

**Clifford P. Harbour, J.D., Ed.D.**  
**Curriculum Vita and References**  
(updated May 1, 2017)

**Mailing Address**

317 Education Building  
Adult and Postsecondary Education  
Professional Studies Department  
College of Education  
University of Wyoming  
Laramie, WY 82071

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307-766-3060  
charbour(at)uwyo.edu

**EDUCATION:**

**North Carolina State University**, Raleigh, NC

Doctor of Education, May, 2000

Department of Adult and Community College Education.

Higher Education Administration Concentration

Dissertation: *Hopwood v. State of Texas and race-based affirmative action in student admissions.*

Doctoral Committee Chair: Dr. George B. Vaughan

Phi Kappa Phi Honor Society, June, 1999.

**Duke University**, Durham, NC

Master of Arts, Philosophy, December, 1987.

**Ohio Northern University**, Ada, OH

Juris Doctor, November, 1980.

Staff Member, *Ohio Northern University Law Review*

Research Assistant, Prof. Robert Friedlander

**Rhode Island College**, Providence, RI

Bachelor of Arts, Philosophy and Political Science, May, 1978

**AWARDS AND HONORS**

2015 Presidential Gavel Award, Council for the Study of Community Colleges.

2015 University of Wyoming James C. Hurst Each Student – A Person Award,  
University of Wyoming Parents & Family Association.

2013 College of Education Faculty Award for Outstanding Contributions Toward  
Improving Climate at the University of Wyoming.

2012 University of Wyoming Hollon Family Award for Teaching Excellence in Off-Campus Programs.

2007 Outstanding Alumni Award, Higher Education Faculty and Graduate Student Association at North Carolina State University.

2002 Alumni Honor Roll, Department of Philosophy, Rhode Island College.

## **PUBLICATIONS:**

### **Books and Chapters**

Harbour, C. P. (2015). *John Dewey and the future of community college education*. New York, NY: Bloomsbury Academic Press.

Bambara, C. S., Harbour, C. P., Davies, T. G. & Athey, S. (2014). Delicate engagement: The lived experience of community college students enrolled in high-risk online courses. In E. M. Zamani – Gallaher, J. Lester, D. D. Bragg, & L. S. Hagedorn (Eds.). *ASHE reader series on community colleges* (pp. 773 – 784). Boston, MA: Pearson Learning Solutions. (Previously published in 2009 in the *Community College Review*.)

Bambara, C. S., Harbour, C. P., Davies, T. G. & Athey, S. (2010). Delicate engagement: The lived experience of community college students enrolled in high-risk online courses. In M. Lichtman (Ed.). *Understanding and evaluating qualitative educational research* (pp. 93 – 107). Thousand Oaks, CA: Sage Publications Inc. (Previously published in 2009 in the *Community College Review*.)

Anderson, S. A., Harbour, C. P., & Davies, T. G. (2007). Professional ethical identity development and community college leadership. In D. M. Hellmich (Ed.). *Ethical leadership in the community college: Bridging theory and daily practice* (pp. 61 – 76). Bolton, MA: Anker Publishing.

Harbour, C. P., Anderson, S. A., & Davies, T. G. (2007). Compromised professional ethical identity development and community college leadership. In D.M. Hellmich (Ed.). *Ethical leadership in the community college: Bridging theory and daily practice* (pp. 166 – 181). Bolton, MA: Anker Publishing.

### **Refereed Articles - Submitted**

Harbour, C. P. (2016). A Normative argument for community colleges using democratic engagement initiatives to address anthropogenic global warming. Manuscript submitted for publication.

### Referred Articles and Edited Special Issues - Published

- Harbour, C. P. (2016). Civic engagement and cosmopolitan leadership. In C. Kisker & B. Ronan (Eds.), *Civic Engagement at the Community College*. (New Directions for Community Colleges. No. 173, pp. 51 - 59). San Francisco: Jossey Bass.  
doi: 10.1002/cc.20189
- Harbour, C. P., & Smith, D. A. (2016). The completion agenda, community colleges, and civic capacity. *Community College Journal of Research and Practice*, 40(2), 100–112.  
doi: 10.1080/10668926.2014.996923
- Harbour, C. P. & Wolgemuth, J. R. (2015). The reconstruction of community college vocational education: A vision for renewing American democracy. *Community College Review* 43(4), 315 – 328. doi: 10.1177/0091552115580391
- Cole, S. & Harbour, C. P. (2015). Succession planning activities at a rural public health department. *The Qualitative Report* (20)1, 148 – 164.
- Day, M. & Harbour, C. P. (2013). The Philosopher and the Lecturer: John Dewey, Everett Dean Martin, and reflective thinking. *Education and Culture* 29(1), 105 – 124.  
doi: 10.1353/eac.2013.0008
- Harbour, C. P. & Wolgemuth, J. R. (2013). Giorgio Agamben and the Abandonment Paradigm: A new form of student diversion in public higher education. *The Review of Higher Education* (36)2, 235 – 254. doi: 10.1353/rhe.2013.0004
- Hvidston, D. J., Hvidston, B. A., Range, B. G., & Harbour, C. P. (2013). Cyberbullying: Implications for principal leadership. *NASSP Bulletin* 97(4), 297 - 313.  
doi.org/10.1177/0192636513504452
- Grasmick, L., Davies, T. G., & Harbour, C. P. (2012). Participative leadership: Perspectives of community college presidents. *Community College Journal of Research and Practice* (36)2, 67 - 80. doi: 10.1080/10668920802421496
- Davies, T. G., Dickmann, E. M., Harbour, C. P. & Banning, J. (2011). Community College Dissertations—2004: A Bounded Qualitative Meta-Study. *Community College Journal of Research and Practice* 35(12), 921 – 954. doi: 10.1080/10668920802643180
- Harbour, C. P. & Ebie, G. (2011). Deweyan democratic learning communities and student marginalization. In E. Cox & J. Watson (Eds.), *Marginalized students*. (New Directions for Community Colleges. No. 155, pp. 5 - 14). San Francisco: Jossey Bass.  
doi: 10.1002/cc.453

