

Herman D. Lujan
(323) 343-3805, (o)

EDUCATION

Honorary Doctor of Humane Letters, St. Mary's College of California

Ph.D., University of Idaho, (Political Science)

M.A., University of California, Berkeley, (Political Science)

A.B., St. Mary's College of California, (Political Science and Labor Relations)

PROFESSIONAL EXPERIENCE

Administrative:

- **Provost and Vice President for Academic Affairs**, California State University, Los Angeles, 2001
- **Chief Academic Officer**, Connecticut State University System, 1998 to 2001
- **President Emeritus**, University of Northern Colorado, 1996 to 1998
- **President**, University of Northern Colorado, December 1991 to 1996
- **Vice Provost for Academic Affairs**, University of Washington, 1988-91
- **Vice President for Minority Affairs**, University of Washington, 1978-88
- **Director**, Institute for Social and Environmental Studies, University of Kansas, 1972-78 (on leave July 1974 - July 1975 and 1977-78 academic year)
- **Director**, Division of State Planning and Research, Office of the Governor, State of Kansas, 1974-75
- **Chairman**, Department of Political Science, University of Kansas, 1969-72
- **Research Director**, University of Kansas Program, Kansas City Metropolitan Area Urban Observatory, 1969-70
- **Director**, Office of Program Coordination, Ford Central American Cooperative Research Program, University of Kansas, 1968-69

Academic:

- **Professor of Political Science**, California State University, Los Angeles
- **Distinguished Professor of Business and Public Policy**, University of Northern Colorado, 1996
- **Professor of Political Science**, University of Northern Colorado, 1991-96
- **Professor of Political Science**, University of Washington, 1978-91
- **Lecturer**, School of Business, University of Washington, Japanese Executive Management Program, 1986-91
- **Professor of Political Science**, University of Kansas, 1977-78
- **Courtesy Associate Professor in Urban: Planning**, School of Architecture and Urban Design, University of Kansas, 1976-1978
- **Lecturer**, School of Public Administration, Civic Center Campus, University of Southern California, Summer, 1975
- **Professor**, Capitol Complex Management Program, University of Kansas, 1974-75
- **Associate Professor of Political Science**, University of Kansas, 1968-77
- **Assistant Professor of Political Science**, University of Kansas, 1964-67

RELEVANT EXPERIENCE

Scholarship:

- Active scholar with numerous publications
- Have taught at the graduate and undergraduate levels throughout my administrative career
- Received a Doctorate of Humane Letters, Honoris Causa, from St. Marys College of California for furthering higher education

Fundraising:

- Participated in a major campaign at the University of Washington that raised over \$285 million
- Increased the University of Northern Colorado's giving program from \$8 million to \$40 million.
- Put the infrastructure in place for major giving and professional management of the Endowment at UNC.

Lead in Distance Learning:

- Established OnlineCSU, a for credit and degree related program with over 90 academic courses taught by regular faculty.
- Established first Connecticut online degree, a Masters in Library Sciences.
Resolved related intellectual property and copyright issues to faculty satisfaction.
- Established an online and technology assisted learning project at California State University, Los Angeles

Sponsored Research Activity:

- An extensive record of personal scholarly research and grant activity detailed in this resume.
- Administered the Central American Research Program at Kansas.
- At Washington served on the NSF Committee of the Top Twenty Research Universities on Pipeline Issues, dealing with improving the access of women and minorities to the sciences.
- At Colorado, served on the NSF State Science Initiative (SSI) Board of Directors and supported the Northern Colorado Research Corporation in doubling UNC's modest research grant program.
- At Connecticut, oversees the system-wide faculty research program serving CSU's four universities.
- Worked with the CSULA Graduate Dean to improve grants from \$25 million to \$34 million.

