G. (1985). Legal parameters of the faculty employment relationship. In J. Smart (Ed.), <u>Higher Education: Handbook of Theory and Research</u>. New York: Agathon Press.

Olswang, S.G. and Lee, B.A. (1984). <u>Faculty freedoms and institutional accountability:</u> <u>interactions and conflicts</u>. ASHE-ERIC/Higher Education Research Report No. 5. Washington, D.C.: Association for the Study of Higher Education.

Cameron, C.A. and Olswang, S.G. (1984). Educating dental hygienists to be sole practitioners: Potential impacts of alternative and independent practice legislation. <u>Journal of Dental Hygiene</u>, 58(9), 408-411.

Olswang, S.G. and Lee, B.A. (1984). Scientific misconduct: Institutional procedures and due process considerations. <u>Journal of College and University Law</u>, 11(1), 51-64.

Hargett, G.R. and Olswang, S.G. (1984). An institutional approach to improving the English proficiency of foreign students: The modified transitional model. <u>American Language Journal</u>, 2(1), 67-83.

Olswang, S.G. (1983). Caveat Emptor. <u>Journal of Nursing Education</u>, 22(8), 313-314. (Invited Guest Editorial.)

Olswang, S.G. (1982-83). Planning the unthinkable: Issues in institutional reorganization and faculty reductions. <u>Journal of College and University Law</u>, 9(4), 431-449. Reprinted in NACUA Selected Reading Series, <u>Legal Issues in Faculty Employment</u>. Washington, D.C.: NACUA (1989).

Wilson, R.M. and Olswang, S.G. (1983). Student religious worship in the public university: An administrative guide. NASPA Journal, 20(3), 2-7.

Cameron, C.A., Yamagata, P.A., and Olswang, S.G. (1982). Faculty liability for violating known student rights. <u>Educational Directions</u>, 7(4), 11-17.

Olswang, S.G., Cole, E., and Wilson, J. (1982-83). Program elimination, financial emergency, and student rights. <u>Journal of College and University Law</u>, 9(2), 163-176.

Cameron, C.A., Yamagata, P.A., and Olswang, S.G. (1982). Mandatory clinical practice of dental and dental hygiene faculty. <u>Journal of Dental Education</u>, 46(3), 153-157.

Rutherford, D.G. and Olswang, S.G. (1981). Academic misconduct: The due process rights of students. NASPA Journal, 19(2), 12-16.

Cohen, W.D., Olswang, S.G., and Bleha, B. (1981). Administrative roles and perceptions of governance in the community colleges. <u>Community/Junior College Research Quarterly</u>, 5(4), 303-322.

Olswang, S.G. and Fantel, J.I. (1980-81). Tenure and periodic performance review: Compatible legal and administrative principles. <u>Journal of College and University Law</u>, 7(1-2), 1-30. Reprinted in NACUA Selected Reading Series, <u>Legal Issues in Faculty Employment</u>. Washington, D.C.: NACUA (1989).

Olswang, S.G. (1978). The South Africa issue: Trustees, divestiture, and the law. <u>AGB Reports</u>, 20(4), 9-14.

Olswang, S.G. (1977). <u>A comparative study of role prescriptions, perceptions, and performances of provosts, deans and department chairpersons</u>. Unpublished doctoral dissertation: University of Washington.

Olswang, S.G. (1975). A re-evaluation of admissions policies in higher education: Segregation vs. integration. In Excellence or Equality: A Dilemma for Higher Education? Papers from the Third International Conference on Higher Education at the University of Lancaster.

Olswang, S.G. (Ed.) (1975). <u>Proceedings: Conference on the adult learner</u>. Center for Development of Community College Education, University of Washington.

Olswang, S.G. (Ed.) (1975). <u>Proceedings: Conference on compensatory/remedial education</u>. Center for Development of Community College Education, University of Washington.

Olswang, S.G. (1971). Ancillary administration – The effect of a foreign election of a statutory share on Illinois property. <u>Illinois Bar Journal</u>.