- Harbour, C. P., Davies, T. G., & Gonzalez, R. (2010). The community college accountability network: Understanding institutional accountability at Aspen Grove Community College. *Community College Review* (37)4, 348 – 370. doi: 10.1177/0091552110364999
- Bambara, C. S., Harbour, C. P., Davies, T. G. & Athey, S. (2009). Delicate engagement: The lived experience of community college students enrolled in high-risk online courses. *Community College Review*, 36(3), 219 – 238. doi: 10.1177/0091552108327187
- Harbour, C. P. & Day, M. (2009). Negotiating the community college accountability environment: A Deweyan perspective. In C. P. Harbour & P. L. Farrell (Eds.), *Contemporary issues in institutional ethics*. (New Directions for Community Colleges. No. 148, pp. 5 - 15). San Francisco: Jossey – Bass. doi: 10.1002/cc.382
- Harbour, C. P. & Farrell, P. L. (2009). Editors' Notes. In C. P. Harbour & P. L. Farrell (Eds.), *Contemporary issues in institutional ethics*. (New Directions for Community Colleges. No. 148, pp. 1 - 3). San Francisco: Jossey – Bass. doi: 10.1002/cc.381
- Harbour, C. P. & Farrell, P. L. (Eds.). (2009). *Contemporary issues in institutional ethics*. (New Directions for Community Colleges. No. 148). San Francisco: Jossey – Bass.
- Spaulding, S. B., Banning, J., Harbour, C. P., & Davies, T. G. (2009). Drama: A comparative analysis of individual narratives. *The Qualitative Report*, 14(3), 524 – 565.
- Bottrell, C. A., Banning, J. H., Harbour, C. P., & Krahnke, K. (2008). The Role of heuristic knowledge in Vietnamese-American students' success at a Midwestern community college. *College Student Affairs Journal*, 27(1), 116 – 132.
- Wolgemuth, J. R. & Harbour, C. P. (2008). A man's academy: The dissertation process as Feminist resistance. *Journal about Women in Higher Education*, 1, 181 - 201. doi: 10.2202/1940-7890.1010
- Harbour, C. P. & Jaquette, O. (2007). Advancing an equity agenda at the community college in an age of privatization, performance accountability, and marketization. *Equity & Excellence in Education* 40, 197 - 207. doi: 10.1080/10665680701434650
- Arzy, M., Davies, T. G., & Harbour, C.P. (2006). Low income students: Their lived university college campus experiences pursuing baccalaureate degrees with private foundation scholarship assistance. *College Student Journal* 40(4), 750 - 766.
- Bambara, C. S., Lambert, D. A., Andrews, S. L., & Harbour, C. P. (2006). A classroom research study concerning the application of a framework for planning and sequencing e-Learning student interactions. *The International Journal on E-Learning* 5(3), 339-352.

Harbour, C. P. (2006). The incremental marketization and centralization of state control of public higher education: A hermeneutic interpretation of legislative and administrative texts. *International Journal of Qualitative Methods* 5(3), 1 – 14.  
doi.org/10.1177/160940690600500306

Harbour, C. P., Davies, T. G., & Lewis, C. W. (2006). Colorado's voucher legislation and the consequences for community colleges. *Community College Review* 33(3-4), 1-18.  
doi.org/10.1177/009155210603300301

Harbour, C. P. & Nagy, P. (2005). Assessing a state-mandated institutional accountability program: The perceptions of selected community college leaders. *Community College Journal of Research and Practice* 29(6), 445 - 461. doi: 10.1080/10668920590934161

Harbour, C. P. & Lewis, C. W. (2004). *Grutter v. Bollinger* and the community college. *Academic Exchange Quarterly* 8(3), 169 – 177.

Davies, T. G., Harbour, C. P., & Banning, J. H. (2003). Introduction. *Community College Journal of Research and Practice* 27(9-10), 745- 755. doi.org/10.1080/713838281

Davies, T. G., Harbour, C. P., & Banning, J. H. (Eds.). (2003). Special Issue: A Meta-Study of Scholarship in the Community College Journal of Research and Practice: Focus on the Underrepresented. *Community College Journal of Research and Practice* 27(9-10).

Harbour, C. P. (2003). An institutional accountability model for community colleges. *Community College Journal of Research and Practice* 27(4), 299-316. doi: 10.1080/713838145

Harbour, C. P., Middleton, V., Lewis, C. W., & Anderson, S. A. (2003). Naming the other: How dominant culture privilege and assimilation affect selected underrepresented populations at the community college. *Community College Journal of Research and Practice* 27(9-10), 829-842. doi: 10.1080/713838279

Lujan, L., Gallegos, L. & Harbour, C. P. (2003). *La Tercera Frontera*: Building upon the scholarship of the Latino experience as reported in the Community College Journal of Research and Practice. *Community College Journal of Research and Practice* 27(9-10), 799-813. doi: 10.1080/713838283

Harbour, C. P. (2002). The legislative evolution of performance funding in the North Carolina Community College System. *Community College Review* 29(4), 28-49.  
doi.org/10.1177/009155210202900402

### **Non-refereed Publications**

Harbour, C. P. (2016) *Redesigning America's Community Colleges*: A clearer path to student success, [Review of the book *Redesigning America's Community Colleges* by T.

R. Bailey, S. S. Jaggars, & D. Jenkins]. *Community College Journal of Research and Practice*, 40(10) 875-877, doi: 10.1080/10668926.2015.1115308

Harbour, C. P. (2016). Community colleges and democracy as problem solving. *Update on Research and Leadership* 27(2), 24-26.

Harbour, C. P. (2015). Forward to the Special Issue for the Council for the Study of Community College (CSCC) Research 2014. *Community College Journal of Research and Practice* 39(4), 304-305.

Harbour, C. P. (2005). [Review of *Adjunct faculty in community colleges: An academic administrator's guide to recruiting, supporting, and retaining great teachers*]. *Community College Review* 33(1), 63-66.

Harbour, C. P. (2001). [Review of *Community colleges as cultural texts: Qualitative explorations of organizational and student culture*]. *Community College Review* 29(1), 79-83.

Harbour, C. P. (2000). Point of View: A Recipe for Bridging the Digital Divide. *Community College Week* 13(3).

