

DOCUMENT RESUME

ED 043 330

JC 700 233

AUTHOR Piess, Louis C.
TITLE Faculty Participation in the Governance of Higher Education: A Bibliography.
PUB DATE Nov 70
NOTE 14p.
EDRS PRICE MF-\$0.25 HC-\$0.80
DESCRIPTORS *Bibliographies, *Governance, *Junior Colleges, *Participation

ABSTRACT

This bibliography includes 161 entries with particular emphasis on the community-junior college. Major sources of literature include bibliographies prepared by the EPIC Clearinghouse for Junior Colleges, and the Center for Development of Community College Education. Nineteen other sources were consulted, including "Dissertation Abstracts" (1938-1966), the "Education Index," the "Reader's Guide to Periodical Literature" (1955-1967), and "Research in Education." (JC)

U.S. DEPARTMENT OF HEALTH, EDUCATION
& WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED
EXACTLY AS RECEIVED FROM THE PERSON OR
ORGANIZATION ORIGINATING IT. POINTS OF
VIEW OR OPINIONS STATED DO NOT NECES-
SARILY REPRESENT OFFICIAL OFFICE OF EDU-
CATION POSITION OR POLICY

ED043330

BIBLIOGRAPHY

FACULTY PARTICIPATION IN
THE GOVERNANCE OF HIGHER EDUCATION

by

Dr. Louis C. Riess
Assistant to the President
Pasadena City College
November 1970

UNIVERSITY OF CALIF.
LOS ANGELES

NOV 09 1970

CLEARINGHOUSE FOR
JUNIOR COLLEGE
INFORMATION

JC 700 233

BIBLIOGRAPHIC SOURCES

The following sources were used in the development of the bibliography. While the sources generally relate to faculty participation in the governance of Higher Education, the specific emphasis is on the Junior or Community College.

The major sources of pertinent literature were provided by bibliographies prepared by the Education Research Information Center Clearinghouse for Junior College information at the University of California at Los Angeles and The Center for Development of Community College Education at the University of Washington.

"Faculty Participation in Community College Governance: An Annotated Bibliography," prepared at the University of Washington provided the most specific and comprehensive source material. This source selected governance articles from nineteen other bibliographies including "Dissertation Abstracts" 1938-1966, the "Education Index," and the "Readers Guide to Periodic Literature" between the years of 1955 and 1967. Thirty of the forty-six articles listed specifically applied to broad faculty participation in community college governance. Only four of these were written prior to 1960, two in 1957, and two in 1958. Three dissertations were listed, one

in 1963 and two in 1964. The large majority of the articles were published in the Junior College Journal during 1964 through 1967. Most of these articles on faculty participation in governance were written by administrators.

The Eric Clearinghouse for Junior Colleges at the University of California at Los Angeles has published two useful bibliographies: "Doctoral Dissertation in 1964-1966" and "The Junior and Community College Faculty" which provided seven sources in the 1962-1968 edition and thirty-seven sources in the 1969 revision.

Other sources included:

1. Research in Education, Vol. 1, No. 1 (November, 1966) through Vol. 4, No. 6 (June, 1969).
2. Research in Education Current Index to Journals in Education, Vol. 1 (January, 1969) through Vol. 1, No. 6 (June, 1969).
3. Dissertation Abstracts, Vol. 25, No. 7 (January, 1965) through Vol. 29, No. 10 (April, 1969).