INVITED PRESENTATIONS

Principles and Practice of Effective Faculty Discipline. Virtual Seminar. Sponsored by the National Association of College and University Attorneys. January 25, 2007 (with Barbara Lee).

"Implementing Diversity Best Practices in Admissions, Student Life, and Employment.." Annual Meeting of the National Association of College and University Attorneys. Chicago, Illinois. June 27, 2006 (with Arthur Coleman, Erica Sandus, and Christine Hughes).

"Discussion of Affirmative Action," Annual Meeting of the National Association of College and University Attorneys. Orlando, Florida. June 28, 2005 (with Frank Wu, David Williams).

"Faculty Concerns," Program for Lawyers New to NACUA. Preconference, Annual Meeting of the National Association of College and University Attorneys. Orlando, Florida. June 25 - 26, 2005 (with Ann Franke).

"Best Practices in Faculty and Staff Hiring," National Teleconference, Sponsored by United Educators Insurance Company. June 22, 2005 (with Frank Vinik, Jennifer Kirkland).

"Harassment on Campus; Beyond the Basics," Annual Meeting of the National Association of College and University Attorneys. Vancouver, B.C. June 18, 2004 (with Barbara Lee).

"Academic Freedom and Tenure," Program for New Higher Education Attorneys. Annual Meeting of the National Association of College and University Attorneys. Vancouver, B.C. June 15, 2004.

"Planning and Implementing Academic Program Closure and Tenured Faculty Retrenchment," From Handshakes to Headaches: Key Issues in Higher Education Employment Law, National Association of College and University Attorneys. Atlanta, Georgia. March, 2004 (with C. Cameron).

"Leadership and Ethics." Annual Meeting, National Association of Educational Buyers. Las Vegas, Nevada. October 13, 2003.

"Post-Tenure Review in Higher Education," Annual Conference, National Association of College and University Attorneys. Boston, Massachusetts. June, 2002 (with C. Cameron and E. Kamai).

"Public Sector Discipline: What Process is "Due?" Annual Conference, National Association of College and University Attorneys. San Diego, California. June, 2001 (with C. Cameron).

"Effective Retiree Reemployment, Volunteer Programs, and Retirement Associations." Conference on Life-Long Involvement of Retired Faculty and Staff. North Carolina State University. Raleigh, North Carolina. March 26, 2001.

"Professorial Speech and Academic Freedom." 22nd Annual National Conference on Law and Higher Education." Stetson University School of Law. Clearwater Beach, Florida. February 19, 2001.

"The New Tenure." 9th Annual AAHE Conference on Faculty Roles and Rewards. Tampa, Florida. February 3, 2001 (with C. Cameron and E. Kamai).

"Faculty Issues: Roles, Rewards, and Tenure." AASCU Academic Leadership Institute. Tucson, Arizona. January 31, 1999.

"Faculty Issues: Roles, Rewards, and Tenure." AASCU Academic Leadership Institute. Nashville, Tennessee. February 1, 1998.

"Doing History in the Twenty-First Century: The Future of Tenure in Research Universities." Annual Meeting of the American Historical Association. Seattle, Washington. January 10, 1998.

"Emerging Issues in Faculty Employment." AASCU Academic Leadership Institute. Lake Tahoe, California. July 27, 1997.

"Handling Immigration Questions: A Primer." Annual Meeting of the National Association of College and University Attorneys. Seattle, Washington. June 21, 1997.

"Emerging Issues in Faculty Employment." AASCU Academic Leadership Institute. Savannah, Georgia. February 8, 1997.

"New Legal Challenges in Higher Education Tenure." NOLPE Annual Convention. New Orleans, Louisiana. November 22, 1996.

"Emerging Issues in Faculty Employment." AASCU Summer Meeting. Monterey, California. July 28, 1996.

"Tenure and Academic Freedom: What It Is Today! What It Might Be Tomorrow?" American Association of Dental Schools, Special Interest Group on Legal Issues. San Francisco, California. March 18, 1996.

"Academic Freedom and Tenure: The United States and United Kingdom Experience." AAMC Tenure Compensation and Career Pathways. McLean, Virginia. February 5, 1996.