Harbour, C. P. (2000). [Review of *The community college in the twenty-first century: A systems approach*.] *Community College Review* 28(1), 79-83.

Harbour, C. P. (2000). [Review of *Promise and Dilemma*.] *Community College Review* 27(4), 71-5.

Harbour, C. P. (1981). Good Faith in Chapter 13, Another Wild Card in Bankruptcy 8 *Ohio Northern University Law Review* 102 (1981).

### **Works in Progress**

Harbour, C. P. & Spaulding, S. (in progress). A Case study on the policies and practices supporting civic and global engagement at Desert Community College.

Harbour, C. P. (in progress). A Case study on the policies and practices supporting a civic engagement curriculum at Urban Community College.

Harbour, C. P. (in progress). Civic Engagement in a Place-Based Science Education Graduate Program.

Harbour, C. P. (in progress). Democratic engagement at the community college in the early 21<sup>st</sup> century Anthropocene.

Harbour, C. P. Hardy, D. & McKinzie, S. (in progress). Piketty, Rosanvallon, and the debate on inequality.

McCoy, D. & Harbour, C. P. (in progress). An analysis of Completion Agenda policy documents and the narrative on inequality.

## **CONFERENCE PRESENTATIONS:**

### **National/International Presentations and Papers - Refereed**

#### *Presentations made in 2017*

Harbour, C. P. & Cohen, J. M. (2017, April). The Anthropocene and the Curriculum of the American Land-Grant University. Roundtable session presented at the annual meeting of the American Educational Research Association, Division B, Curriculum Studies, San Antonio, TX.

Timpson, W. M., Harmon, R., Harbour, C. P. & Schafer, S. (2017, April). Interdisciplinary Case Studies and Engaged Peace Education: Using the Models of Teaching to Deepen Learning. Roundtable session presented at the annual meeting of the American Educational Research Association, Peace Education SIG, Perspectives in Peace Education, San Antonio, TX.

Harbour, C. P., Kisker, C., Olivas, A., Spaulding, S. & Wettengel, S. (2017, April). Symposium: Finding a Focus for Community College Democratic Engagement Initiatives: The Problems of Democracy or the Problems in Democracy? Symposium at the annual meeting of the Council for the Study of Community Colleges, Fort Worth, TX.

Harbour, C. P. & McKinzie, S. (2017, April). Rereading the 1947 Truman Commission Report and the Development of Community Colleges Through the Lens of Film Noir. Presentation at the annual meeting of the Council for the Study of Community Colleges, Fort Worth, TX.

#### *Presentations made in 2016*

Harbour, C. P., McCoy, D., Weatherford, J. & Lausch, D. (2016, November). Teaching and Learning at the Community College: A Normative Argument for Democratic Engagement. Paper presented at the annual meeting of the Association for the Study of Higher Education, Columbus, OH.

Harbour, C. P. (2016, April). Democratic Engagement in the Early 21st Century Anthropocene. Presentation at the annual meeting of the Council for the Study of Community Colleges, Dallas, TX.

Harbour, C. P. (2016, April). Locating the American Community College and its Students in Seminal Anthologies of Civic Engagement Literature. Presentation at the annual meeting of the Council for the Study of Community Colleges, Dallas, TX.

Harbour, C. P., Kater, S. T., Zamani-Gallaher, Z., & Lanaan, F. S. (2016, April). The Community College Completion Agenda: Implications for Policy and Practice. Symposium at the annual meeting of the Council for the Study of Community Colleges, Dallas, TX.

*Presentations made in 2015*

Harbour, C. P., McKinzie, S., & Hardy D. (2015, November). Piketty, Rosanvallon, The Debate on Inequality and Civic Engagement at Community Colleges. Roundtable session presented at the annual meeting of the Association for the Study of Higher Education, Denver, CO.

Harbour C. P. & Hardy, D. (2015, April). The completion agenda and the debate on inequality. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Fort Worth, TX.

Kisker, C. B., Ronan, B., Harbour, C. P., Theis, J. J., Jones, L. & Hoffman, K. (2015, April). *Civic Learning and Democratic Engagement in Community Colleges*. Symposium at the annual meeting of the Council for the Study of Community Colleges, Fort Worth, TX.

McCoy, D. & Harbour, C. P. (2015, April). An analysis of completion agenda policy documents and the narrative on inequality. Roundtable session presented at the annual meeting of the American Educational Research Association, Division B, Curriculum Studies, Chicago, IL.

*Presentations made in 2014*

Kater, S. T., Harbour, C. P., Wood, J. L. Hardy, D., Genna, I. (2014, November). The community college conscience: The social contract. Roundtable session presented at the annual meeting of the Association for the Study of Higher Education, Washington, D.C.

Harbour, C. P. & Smith, D. A. (2014, April). The Completion Agenda, democracy as problem solving, and the American community college. Presentation at the annual meeting of the Council for the Study of Community Colleges, Washington, D.C.

*Presentations made in 2013*

Harbour, C. P. (2013, November). The Completion Agenda, community colleges, and civic capacity. Paper presented at the annual meeting of the Association for the Study of Higher Education, St. Louis, MO

Hvidston, D., Hvidston, B., Range, B. & Harbour, C. P. (2013, August). Cyberbullying: Implications for principal leadership. Paper presented at the National Conference of Professors of Educational Administration: Meadowlands, NJ.



Harbour, C. P. & Becker, K. W. (2013, April). A Deweyan reconstruction of the American community college mission. Roundtable session presented at the annual meeting of the American Educational Research Association, SIG - Philosophical Studies in Education, San Francisco, CA.