BIBLIOGRAPHY

- Adams, Jesse E., Donovan, H.L. "The Administration and Organization in America Universities," Peabody Journal of Education, Vol. 22 (May, 1945), 328-343.
- American Association of University Professors Statement on, "Government of Colleges and Universities," AAUP Bulletin, April, 1967, #5.
- Argyris, Chris. "A New Era in Personnel Relations," Dunns Review and Modern Industry, (June, 1962), 40-41, 177-178.
- Argyris, Chris. Executive Leadership. New York: Harper and Brothers, 1953.
- Ashmore, Henry L. "Reaction to Some Basic Principles in Developing and Operating Junior Colleges," Junior College Journal, Vol. 32, No.4, (December, 1961), 189-192.
- Ashmore, Henry L. "The Committee in Administration," Junior College Journal, Vol. 29, No. 1 (September, 1958), 40-42.
- "Back of the Rush of Teachers Strikes," U.S. News and World Report, Vol. 62, No. 12 (September, 1967), 54.
- Ball, Lester B. "Militancy - Old and New," Educational Leadership, Vol. 26, No. 6 (March, 1969), 539-542.
- Barnard, Chester. The Functions of the Executive. Cambridge, Massachusetts: Harvard University Press, 1951.
- Bartky, J. "Nature of Junior College Administration," Junior College Journal, Vol. 28, No. 1 (September, 1957), 3-7.
- Bartlett, Edward R. "Democracy in Faculty Relations," Journal of Higher Education, Vol. 17 (March, 1946), 136-140.
- Bendix, Richard, Weber, Max. An Intellectual Portrait. New York: Doubleday and Company, 1960.
- Bennis, Warren, Schwin, Edgar. "Leadership and Motivation, Essays of Douglas McGregor," Cambridge: MIT Press, (1966),
- Bentley, Norma E. "The Role of Faculty in Community College Policy Making," Cazenovia College, Eric Accession No. EDO 14268, 1966.
- Blakemore, John R. "An Analysis of the Perceptions of the Role of the California Junior College Faculty Senates in Academic Governance," A Doctoral dissertation, University of Southern California at Los Angeles, 1968.
- Blumberg, Arthur. "Developing Teacher Decision-Making Through Structural Interventions," Paper presented to the American Educational Research Association, University of California at Los Angeles, 1969.

- Bogart, George, G. "Faculty Participation in American University Government," AAUP Bulletin, Vol. 31 (March, 1945), 72-82.
- Bradley, Leslie L. "The Faculty Role in Institutional Policy Making, Effective Faculty Councils," Selected Papers from the 45th Annual Convention, American Association of Junior Colleges, 1965, 49-52.
- Brandley, Marion K. "Relationships of Faculty Senates (Councils) to the Administrative Staff, Presidents and/or Superintendents, and Board of Trustees in Sixty-eight California Junior Colleges as Reported by the Presidents and Vice-Presidents," Based on a Questionnaire Survey of Opinions carried out between February and May, 1967, San Joaquin Delta College, Stockton, Eric Accession No. 013640, 1967.
- Brogan, Howard O. "Faculty Power: Pretense and Reality in Academic Government," Journal of Higher Education, Vol. 40, No. 1 (January, 1969), 23-30.
- Buchanan, Robert. "What University Professors and Administrators are to Each Other," AAUP Bulletin, Vol. 28, No. 3 (June, 1942), 395-403.
- California Junior College Faculty Association, "Associations Policies," Bulletin Supplement No. 1, Vol. No. 3, No. 2 (December, 1960).
- California Teachers Association. "Issues in California Education, 1968," (Burlingame, California Teachers Association, 1968), p. 2.
- California Teachers Association. "Winton Act Amendments Completed," C.T.A. Action, Vol. 7, No. 16 (May 23, 1969), p. 1.
- Callahan, R.E. Education and the Cult of Efficiency. Illinois: University of Chicago, 1962.
- Campbell, R.B., and Gregg, Russell. Administrative Behavior in Education. New York: Harper and Brothers, 1957.
- Cassette, William B. Administering the School Personnel Program. New York: The MacMillan Co., 1962.
- Caughy, John W. "Trustees of Academic Freedom," A.A.U.P. Bulletin, Vol. 37 (Autumn, 1952), pp. 427-441.
- Chase, Francis S. "The Teacher and Policy Making," Administrator's Notebook 1 (May, 1952), pp. 1-4.
- Clark, Burton, R. "Power and Authority--Emerging Trends and Aspirations," eds., Leland L. Medsker and Harry Dale Tillery. Power and Authority--Emerging Trends and Aspirations. Berkeley, California: Stanford-Berkely Seminar for Junior College Presidents, June 19-21, 1964.