"The Changing University: Faculty Employment, Academic Freedom, and Tenure." President's Lecture Series, University of Michigan. Ann Arbor, Michigan. January 22, 1996. Published as "The Changing University: Faculty and Tenure." in Jensen, (1996) <u>Changing in a</u>

World of Change. Ann Arbor, Michigan: University of Michigan.

"Emerging Issues in Faculty Employment: Understanding Academic Freedom and Tenure." AASCU Academic Leadership Institute. San Antonio, Texas. January 20, 1996.

"The Future of Academic Freedom and Tenure." Annual Meeting of the National Association of College and University Attorneys. Toronto, Ontario, Canada. June 19, 1995.

"Current Legal Issues in Higher Education." Academic Affairs Resource Center Summer Meeting, American Association of State Colleges and Universities. Copper Mountain, Colorado. July 19, 1993.

"Emerging Legal Issues in Higher Education: Focus on Faculty." Academic Leadership Institute of the American Association of State Colleges and Universities. New Orleans, Louisiana. January 30, 1993.

"Peer Review in the Sunshine: Legal and Practical Issues," and "Economic Crisis: Reduction in Force Plans for 1992." Presentations at Thirteenth Annual National Conference on Law and Higher Education. Clearwater Beach, Florida. February 9-12, 1992.

"Scientific Misconduct: Perpetration, Procedures, and Punishment." Biomedical Research Integrity Lecturer Series. University of Washington School of Medicine. Seattle, Washington. November 14, 1991.

"Legal Issues in Academic Administration." Presentation for the Board of Regents of South Dakota Colleges and Universities. Pierre, South Dakota. April 29- 30, 1991.

"Law, Lawyers and Accreditation." Panelist for a Professional Development Session at the Annual Meeting of the Council on Postsecondary Accreditation. Seattle, Washington. April 23, 1990.

"Unrelated Business Income: Implications for College and University Continuing Education Programs." Presentation at National University Continuing Education Association. Seattle, Washington. October 20, 1989.

"Current Legal Issues in Higher Education." Presentation at Annual Meeting of the Northwest Association of Schools and Colleges. Anchorage, Alaska. December 5, 1988.

"Emerging Legal Issues in Higher Education." Workshop for new Academic Vice Presidents of the American Association of State Colleges and Universities. Washington, D.C. October 23, 1988.

"Unrelated Business Income: Implications for College and University Conference Centers." Presentation at the 8th Annual Conference of the Association of Conference and Events Directors – International. Seattle, Washington. March 14, 1988.

"Unfair Nonprofit Competition with Small Business." Presentation at the 9th National Legislative Conference on Small Business Issues, sponsored by the U.S. Small Business Administration. San Antonio, Texas. November 18, 1987.

"Legal Issues Facing Admissions and Records Officers." Presentation at the Pacific Association of Collegiate Registrars and Admissions Officers. Seattle, Washington. November 3, 1987.

"UBIT: Unrelated Business Income Tax." Presentation at the 1987 Annual Conference of the Association of Science and Technology Centers. Seattle, Washington. October 19, 1987.

"Legal Issues in Higher Education." Workshop for new Academic Vice Presidents of the American Association of State Colleges and Universities. Vail, Colorado. July 30, 1987.

"Institutional Responses to Scientific Misconduct." Presentation at the joint meeting of the National Council of University Research Administrators and the University Risk Management and Insurance Association. Washington, D.C. June 8, 1987.

- "Faculty Rights and Academic Freedom." Presentation at the Association of American Dental Schools Annual Meeting. Chicago, Illinois. March 6, 1987.
- "Emerging Conflicts with Academic Freedom." Presentation at the Institute for Educational Management Annual Seminar. Harvard University, Cambridge, Massachusetts. November 14, 1986.
- "Academic Freedom: Its Origins, Meanings, Protections, and Future Challenges." Plenary address at the annual conference of the National Association of College and University Attorneys. Baltimore, Maryland. June, 1986.
- "Academic Freedom, Financial Exigency, and Periodic Performance Review." Presentation at the Association of American Law Schools Annual Meeting. New Orleans, Louisiana. January 5, 1986.
- "Faculty Rights and Student Evaluation." Presentation to the faculty of the University of Alaska-Anchorage. May 6, 1985.
- "Academic Freedom and Accountability." Plenary address at the 6th Annual Conference on Law and Higher Education. St. Petersburg, Florida. January, 1985.