Harbour, C. P. (2013, April). Reading *Reclaiming the American Dream* through the pragmatist's lens. Paper presented at the annual meeting of the Council for the Study of Community Colleges, San Francisco, CA

Harbour, C. P. & Hardy, D. (2013, April). Emerging critical issues for community colleges in the implementation of recommendations proposed in *Reclaiming the American Dream*. Roundtable session presented at the annual meeting of the Council for the Study of Community Colleges, San Francisco, CA

*Presentations made in 2012*

Harbour, C. P. (2012, November). Finding a new normative vision for the American community college. Paper presented at the annual meeting of the Association for the Study of Higher Education, Las Vegas, NV

Harbour, C. P. (2012, April). The normative vision for 21<sup>st</sup> century American community colleges. Roundtable session presented at the annual meeting of the American Educational Research Association, Division B Curriculum Studies, Vancouver, BC

Gatua, M. W. & Harbour, C. P. (2012, April). Positioning Kenyan immigrant women in U. S. Higher Education: A narrative inquiry. Paper presented at the annual meeting of the American Educational Research Association, SIG - Research on Women and Education, Vancouver, BC

Frankland, T. & Harbour, C. P. (2012, April). From Division chairs to deans: A narrative inquiry. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Orlando, FL

*Presentations made in 2011*

Harbour, C. P. (2011, April). Leonard V. Koos, John Dewey, and the American Junior College. Paper presented at the annual meeting of the American Educational Research Association, Division B Curriculum Studies, New Orleans, LA

Harbour, C. P. (2011, April). Rereading Dewey's *Democracy and Education*: A response to Richard Gale. Roundtable session presented at the annual meeting of the American Educational Research Association, SIG Dewey Studies, New Orleans, LA

Harbour, C. P. (2011, April). A Deweyan perspective on community college institutional accountability. Roundtable session presented at the annual meeting of the American

Educational Research Association, Division J Postsecondary Education, New Orleans, LA

Harbour, C. P. & Ebie, G. (2011, April). Deweyan democratic learning communities and student marginalization. Paper presented in the *Marginalized populations: The view from the community college periphery* Symposium, at the annual meeting of the Council for the Study of Community Colleges, New Orleans, LA

Harbour, C. P. & Day, M. (2011, April). Taking responsibility for occupational education. Paper presented at the annual meeting of the Council for the Study of Community Colleges, New Orleans, LA

*Presentations made in 2010*

Castro, L. & Harbour, C. P. (2010, April). The promise of sustainable renewability in understanding institutional accountability in public higher education. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Denver, CO

Day, M. & Harbour, C. P. (2010, April). John Dewey, Everett Dean Martin, and the formative years of the American Adult Education Movement. Paper presented at the annual meeting of the American Educational Research Association, SIG - Adult Literacy and Adult Education, Denver, CO

Harbour, C. P., Day, M. & Daniel, M. (2010, April). A Deweyan perspective on the community college vocational curriculum. Roundtable session presented at the annual meeting of the American Educational Research Association, Division B Curriculum Studies, Denver, CO

Harbour, C. P. & Daniel, M. (2010, April). John Dewey, the Education Gospel, and the community college vocational curriculum. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Seattle, WA

*Presentations made in 2009*

Harbour, C. P. (2009, April). Democracy's College: Analyzing the critics' arguments on the social role of community colleges. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Phoenix, AZ

Gray, N. J., Harbour, C. P., & Banning, J. B. (2009, April). Understanding giving at a successful community college foundation. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, San Diego, CA

Spaulding, S. B., Harbour, C. P., Banning, J. B., & Davies, T. G. (2009, April). Teaching college inside prison walls. Paper presented at the annual meeting of the American Educational Research Association, SIG Narrative and Research, San Diego, CA

Flores Pactol, M. & Harbour, C. P. (2009, April). The experience of organizational commitment in community college faculty. Poster presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, San Diego, CA

*Presentations made in 2008*

Bambara, C., Harbour, C. P., Davies, T. G. Athey, S. (2008, March). The lived experience of community college students enrolled in high risk online courses: Opportunities and obstacles. Paper presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, New York, NY

Harbour, C. P., Wolgemuth, J., & Jaquette, O. (2008, March). Philosophical frameworks for the community college diversionary function: From Burton Clark's (1960) "Cooling Out" Thesis to Giorgio Agamben's (2005) "State of Exception". Paper presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, New York, NY

Harbour, C. P., Jaquette, O. & Wolgemuth, J. (2008, March). A Philosophical framework for interpreting new state policies limiting delivery and subsidization of developmental instruction. Paper presented at the annual meeting of the American Educational Research Association, SIG - Philosophical Studies in Education, New York, NY

Harbour, C. P., Wolgemuth, J., & Jaquette, O. (2008, November). The application of Agamben's "state of exception" to interpret developmental education policy at community colleges. Paper presented at the annual meeting of the American Association for Adult and Continuing Education, Denver, CO

Bambara, C. S., Harbour, C. P., Davies, T. G. & Athey, S. (2008, November). Delicate engagement: The lived experience of community college students enrolled in high risk online courses. Paper presented at the annual meeting of the American Association for Adult and Continuing Education, Denver, CO

Anderson, S. A., Hardy, D. & Harbour, C. P. (2008, April). The teaching and learning of ethics in higher education graduate programs: Curricular approaches, content concerns, and issues of relevancy. Roundtable session presented at the annual meeting of the Council for the Study of Community Colleges, Philadelphia, PA

Bambara, C., Harbour, C. P., Davies, T. G. Athey, S. (2008, April). The lived experience of community college students enrolled in high risk online courses: Opportunities and obstacles. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Philadelphia, PA

Spaulding, S., Harbour, C. P., Banning, J., & Davies, T. G. (2008, April). Teaching college inside prison walls: Stories from community college educators. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Philadelphia, PA

*Presentations made in 2007*

Anderson, S. A., Harbour, C. P. & Davies, T. G. (2007, April). Professional ethical identity development and community college leadership. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Chicago, IL.

Harbour, C. P. & Banning, J. B. (2007, April). The meaning of diversity: A semantic interpretation of Grutter v. Bollinger. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Chicago, IL.

Harbour, C. P., Davies, T. G., & Wynn, P. W. (2007, April). Dominant and counter narratives regarding the desegregation of North Carolina public higher education. Paper presented at the annual meeting of the American Educational Research Association, Division L Educational Policy and Politics, Chicago, IL

Most, D. & Harbour, C. P. (2007, April). Cumulative knowledge and statistical practices in community college research journals. Poster presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Chicago, IL

Anderson, S. A., Harbour, C. P. & Davies, T. G. (2007, April). Professional ethical identity development and community college leadership. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Tampa, FL.