- Cogen, Charles. "What Teachers Really Want from School Boards," American School Board Journal, Vol. 156, No. 8 (February, 1969), pp. 9-11.
- Coladarci, Arthur and Getzels, Jacob. The Use of Theory in Educational Administration, Stanford, California: Stanford University Press, No. 5, 1955.
- Comparative Studies in Administration. (staff edited), Pittsburg: University of Pittsburgh Press, 1959.
- Corson, John J. Governance of Colleges and Universities. New York: McGraw-Hill, 1960.
- Cross, Patricia. "The Campus Confrontations," The Research Reporter, The Center for Research and Development in Higher Education, University of California Berkeley, Vol. 4, No. 1, 1969-1.
- Cross, Patricia. "Administrative Authority in the Large University," The Research Reporter, The Center for Research and Development in Higher Education, University of California Berkeley, Vol. 4, No. 1, 1969-2.
- Davis, Betram. "Report of General Secretary," Academe, AAUP Newsletter, Vol. 3, No. 3 (May, 1969).
- Davis, Keith. Human Relation at Work. New York: McGraw-Hill Book Co., 1967.
- Deibler, Frederick S. "The Determination of Policy Under the Present Form of Collegiate and University Government," A.A.U.P. Bulletin, Vol. 28 (February, 1942), pp. 32-45.
- Dimock, Marshall. A Philosophy of Administration, New York: Harper and Brothers, 1958.
- Drucker, Peter F. The Practice of Management. New York: Harper and Brothers, 1954.
- Duggan, Stephen P. "Present Tendencies in College Administration," School and Society, Vol. 4 (August, 1916), pp. 229-235.
- Dunn, John W., Jowise, Peter, and Jentile Ralph. "Our Faculty Participates in Policy Development," Junior College Journal, Vol. 37, No. 4 (December, 1967), pp. 10-13.
- Eells, Walter C. The Junior College. Boston: Houghton Mifflin Co., 1931.
- Eley, Lynn. "The University of California at Berkeley: Faculty Participation in the Government of the University," AAUP Bulletin, Vol. 50, No. 1 (March, 1964), p. 5-13.
- Eliot, Charles W. "The American University President," Educational Review, Vol. 42 (December, 1911), pp. 433-49.
- Elliott, John E. "Statement Before Faculty and Staff Committee of Board of Trustees of California State Colleges," Los Angeles, California (August, 1966), pp. 1-2.

- Epler, Stephen M. "Faculty Administration Relationships--Why the Conflicts?" Seminar Paper, University of California at Los Angeles, School of Education, Los Angeles, California, 1966. Central Eric Accession No. ED 014 951.
- Etzioni, Amitai. Modern Organizations. New Jersey: Prentice-Hall, Inc. 1964.
- Euwema, Ben. "Some Principles of University Administration," Educational Record, Vol. 32 (January, 1951); pp. 70-80.
- Faculty Association of California Community Colleges. "Brief History," Association Brochure, 1969-1970.
- "Faculty Participation in Educational Policy: Service in Administrative Capacities," Proceedings, University of California Eighth All-University Conference, April 30, May 1 and 2, 1953, pp. 25-34.
- Fawcett, Claude W. School Personnel Administration. New York: The Macmillan Co., 1954.
- Fayol, Henri. General and Industrial Management. London: Pitman, 1949.
- Ferrier, William W. Origin and Development of the University of California. Berkeley, California: The Sather Gate Bookshop, 1930.
- Fitzgerald, James Sumner, Jr. "Faculty View of the California Public Junior College," Dissertation. Los Angeles; University of California, 1964.
- Forrest, Jack. "A Brief History: The California Junior College Faculty Council," An unpublished report, El Camino Junior College, December 1958.
- Frankie, R.J and Howe, R.A. "Faculty Power in the Community College," Theory into Practice, Vol. 7, No. 2 (April, 1968), pp. 83-88.
- Franklin, Carl M. "Democratic Budget Making Procedures," Journal of Higher Education, Vol. 23 (May, 1952), pp. 245-53.
- Frey, Sherman H. "Policy Formulation: A Plan Involving Teachers," Clearing-house, Vol. 43, No. 5 (January, 1969), pp. 259-263.
- Garrison, Roger. Junior College Faculty: Issues and Problems. Washington, D.C. American Association of Junior Colleges, 1967-1.
- Garrison, Roger H. "Professional and Philosophical Faculty Attitudes," Junior College Journal, Vol. 36, No. 6 (March, 1968).
- Garrison, Roger H. "The Teacher's Professional Situation," Junior College Journal, Vol. 37, No. 6 (March, 1967-2), pp. 15-18.
- Graves, Thomas. "Today's College President Must Use Influence Not Power," College and University Business, Vol. 46, No. 5 (May, 1969), pp. 90-92.