SELECTED OTHER PRESENTATIONS AND PAPERS

- "Developing Financial Aid Packaging Strategies to Facilitate Choice in Higher Education." American Educational Research Association 2004 Annual Meeting. San Diego, California. April, 2004 (with R. Spaulding).
- "The Influence of Financial Aid in the College Selection." Pacific Northwest Association for Institutional Research and Planning 2003 Annual Conference. Portland, Oregon. October, 2003 (with R. Spaulding).
- "The Making of a Branch Campus System: A Statewide Strategy of Coalition Building." ASHE Conference. Memphis, Tennessee. October, 1996 (with M. de Give).
- "Looking at Academic Personnel Issues from 'Both Sides Now'." Stetson University Higher Education and Law Conference. Clearwater Beach, Florida. February, 1996 (with B. Lee).
- "Sexism, Sexual Harassment, and Child Rearing as Barriers to Tenure for Female Assistant Professors." Women in Higher Education. San Francisco, California. January, 1995 (with S. Finkel).
- "Impediments to Tenure for Female Assistant Professors." Association for the Study of Higher Education. Tucson, Arizona. November, 1994 (with S. Finkel).
- "Conflict of Interest." Concurrent Session, 1994 Annual Conference, National Association of College and University Attorneys. Marcos Island, Florida. June 26, 1994.

- "Faculty Issues for the 90's Tenure, Nonretirement, and Diversity." Concurrent Session, 1993 Annual Conference, National Association of College and University Attorneys. San Francisco, California. June 25, 1993.
- "Tenure and Academic Freedom: New Threats and Challenges." Symposium presentation at the annual meeting of the Association for the Study of Higher Education. Portland, Oregon. November, 1990.
- "The Implications of the Civil Rights Restoration Act on Sexual Discrimination in Higher Education." Paper presented at the 1989 Annual Meeting of the Association for the Study of Higher Education. Atlanta, Georgia. November, 1989.
- "Emerging Issues in Faculty Collective Bargaining." Symposium presentation at the annual meeting of the Association for the Study of Higher Education. San Antonio, Texas. February, 1986.
- "Comparable Worth in Higher Education." Symposium presentation at the annual forum of the Association for Institutional Research. Portland, Oregon. April, 1985.
- "Comparable Worth and Sex Discrimination in Academe." Symposium presentation at the annual meeting of the Association for the Study of Higher Education. Chicago, Illinois. March, 1985.
- "Retrenchment in North America: A Comparison of Selected Provinces and U.S. States." Symposium presentation at the annual meeting of the Association for the Study of Higher Education. Chicago, Illinois. March, 1985.
- "Scientific Misconduct." Workshop presented at 6th Annual Conference on Law and Higher Education. St. Petersburg, Florida. January, 1985 (with B. Lee).
- "Salary Discrimination and Comparable Worth." Symposium presentation at Special NACUA Workshop. St. Petersburg, Florida. January, 1985.
- "Comparable Worth: An Issue for the 1980's." Symposium presentation at the ACE/NASULGC Joint Annual Meeting. Denver, Colorado. November, 1984.
- "Collective Bargaining as an Organizational Issue." Symposium presentation at the ASHE/AERA Conference on Postsecondary Education. San Francisco, California. October, 1984.
- "The Legal Issues in Faculty Eliminations Resulting from Postsecondary Financial Distress." Paper presented at the annual meeting of the American Educational Research Association. New Orleans, Louisiana. April, 1984.
- "Institutional and Faculty Academic Freedoms: Interactions and Conflicts." Symposium presentation at the annual conference of the Association for the Study of Higher Education. Chicago, Illinois. March, 1984.
- "Postsecondary Education in Times of Financial Distress: Legal and Policy Responses and Alternatives." Paper presented at the ASHE/AERA Conference on Leadership and Excellence in Postsecondary Education. San Francisco, California. October, 1983.