Hardy, D. E., Harbour, C. P., Bush, V. B., & Katsinas, S. G. (2007, November). On the Teaching of Ethics: Curricular approaches, content concerns, and issues of relevancy for higher education graduate programs. Roundtable session presented at the annual meeting of the Association for the Study of Higher Education, Louisville, KY.

*Presentations made in 2006*

Lujan, L., Harbour, C. P., Davies, T. G. & Banning J. H. (2006, April). The stories of 'successful' female, non-traditional, first-generation, community college students. Paper presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, San Francisco, CA

Lujan, L., Harbour, C. P., Davies, T. G. & Banning J. H. (2006, April). The stories of 'successful' female, non-traditional, first-generation, community college students. Paper

presented at the annual meeting of the Council for the Study of Community Colleges, Long Beach, CA.

Harbour, C. P., Davies, T. G., & Gonzales, R. (2006, April). A case study concerning campus and community perceptions of a community college accountability environment. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, San Francisco, CA

Harbour, C. P., Davies, T. G., & Gonzales, R. (2006, April). A case study concerning campus and community perceptions of a community college accountability environment. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Long Beach, CA.

Harbour, C. P. & Jaquette, O. (2006, April). Advancing an equity agenda at the community college in an era of increasing accountability and marketization. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Long Beach, CA.

Youngblood, K., Davies, T. G., Harbour, C. P., & Banning, J. H. (2006, April). A multiple case study of the governing boards of two multi-level collaborations. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Long Beach, CA.

*Presentations made in 2005*

Arzy, M., Davies, T. G., & Harbour, C. P. (2005, April). Low income students: Their lived university campus experiences pursuing baccalaureate degrees with private foundation scholarships. Paper presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Montreal, QC.

Arzy, M., Davies, T. G., & Harbour, C. P. (2005, April). Low income students' lived experience pursuing degrees with private foundation scholarship assistance. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Boston, MA.

Bambara, C. S., Lambert, D. A., Andrews, S. L., & Harbour, C. P. (2005, April). Analyzing e-Learning student interactions in a graduate leadership program. Paper presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Montreal, QC.

Crossen, R. T., Harbour, C. P., & Davies, T. G. (2005, April). Breaking the glass: How one community college moved the strategic plan from the display case to the halls and changed its culture of institutional decision-making in the process. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Montreal, QC.

Harbour, C. P. & Davies, T. G. (2005, April). A hermeneutic interpretation of Colorado's voucher legislation, its implementation, and the consequences for community college students. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Montreal, QC.

Harbour, C. P., Davies, T. G., & Lewis, C. L. (2005, April). Issues concerning the implementation of Colorado's voucher and fee for service program the implications for community colleges. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Boston, MA.

Stoeckel, P., Davies, T. G., Harbour, C. P. (2005, April). Reflective leadership by selected community college presidents. Paper presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, Montreal, QC.

*Presentations made in 2004*

Harbour, C. P. (2004, April). The mythology of accountability: A critical interpretation of Colorado's Higher Education Quality Assurance Act. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, San Diego, CA.

Harbour, C. P. & Lewis, C. W. (2004, April). Grutter v. Bollinger and the community college. Paper presented at the annual meeting of the Council for the Study of Community Colleges, Minneapolis, MN.

Harbour, C. P. & Nagy, P. (2004, April). The campus assessment of a state mandated institutional accountability program: The perceptions of selected community college leaders. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, San Diego, CA.

*Presentations made in 2002*

Harbour, C. P. (2002, April). The legislative evolution of performance funding in the North Carolina Community College System. Roundtable session presented at the annual meeting of the American Educational Research Association, Division J Postsecondary Education, New Orleans, LA

**National/International Presentations and Papers - Invited**

Harbour, C. P. (2017, April). Professional Development Session: Working with Book Publishers and Preparing Book Proposals. Presentation at the annual meeting of the Council for the Study of Community Colleges, Fort Worth, TX.

Harbour, C. P. (2016, December). John Dewey's Legacy for Community College Education. Democracy and Education Conference. Center for American Studies. Columbia University, New York, NY.

Harbour, C. P. (2016, November). John Dewey and the 21<sup>st</sup> Century Community College. Keynote presentation at the annual convention of the Community College League of California, Riverside, CA.

Harbour, C. P. & Hardy, D. (2015, April). Senior Scholars Table: The emerging community college mission. Presentation at the annual meeting of the Council for the Study of Community Colleges, Fort Worth, TX.

Harbour, C. P., Kater, S., Wood, J. L., (2014, April). Trends in Research: Governance & Ethical Decision-Making. Presentation at the annual meeting of the American Association of Community Colleges, Washington, D.C.

Katsinas, S, G. & Harbour, C. P. (2014, April). Senior Scholars Table: Dollars and Sense: Federal Financial Aid to Community College Students. Presentation at the annual meeting of the Council for the Study of Community Colleges, Washington, D.C.

#### **State/Local Presentations and Papers - Refereed**

McCoy, D. & Harbour, C. P. (2013, October). Finding the Balance Between Access and Completion: Implementing the Completion Agenda at a Hypothetical Community College. Presentation at the annual meeting of the Northern Rocky Mountain Educational Research Association, Jackson, WY.

Harbour, C. P. & Day, M. (2013, April). The Completion Agenda: What would John Dewey say about this reform movement and its consequences for adult learning? Paper presented at the annual meeting of the Mountain and Plains Adult Education Association, Cheyenne, WY.

Harbour, C. P. (2011, October). The American Junior College and the democratization of higher education. Paper presented at the annual meeting of the Northern Rocky Mountain Educational Research Association, Jackson, WY.

Day, M. & Harbour, C. P. (2010, April). Getting to the heart of things; John Dewey and the Adult Education Movement. Paper presented at the annual meeting of the Mountain and Plains Adult Education Association, Tempe, AZ.

Harbour, C. P. (2009, October). Four critiques regarding the social role of community colleges. Paper presented at the annual meeting of the Northern Rocky Mountain Educational Research Association, Jackson, WY.

Harbour, C. P. (2007, April). State centralization and marketization in institutional accountability legislation and the consequences for the community college mission.