- Gray, James W. "Board Relationships to Administration and Faculty," Selected Papers, St. Louis, Missouri: American Association of Junior Colleges, Washington, D.C., 1966.
- Griffiths, Daniel. Administrative Theory. New York: Appleton-Century-Croft, 1959.
- Griffiths, Daniel. Behavioral Science and Educational Administration. 63rd. N.S.S.E. Yearbook, Illinois: University of Chicago Press, 1964.
- Griffiths, Daniel. Human Relations in School Administration. New York: Appleton-Century-Croft, Inc., 1956.
- Henderson, Algo D. "Control in Higher Education: Trends and Issues," Journal of Higher Education, Vol. 40, No. 1 (January, 1969), pp. 1-11.
- Henderson, Algo D. "Decision Making by Junior College Faculty," Summary of speech given at 45th Annual American Association of Junior Colleges Convention, School and Society, Vol. 39, No. 2262 (Summer, 1965), p. 292.
- Higher Education and National Affairs. "New Faculty Association of Junior Community Colleges Formed by NFA," Higher Education and National Affairs 16: 7; June 23, 1967.
- Hills, Jean. "Continuities in Administrative Theory and Research," reprint in Administrative Lab.
- Honer, Stanley M. "Faculty Power and Participation," Junior College Journal, Vol. 36, No. 5 (February, 1966).
- Howe, Ray A. "Faculty-Administration Relationships in Extremes," Junior College Journal, Vol. 37 (November, 1966).
- Inabnit, Darrell James. "Characteristic of Teacher Participation in Decision Making Functions of Public School Administration," unpublished doctoral dissertation, School of Education, University of Illinois, 1954.
- Jennings, Eugene. The Anatomy of Leadership. New York: Harper and Brothers, 1960.
- Johnson, Lamar. "Principles of Faculty Participation," presentation made at the Advanced Workshop in Junior College Administration at Berkeley, California (July, 1965).
- Katzell, Raymond. "Contrasting Systems of Work Organizations," American Psychologist, Vol. 1, No. 17 (February, 1962), pp. 102-108.
- Key, V.O. Politics, Parties, and Pressure Groups. New York: Crowell Co., 1964.
- Kiernan, Irene R. "The New Style in College Administration," Junior College Journal, Vol. 38, No. 1 (September, 1967), p. 23.