"Educating Dental Hygienists to be Sole Practitioners: Potential Impacts of Alternative and Independent Practice Legislation." Paper presented at the annual session of the American Association of Dental Schools. Cincinnati, Ohio. March, 1983 (with C. Cameron).

"So You Want to Write or Edit for the NASPA Journal." Symposium presentation at the NASPA Western Deans' Conference and Management Institute. Seattle, Washington. January, 1983.

"Faculty Reductions and Financial Emergency." Workshop presented twice at the annual conference of the National Association of College and University Attorneys. New York. July, 1982 (with J. Wilson).

"Sexual Harassment on Campus." Symposium presentation at the annual conference of the American Association of Higher Education. Washington, D.C. March, 1982 (with B. Dzeich and L. Weiner).

"Faculty Governance Issues in Times of Financial Exigency." Paper presented at the annual conference of the Pacific Rim Association for Higher Education. Seattle, Washington. October, 1981.

"Policies and Procedures for Sexual Harassment at Colleges and Universities." Workshop presented at the annual conference of the National Association of College and University Attorneys. Salt Lake City, Utah. June, 1981 (with C. Guthrie).

"Sexual Harassment and College Students: Developing Workable Policies and Procedures." Symposium and workshop sponsored by the American Council on Education and the National Association of Student Personnel Administrators. Los Angeles (February 2, 1981); Memphis (February 9, 1981); Washington, D.C. (March 3, 1981); Denver (March 16, 1981). Conference outline published as Appendix in B.W. Dzeich and L. Weiner, (1984), <u>The Lecherous Professor</u>. Boston: Beacon Press.

"Tenure and Institutional Flexibility: Are They Compatible?" Paper presented at the annual conference of the Pacific Rim Association for Higher Education. Portland, Oregon. October, 1980.

"Faculty Personnel Administration." Paper presented at the conference of the Northwest College and University Personnel Association. Spokane, Washington. April, 1980.

"Stages of Faculty Collective Bargaining." Seminar presented at the meeting of the Northwest Region of the College and University Personnel Association. Seattle, Washington. February, 1980.

"Two Related Research Studies: Identification of the Need and Means for Enhancing the Performance of College and University Administrators." Paper presented at the annual forum of the Association for Institutional Research. San Diego, California. May, 1979 (with W. Cohen). ED 174083.

"The Identified Need and Means for the Inhouse Training of Higher Education Administrators." Paper presented at the annual meeting of the Association for the Study of Higher Education. Washington, D.C. April, 1979 (with W. Cohen). ED 174178.

"The Bakke Case." Symposium presentation, sponsored by the Area of Higher Education, College of Education, University of Washington. Seattle, Washington. August, 1978.

"Recent Legal Trends in the Law of Higher Education." Presentation at the annual meeting of the Association for the Study of Higher Education. Chicago, Illinois. March, 1977.

"A Program for Centralization of Student Financial Assistance." Paper presented at the Western Regional Meeting of the College Entrance Examination Board and the College Scholarship Service Assembly. San Francisco, California. January, 1977.

ASSOCIATIONS AND MEMBERSHIPS

Member: Illinois State Bar Association

Washington State Bar Association

American Association of Higher Education American Educational Research Association

Association for Institutional Research

Association for the Study of Higher Education Reader, <u>Review of Higher Education</u> Distinguished Service Award, 1983

National Association of College and University Attorneys

Accreditation Commission: Northwest Association of Schools and Colleges and Universities

Commissioner, Commission on Schools, 2000 to 2004 Commissioner, Commission on Colleges, 1988 to 1994 Trustee, Northwest Association, 1991 to 1994; 2001 to 2003

Admitted to Practice:

Illinois State Bar, November, 1971 Washington State Bar, April, 1975

United States Tax Court

Local Federal District and Circuit Courts