Presentation at the annual meeting of the American Association of Community Colleges, Tampa, FL.

Harbour, C. P. (2000, October). The minimalist interpretation of diversity in court cases concerning affirmative action in student admissions. Paper presented at the annual meeting of the South Atlantic Philosophy of Education Society, Petersburg, VA.

### **State/Local Presentations and Papers - Invited**

Harbour, C. P. (2017, April). Commencement Remarks: Sunset Boulevard, 1950 – Three Leadership Lessons. Alabama Community College Leadership Academy, University of Alabama, Tuscaloosa, AL.

Harbour, C. P. (2017, April). Long Beach City College: Leadership Case Study. Alabama Community College Leadership Academy, University of Alabama, Tuscaloosa, AL.

Harbour, C. P. (2017, February). Facilitation for Workshop of Service Learning Faculty Learning Community. University of Wyoming, Laramie, WY.

Harbour, C. P. (2017, January). Introduction for Words to Action: Improving Campus and Community Engagement. Dr. Martin Luther King Jr. Days of Dialogue Program. University of Wyoming, Laramie, WY.

Harbour, C. P. (2016, September). Democratic Engagement: Facilitating Transition and Transfer. Presentation to the Executive Team at Aspire Public Schools, Stockton, CA

Harbour, C. P. (2016, September). The Role of Social Justice at Land-Grant Institutions. Brown Bag Discussion, Dr. Martin Luther King Jr., Days of Dialogue Committee. Student Union, University of Wyoming, Laramie, WY.

Harbour, C. P. (2016, April). John Dewey and Democratic Engagement at the Community College. Presentation to a Graduate Class at National American University. Mesa, AZ.

Donovan, J. & Harbour, C. P. (2015, November). Sustainability and Place-Based Education. Presentation to a Graduate Class at the Teton Science Schools, Kelly, WY.

Harbour, C. P. (2015, November). Reflections on the Need for a New Normative Visions for Community Colleges. Presentation to a Doctoral Class at Old Dominion University, Norfolk, VA.

Harbour, C. P. (2015, October). John Dewey, Community Colleges, and the Need for a New Normative Vision. Presentation to a Graduate Class at the University of South Carolina, Columbia, SC.



Harbour, C. P. (2015, October). John Dewey and Place-Based Education. Presentation to a Graduate Class at the Teton Science Schools, Kelly, WY.

Harbour, C. P. (2015, March). The Completion Agenda and Inequality: Time for a new normative vision for community colleges. Presentation to the Faculty at San Joaquin Delta College, Stockton, CA.

Harbour, C. P. (2014, October). Taking a second look at the Completion Agenda. Presentation at a meeting of the North Carolina Community College Presidents' Association, Asheville, N.C.

Harbour, C. P. (2014, June). Keynote Speaker: Taking a second look at the Completion Agenda. Presentation at the Wyoming Student Affairs Conference, Jackson, WY.

Harbour, C. P. (2012, July) Keynote Speaker: Annual Meeting of the Rocky Mountain Association of College Registrars and Admissions Officers. Laramie, WY.

Harbour, C. P. (2011, June). Institutional accountability at the community college and John Dewey. Center for Excellence, Casper College, Casper, WY.

Harbour, C. P. (2010, July). Leadership case study. Alabama Community College Leadership Academy, University of Alabama, Tuscaloosa, AL.

Harbour, C. P. (2009, July). Leadership ethics at the community college. Alabama Community College Leadership Academy, University of Alabama, Tuscaloosa, AL.

Harbour, C. P. (2009, July). Professional Ethical Identity Development: Implications for transfer and you – future leader. Alabama College Transfer Advising Corps, University of Alabama, Tuscaloosa, AL

Harbour, C. P. (2008, February). Reflections on the policy considerations for educational malpractice: Assessing a future legal risk for Colorado community colleges. Presentation to the Colorado Community College Statewide Dean's Council, Colorado Springs, CO.

Harbour, C. P. (2003, February). *Observations on Goleman's Primal Leadership*. Roundtable presentation at the annual meeting of the Colorado Association of Career and Technical Administrators, Colorado Springs, CO.

Harbour, C. P. & Nagy, P. (2000, November). *SACS criteria, present and future: Strategies for measuring student learning*. Presentation to the annual meeting of the North Carolina Association of Academic Officers, Greensboro, NC.

Harbour, C. P. (2000, March). *Some observations concerning classroom assessment*. Presentation to the Teaching and Learning Center, Durham Technical Community College, Durham, NC.

**PROFESSIONAL EXPERIENCE:**

**University of Wyoming**, Laramie, WY (August, 2008 - )

*Professor, Educational Administration, Adult & Postsecondary Education.* (July, 2015 -).

Responsibilities: Teach graduate classes in the Adult & Postsecondary Education; Ph.D., Ed.D., M.A., and M.S. programs, advise students, conduct research and scholarship, and perform department, college, university, and national service.

*Associate Professor, Adult & Postsecondary Education.* (August, 2008 – June, 2015).

*Tenured as Associate Professor at the University of Wyoming* (July 2008).

*Doctoral Instruction in the College of Education at UW:*

(On sabbatical leave, 2015-16 Academic Year).

Trends in Adult Education – Civic Engagement (Fall, 2016)

Internship (Fall, 2016)

Introduction to Doctoral Study (Fall 2012, 2013, 2014).

Program Planning and Evaluation (Fall 2008, 2010, & 2011).

The Community College (Spring 2009, 2010, 2011, 2012, & 2013).

Trends in Ethical, Legal, and Social Issues (Spring 2009, 2010, 2011, 2012, & 2013).

Seminar: History of American Higher Education (Spring, 2010)

Leadership Development (Fall, 2010 & 2012)

Leadership and Advanced Policy Analysis (Fall 2009 & 2011)

Advanced Organizational Leadership (Fall, 2013)

Issues in Higher Education (Fall, 2010, 2012, 2014, 2016)

The Law of Higher Education (Spring 2014, 2015)

Community College Issues and Leadership (Spring 2014)

Higher Education Finance (Fall 2014, Spring 2015)

**Colorado State University**, Fort Collins, CO. (August 2001 – August, 2008)

*Affiliated Faculty, School of Education. (Associate Professor).* (September 2008 - 2012).