- Kober, George. "Academic Senates in the State College," The Voice of the Faculties, Association of California State College Professors, Vol. 5, No. 9 (June, 1969), pp. 5-8.
- Koontz, Elizabeth. "NEA Views on Teacher Strikes," Childhood Education, Vol. 45, No. 8 (April, 1969), pp. 435-437.
- Kreidt, Leonard. "Attach on Negotiating Act Seen," C.T.A. Action, Vol. 6 No. 3, Burlingame: California Teachers Association (October, 1967), pp. 1-2.
- Krulse, G.K. "The Scanlon Plan: Cooperation through Participation," Journal of Business, Vol. 28 (April, 1965), pp. 102-114.
- Lahti, Robert E. "A Faculty Role in Policy Formation," Junior College Journal, Vol. 37, No. 1 (September, 1966), pp. 9-12.
- Lane, Willard R. "Historical Context of Educational Administration," School and Society, (December, 1966), pp. 482-492.
- Lane, Willard, Corwein, Ronald, and Monahan, William. The Foundations of Educational Administration and Behavioral Analysis. New York: The Macmillian Co., 1967.
- Leavitt, Harold. Managerial Psychology. Chicago: University of Chicago Press, 1958.
- Leger, Richard. "Militant Educators," Wall Street Journal, (June, 1965), p. 1.
- Leighton, J.A. (Chairman). "Report on Place and Function of Faculties in University Government and Administration," (Report of Committee T), AAUP Bulletin, Vol. 6 (March, 1920), pp. 19-47.
- Leonard, William M. "Report of Committee T, 1968-1969," AAUP Bulletin, Vol. 55, No. 2 (June, 1969), pp. 178-180.
- Lindsay, Frank B. "California Junior College: Past and Present," California Journal of Secondary Education, Vol. 22 (March, 1947), pp. 137-142.
- Lipham, James M. "Leadership and Administration," ed. Daniel Griffiths. Behavioral Science and Educational Administration, 63rd. N.S.S.E. Yearbook, University of Chicago Press, Illinois, 1964.
- Lombardi, John. "An Address to the Los Angeles Association of Junior College Administrators," Los Angeles, California, May, 1968.
- Lombardi, John. "Collective Negotiating in California Colleges," The Little Kappan. U.C.L.A., Vol. 67-68, No. 1-P (November, 1967), pp. 3-4.
- Lombardi, John. "Faculty in the Administrative Process," Junior College Journal, Vol. 37, No. 3 (November, 1966).

- Lombardi, John. "The Administrative Philosophy of the Los Angeles Colleges," College Philosophy and Organization, A Report to the Board of Education, Los Angeles, California (January, 1962).
- Lucio, William H. "The Supervisory Function: Overview, Analysis, Propositions," ed. William Lucio, Supervision: Perspectives and Propositions, Association for Supervision and Curriculum, NEA, Washington, D.C. 1967, pp. 1-11.
- Lucio, William and McNeil, John. Supervision: A Synthesis of Thought and Action. New York: McGraw-Hill Book Co., 1962.
- McConnell, T.R. "The Function of Leadership in Academic Institutions," Educational Record, 1968, 49 (2), pp. 145-153.
- McGinnis, Lowell. "The Right to Grieve," Vol. 44, No. 4. April, 1969, pp. 156-158.
- McGregor, Douglas. The Human Side of Enterprise. New York: McGraw-Hill Book Co. 1960.
- Macklin, Thomas. "Progress Report of the Commission on the Organization on Internal Governance of the College," an unpublished report from Illinois Teacher's College, Chicago-South (March 1967), pp. 2-3.
- Malik, Joseph A. "Decision-Making in Community Colleges: A Study of Faculty Participation," Oregon School Study Council Bulletin, Vol. 12, No. 3 (November, 1968), pp. 1-20.
- Malik, Joseph A. "Faculty Participation in Decision-Making in Oregon Community Colleges," an unpublished dissertation, University of Oregon, Eugene, 1969.
- Mathews, Mark. "Perceptions of Effectiveness of Administration Based on Faculty Participation in the Decision-Making Process of Junior Colleges," a Doctoral dissertation, University of Southern California Los Angeles, 1967.
- Mayo, Elton. "The Fruitful Errors of Elton Mayo," Fortune Magazine, Vol. 34, No. 5 (November, 1964).
- Medlyn, William H. "First Swallow Hard: Bilateral Management is What Teachers are After," American School Board Journal, Vol. 156, No. 10 (April, 1969), pp. 12-13.
- Misner, Arthur J. "The Development of Faculty Participation in University Administration," unpublished doctoral dissertation, University of California, Berkeley, 1954.
- Moore, Willis. "An Ethical Argument of Democratic University Administration," AAUP Bulletin, Vol. 33 (Summer, 1947), pp. 286-289.