*Associate Professor and Program Chair, Community College Leadership and Adult Education and Training, School of Education.* (August 2005 – May, 2008)

*Associate Professor, Community College Leadership, School of Education.* (August 2001 to May, 2008).

*Tenured as Associate Professor at Colorado State University.* (July 2007).

*Doctoral Instruction in the School of Education at CSU:*

The Law of Higher Education (Spring 2002 - 2008).  
Leadership Development (Spring 2002 - 2008).  
Community College Curriculum (Fall 2001 - 2007).  
Student Development Theory (Fall 2001 and 2002).  
Seminar on Dissertation Literature Review (Fall 2003 - 2007).  
Simulated Presidential Cabinet Parts I and II (Summer 2002 - 2008).

**Durham Technical Community College**, Durham, NC, (August, 1987 – July, 2001).

*Dean of Academic Programs*, (March, 1999 – July, 2001).

*Department Dean, Public Service Technologies Dept.*, (August, 1993 – July, 2001).

*Program Director, Criminal Justice Program*, (August, 1990 – August, 1996).

*Instructor, Criminal Justice Program*, (August, 1988 – August, 1990).

*Adjunct Instructor, Criminal Justice Program*, (August, 1987 – August, 1988).

## **GRANT ACTIVITY**

Community Engagement Mini-Grant – Wyoming Student Union (2016). Development of a Wyoming Community College Directory of Civic Engagement Activities – funded at \$450.

Center for the Study of Community Colleges (2016). Data Collection and Transcription Grant – funded at \$1,500.

College of Education Travel Grant (2011). Data Collection at the Dewey Collection, Morris Library, Southern Illinois University – funded at \$1,000.

Grant application to the National Endowment for the Humanities requesting \$195,000 in funding to support a Landmarks Project at the Little Bighorn Memorial Battlefield for community college faculty development in the humanities (2007) Principal Investigator – not funded.

Grant application to the National Endowment for the Humanities requesting \$179,000 in funding to support a Landmarks Project at the Little Bighorn Memorial Battlefield for community college faculty development in the humanities (2006) Principal Investigator – not funded.

Colorado State University, School of Education Research Support Grant (2001) Principal Investigator – funded at \$500.

Colorado State University, College of Applied Human Sciences Career Enhancement Grant (2002) Principal Investigator – funded at \$5,000.

Colorado State University, School of Education Research Development Grant (2004) Principal Investigator – funded at \$1,500.

## **PROFESSIONAL AFFILIATIONS**

Council for the Study of Community Colleges  
American Educational Research Association  
Association for the Study of Higher Education  
Rural Community College Alliance National Scholars Panel  
John Dewey Society  
Colorado Bar Association  
Admitted to the Bar in Ohio, June, 1981 (inactive).  
Admitted to the Bar in Colorado, October, 1981 (inactive).

## **SERVICE**

### **National/International**

*American Association of Community Colleges*  
Participant, National Leading Forward Initiative, (2004-2005).

*American Educational Research Association*  
Reviewer for proposals submitted to the Annual Meeting, (2005, 2006, 2007, 2008, 2013, 2014, 2015 – Division B, Division J, Philosophical Studies in Education SIG, Dewey SIG).  
Program Co-Chair, 2007, Division J, Section 3 (2006-2007).

*Association for the Study of Higher Education*  
Reviewer of proposals submitted to the Annual Meeting. (2012 - ).

*Center for the Study of Community Colleges*  
Member, Ex Officio, Board of Directors. (2014 - 2016).

*Community College Journal of Research and Practice*  
Member, Editorial Board. (2014 - )

*Community College Review*  
Book Review Editor, (2010-2013).  
Member, Editorial Board, (2002-2004).  
Reviewer of manuscripts (2008 - ).

*Council for the Study of Community Colleges*  
Past President (2015-16).

President (2014-15).  
President-Elect (2013-14).  
Member, Board of Directors By-Laws Committee Chair (Appointed, 2012-13).  
Member, Program Committee (2005-06; 2009-10; 2013-14; 2014-15; 2015-16).  
Member, Membership Committee (2005).  
Member, Session Chair, Annual Meeting. (2009, 2013).  
Reviewer of proposals submitted to the Annual Meeting. (2005, 2007, 2008, 2011, 2013, 2014, 2015).

*Kettering Foundation*

Participant, Kettering Workshop on Community Colleges (2013, 2014).

*Review of Higher Education*

Reviewer of manuscripts (2016 - ).

**State/Regional Local**

Presentation and Exercise Facilitator for a Joint Retreat of the Eastern Wyoming College Board of Trustees, Foundation Board, and Senior Administration (May, 2016).

**University Service - University of Wyoming**

Faculty Mentor, Faculty Learning Community for Community Engagement and Service Projects (2017 - )

Planning Committee Member, Matthew Shepard Symposium, University of Wyoming (2016 - ).

Faculty Senate Budget Planning Committee (2011 to 2014).

**University Service - Colorado State University**

School of Education Representative to the University Faculty Council (2006 to 2008).

**College and Department Service - University of Wyoming**

College of Education Tenure and Promotion Committee (2009 to 2012; Chair 2011 – 2012; 2016 - ).

College of Education Advisory Council on Graduate Education (2008 to 2011; Chair 2010 – 2011).

Coordinator, Adult and Postsecondary Education Graduate Programs (2009 –

2015. 2016).

### **College and Department Service - Colorado State University**

School of Education Executive Committee (2003 to 2008).  
School of Education Graduate Programs Committee (2005 to 2008).  
Search Committee Chair, Associate Professor for Community College Leadership (2008).  
Search Committee Chair, Associate Professor for Community College Leadership (2007).  
School of Education Tenure and Promotion Committee (2007-2008).  
School of Education Tenure and Promotion Committee (2005-2006)  
Co-Chair, School of Education Benchmarks Committee for Research (2004-2005).  
Search Committee Member, Assistant Professor for Adult Education (2002-2003).