- Moskow, Michael. "Recent Legislation Affecting Collective Negotiations for Teachers," Phi Delta Kappan, Vol. 47, No. 3 (November, 1966), pp. 136-141.
- National Education Association. "On The Role of the Teacher," Educational Policies Commission, Washington, D.C., 1967, p. 21.
- National Faculty Association of Community Junior Colleges. "Is Rainey-Harper in Harper Valley, Maybe?" NFA Reporter, Vol. 2 No. 3 (Spring, 1969-1), p. 2.
- National Faculty Association of Community Junior Colleges. "Federal Professional Negotiations Bill Introduced," NFA Reporter, Vol. 2, No. 4 (Summer, 1969-2), p. 1.
- National Faculty Association of Community Junior Colleges. "Policy/Standards Statement on Governance," NFA Reporter, Vol. 2, No. 4 (Summer, 1969-2), p. 4.
- Neale, Edward J. "Democracy and Education," an unpublished lecture outline for Sociology in Education, California State College, Los Angeles, 1959.
- Newburn, H.K. "Faculty and Administration in the Governance of the University," The Educational Record, 45: 263; Summer, 1964.
- Orkin, Saul. "The Faculty Role in Institutional Policy Making, The Voice of the Faculty," Selected Papers from the 45th Annual Convention, Washington, D.C.: American Association of Junior Colleges, 1965, pp. 57-60.
- Pachucki, Chester and Gordon, Howard. "Faculty Participation: A Case Study," Junior College Journal, Vol. 39 (November, 1968), p. 38.
- Pankratz, Herbert R. "First Steps in Faculty Organization," Junior College Journal, Vol. 39 (September, 1968), p. 44.
- Pardee, Otway, Stull, Harriet C., Woolf, Williams. "American Association of University Professors. "Report from the Survey Subcommittee of Committee T," AAUP Bulletin, Vol. 55, No. 2 (June, 1969), pp. 180-185.
- Parkison, Northcote. "The Art of Being No. 2," Fortune Magazine, Vol. 64, No. 3 (September, 1961)..
- Priest, Bill J. "Faculty Administrators Relations," Junior College Journal, Vol. 34, No. 6 (March, 1964).
- Redfield, Charles E. Communication in Management. Chicago: The University of Chicago Press, 1958.
- Richardson, Richards C. "Policy Formulation in the Two-Year College," Junior College Journal, Vol. 38, no. 6 (March, 1967), pp. 40-42.

- Riess, Louis C. "California Junior College Governance, A Time for Change," Presented at the California Conference of the AAUP, unpublished paper Stanford, California, April, 1967-1.
- Riess, Louis C. "Faculty Governance in Turmoil, Who Speaks for the Junior College Professor," California Junior College Faculty Association, Long Beach, California, (December, 1967-2) Eric Accession No. ED 017 250.
- Riess, Louis C. "The Faculty and the Junior College President," The Junior College President Occasional Report No. 13, Junior College Leadership Program, Graduate School of Education, University of California, Los Angeles, May 1969-1.
- Riess, Louis C. "The Faculties Role in the Governance of Community Colleges," Presented at the Washington State Community College Trustee Conference, unpublished paper, Seattle, Washington, February 1969-2.
- Roman, Paul A. "San Diego City College Academic Senate: A Critical Evaluation," A research report from the Junior College Administrative Internship Program, University of California at Los Angeles, June 6, 1968.
- Sabine, George H. "Place and Function of Faculties in University and College Government," (Report of Committee T), AAUP Bulletin, Vol. 22 (March 1936), pp. 181-190.
- Sakine, George H. "Place and Function of Faculties in University Government," (Report of Progress of Committee T), AAUP Bulletin, Vol. 24 (February, 1938), pp. 141-150.
- Saunders, Robert, Phillips, Ray and Johnson, Harold. A Theory of Educational Administration. Charles E. Merrill Books, Inc. 1966.
- Schauerman, Sam. "A Survey of Academic Senates in California Junior Colleges," Research report 66-6. El Camino College, El Camino, California, April, 1966, p. 12.
- Scott, D.R. "Rationale of Academic Freedom," AAUP Bulletin, Vol. 36, (Winter, 1950), pp. 629-645.
- Selden, David. "Strikes and Sanctions, or Surrender," Childhood Education, Vol. 45, No. 8 (April, 1969), pp. 445-447.
- Selznick, Philip. "A Sociologist Views Junior College Administration," Journal of Secondary Education, Vol. 36 (January, 1961), pp. 33-38.
- Selznick, Philip. Leadership in Administration. New York: Harper and Row, 1957.
- Seymour Harold. "Are Colleges Democratic?" Journal of Higher Education, Vol. 22 (April, 1951), pp. 195-196 and 227.
- Simon, Herbert. Administrative Behavior: A Study of Decision-Making Processes in Administrative Organization. New York: Macmillan Co. 1959.

- Simonsen, Edward. "The Faculty Role in Institutional Policy Making: The California Picture," Selected Papers from the 45th Annual Convention Washington, D.C. American Association of Junior Colleges, 1965, pp. 53-57.
- Speer, J.B. "The Individualistic Professor," School and Society, Vol. 42 (September, 1935), pp. 374-376.
- Swenson, Norman G., and Novar, Leon. "Chicago City College Teachers Strike," Junior College Journal, Vol. 37, No. 6 (March, 1967), pp. 19-22.
- Tannebaum, Robert, Weschler, I.R. and Massarik, F. Leadership and Organization: A Behavioral Science Approach. New York: McGraw-Hill Book Co., 1961.
- Taylor, George W. "The Public Interest in Collective Negotiations in Education," Phi Delta Kappan, Vol. 48, No. 1 (September, 1966).
- Taylor, Morris F., Herbert, W. Dick and John Bartky. "More About the Nature of Junior College Administration," Junior College Journal, Vol. 28, No. 4 (December, 1957), pp. 220-222.
- Tillery, Dr. Dale. "California Junior College Education," A consideration of Issues Affecting California Public Junior Colleges. A Report of the Coordinating Council for Higher Education, Sacramento and San Francisco, April, 1965.
- Tunnell, James Wesley. "Faculty Involvement in Policy Formulation in the Public Junior College," unpublished doctoral dissertation, Texas Technological College, 1963, pp. 98-100.
- Vavoulis, Alexander. "A Faculty Role in Academic Policy Making," Junior College Journal, Vol. 34, No. 7 (April, 1964).
- Voccaro, Louis C. "The Conflict of Authority in the University," College and University, Vol. 44, No. 3 (Spring, 1969), pp. 232-239.
- Waldo, Dwight. The Administrative State. New York: The Ronald Press, 1948.
- Walsh, James P. "The Encouragement of Constructive Faculty-Administrative Relationship," eds., Martorana, S.V., Hunter, Pauline F. Administering the Community College in a Changing World. Buffalo Studies, Vol. 2, No. 1, June 1966. Central Eric Accession No. EDO 13633.
- Ward, Paul W. "The Place and Function of Faculties in College and University Government," AAUP Bulletin, Vol. 39 (Summer, 1953), pp. 300-314.
- Ward, Paul, W. "The Role of Faculties in College and University Government," (Report of Committee T on the Place and Function of Faculties in College and University Government. AAUP Bulletin, Vol. 39 (Spring 1948), pp. 55-56.

- White, Leonard D. Introduction to the Study of Public Administration.
New York: Macmillan Co., 1949.
- Wilburn, York. "Faculty Relations with Administration and Staff," eds.
George L. Hall, Ralph W. Banfield. Trustees report of conferences
conducted for Community College Trustees and Presidents by the
Midwest Community College Leadership Program. Ann Arbor, Michigan
August, 1965, January, 1966.
- Wildman, Wesley, and Perry, Charles. "Group Conflict and School Organi-
zation," Phi Delta Kappan, Vol. 47, No. 5 (January, 1966).
- Williams, Richard C. "An Academic Alternative to Collective Negotiations,"
Phi Delta Kappan, Vol. 49, No. 10 (June, 1968), pp. 571-574.
- Winter C. "Academic Senates in the Junior Colleges," California
Education, Vol. 2, No. 3 (November, 1964), pp. 15-16.
- Wolf, William, "Percepts for Managers Interview with Chester I. Barnard,"
California Management Review, Vol. 6, No. 1 (Fall, 1963), pp. 89-94.
- Zeigler, Walter. Bases and Process for Decision-Making by the Super-
intendent of Schools. doctoral dissertation summary, University of
Southern California, 1964.