### **GRADUATE ADVISING**

#### **University of Wyoming - Completed Doctoral Dissertation Chair Assignments:**

Wall, Kristen Ed.D. College of Education. University of Wyoming, Dissertation: At-Risk Adult Student Perceptions of Faculty Feedback. (Chair – Defense Date: April 20, 2016).

Des Armier, David Ph.D. College of Education, University of Wyoming, Dissertation: Students' Attitudes toward the Use of the Internet and Feelings of Connectedness in their Graduate Programs. (Co-Chair with Chair, Doris Bolliger, Ed.D.; Defense Date: March 21, 2016).

Kiesel, Dawn Ed.D. College of Education, University of Wyoming, Dissertation: A phenomenological study on how distance, rural college students near graduation perceive their liberal education experience. (Chair - Defense Date: July 28, 2015).

Wiltjer, Lindee Ed.D. College of Education, University of Wyoming, Dissertation: Managing Adjunct Faculty at Big Prairie Community College: A Case Study. (Chair - Defense Date: April 13, 2015).

Courtney, Nycole Ed.D. College of Education, University of Wyoming, Dissertation: Higher Education Leadership And Women: Understanding The Work-Life Balance Through The Voices Of Real Moms. (Chair - Defense Date: December 1, 2014)

Marine, Catherine Ed.D. College of Education, University of Wyoming, Dissertation: The Lived Experience of Students at a Western Community College in High-Risk Online Courses. (Chair - Defense Date: October 30, 2014).

Mains, Autourina Ed.D. College of Education, University of Wyoming, Dissertation: Experiences of Private Childcare Providers. (Chair - Defense Date: October 16, 2014).

Smith, Douglas Ph.D. College of Education, University of Wyoming, Dissertation: Strategic Planning and Resource Allocation as a Road Trip: Conditions Necessary for Successful Planning Integration at a Rural Community College. (Chair - Defense Date: December 5, 2013).

Cho, Sung Ran Ph.D. College of Education, University of Wyoming, Dissertation: An Autoethnographic Study of Identity Development of Korean "Wild-Geese Mother" Students in the U.S. (Chair - Defense Date: September 30, 2013).

Cole, Sandra Ed.D. College of Education, University of Wyoming, Dissertation: Succession planning in a rural health department: A case study. (Chair - Defense date: October 16, 2012).

Daniel, Malinda Ed.D. College of Education, University of Wyoming, Dissertation: Limbo through the Looking Glass: Adding the voice of family to the first generation college experience. (Chair - Defense date: March 30, 2012).

Barnes, Thomas Ed.D. College of Education, University of Wyoming, Dissertation: Making the grade: A qualitative case study of curriculum integration among students participating in a community college construction technology program. (Chair - Defense Date: November 16, 2011).

Gatua, Mary Wairimu Ph.D. College of Education, University of Wyoming, Dissertation: Beneath the surface: A narrative inquiry into the educational and cultural experiences of Kenyan adult women learners at U.S. universities. (Chair - Defense Date: May 5, 2011).

**Colorado State University - Completed Doctoral Dissertation Chair Assignments:**

Castro, Liliana Ph.D. School of Education, Colorado State University, Dissertation: We Want Them, We Don't Want Them: The Case of Undocumented College Students in Colorado: An Interpretation of Policy Narratives. (Chair - Defense Date: May 11, 2011).

Kempster, Janice Ph.D. School of Education, Colorado State University, Dissertation: Women mid-managers in Nevada community colleges: Perceptions of organizational culture and its relationship to advancement. (Chair - Defense Date: October 14, 2008).

Flores, Monica Ph.D. School of Education, Colorado State University, Dissertation: The experience of organizational commitment in community college faculty. (Chair - Defense Date: June 18, 2008).

Huffman, Arlie C. Ph.D. School of Education, Colorado State University, Dissertation: Metro West Middle College Pilot Program. (Co-Chair with Sonia Kriedenweiss, Ph.D.; Defense Date: June 17, 2008).

Gray, Nancy Ph.D. School of Education, Colorado State University, Dissertation: Understanding giving at a successful community college foundation. (Chair - Defense Date: May 13, 2008).

Vasconcellos, Tina Ph.D. School of Education, Colorado State University, Dissertation: In their words: Life stories of native born, African American women enrolled in an urban community college. (Chair - Defense Date: May 12, 2008).

Sands, John Ph.D. School of Education, Colorado State University, Dissertation: Teacher Citizen: First Amendment balancing test. (Chair - Defense Date: April 15, 2008).

Spaulding, Susanna Ph.D. School of Education, Colorado State University, Dissertation: *A bricolage* of narratives about teaching college in prison: Interpreting through a performance text. (Chair - Defense Date: December 14, 2007).

Brauer, Douglas Ph.D. School of Education, Colorado State University, Dissertation: Using the Reactions to Group Situations Test to profile higher education administrators relative to team behavior predispositions and demographics. (Co-Chair with David Most, Ph.D.; Defense Date: October 1, 2007).

Bambara, Cynthia Ph.D. School of Education, Colorado State University, Dissertation: The Lived Experience of Community College Students Enrolled in High Risk Online Classes: Opportunities and Obstacles. (Chair - Defense Date: June 12, 2007).

Bottrell, Cynthia Ph.D. School of Education, Colorado State University, Dissertation: Vietnamese-American Students at Midwestern Community College: A Narrative Inquiry Study. (Chair - Defense Date: April 5, 2007).

Dastmozd, Rassoul Ph.D. School of Education, Colorado State University, Dissertation: African American Students' Experiences at "Urban Community College". (Chair - Defense Date: March 1, 2007).

Arfsten, Debra Ph.D. School of Education, Colorado State University, Dissertation: Servant Leadership: A Quantitative Study of the Perceptions of Employees of a Christian-based, For-Profit Organization. (Chair - Defense Date: December 12, 2005).

Lujan, Linda Ph.D., School of Education, Colorado State University, Dissertation: A Researcher's Journey: The Stories of 'Successful' Female, Non-traditional, First-Generation College Students at The Community College of Denver. (Co-Chair with Timothy Gray Davies, Ph.D., Defense Date: December 15, 2004).

## **UNDERGRADUATE ADVISING**



None.

## REFERENCES

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Institutional Strategy, Research and Effectiveness  
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