Diversity:

- Co-chair, Hawaiian Leaders National Panel of the Administration of Native Americans Needs Assessment Study, 1979-1981
- Started the Office of Minority Affairs at Northern Colorado
- Started the Asian Pacific Islander and Native American Programs in the Center for Human enrichment at Northern Colorado, to complement African American and Latino Programs
- Administered the Office of Minority Affairs at the University of Washington
- Took minority enrollment at the UW from 11 % to nearly 30%
- Raised retention rates at the UW from 20% to 50%
- Established the Early Identification Program at the UW to advance promising minority students
- Funded the formation of a Women's Commission at UNC
- Supported programs for students with disabilities at UNC

International Education:

- Administered the Ford Foundation Grant at Kansas University involving research and service to Central American institutes and universities.
- Participated in conducting seminars on local government in Central America.
- Supported the University of Washington Foreign Studies Program, team teaching with foreign scholars on Latin America.
- At Northern Colorado, signed the first nationwide exchange agreement with Taiwan's twelve teachers colleges designed to assist Taiwanese teachers in gaining graduate degrees.
- At Connecticut, finalizing exchange agreements to assist in teacher development including access to online learning.

Communication and Outreach:

- Established an annual statewide visitation program involving schools, business and the media at Northern Colorado designed to increase visibility and broaden access to university studies.
- Initiated the Ad Hoc Council of Presidents to coordinate public university lobbying and improve the role of higher education as a force in the legislature.
- Established monthly 'Fireside Chats' with leading business and government figures in Colorado.
- Spoke extensively statewide and had over 6,500 persons as guests in a modest-sized presidential residence in Colorado.

- Been recognized for community service in Washington and Colorado, including the Washington Human Development Award for Service, the El Pomar Award for Excellence, the American Political Science Association Award Distinguished Service Award and the Odegaard Award for Service to Minority Students.
- Active in the American Association of State Colleges and Universities, the American Council on Education and the National Association of State Colleges and Universities.
- Representing Higher Education and corporate leaders on PBS CPTV "Mapping the Assets" in Connecticut critical to economic and social development.
- Active in the Connecticut Association of Latino Americans in Higher Education

UNIVERSITY AND COLLEGE COMMITTEES, CHAIR

California State University, Los Angeles:

- Pat Brown Institute, 2001 to present
- PeopleSoft GET Steering Committee, 2002 to present

Connecticut State University System:

- Chief Administrator, Banner Project, 1999 to 2001
- Council of Academic Vice Presidents, 1998 to 2001
- OnlineCSU Program, 1998 to 2001
- Instructional Technology Group, 1998 to present

University of Northern Colorado:

- Presiding Officer, University Cabinet, 1991 to 1996
- University Strategic Planning Committee, 1992-96
- Board of Directors, University of Northern Colorado Foundation, 1991-96

University of Washington:

- Instructional Telecommunications Advisory Committee, 1989-91
- University Advisory Committee on Instruction, 1989-91
- Annual Faculty Lectureship Committee, 1988-91
- UW 2000 Implementation Committee, 1988-91
- University Committee on Advising, 1988-91
- University Committee on Counseling, 1987
- Public Policy Subfield, Department of Political Science, 1982-91
- Ad Hoc Working Committee on Ethnic Studies, 1983-84
- Review Committee, Near Eastern Languages and Literature, 1982
- Policy Advisory Board, Educational Opportunities Program, 1978-80

University of Kansas:

- Transportation Research Group, 1977
- Presiding Officer, University Senate, Faculty Senate, University Council and Faculty Council, 1972-73
- University Senate Council Committee on Academic Policies and Procedures, 1970-71
- University Senate Committee on ROTC, 1969-70

UNIVERSITY AND COLLEGE COMMITTEES, MEMBER

Connecticut State University System:

- Council of Presidents, Connecticut State University System, 1998 to 2001

University of Washington:

- University Academic Council, University of Washington, 1990-91
- Evening Degree Program Board, University of Washington, 1990-91
- University/Community College Faculty Development Committee, University of Washington, 1990-91
- Board of Deans, University of Washington, 1981-91
- Distinguished Teaching Award Committee, University of Washington, 1988-91.
- Administrative Council, University of Washington, 1977-91
- Faculty Council on Instructional Quality, University of Washington, 1988-91

- Branch Campus Academic Council, University of Washington, 1988-91
- Faculty Council on Academic Standards, University of Washington, 1978-91
- Task Force on Assessment, University of Washington, 1988 • Early Identification Program Advisory Board, University of Washington, 1988-91
- Special Committee on Minority Faculty Affairs, Faculty Senate, University of Washington, 1983-91
- Branch Campuses/Community Colleges Committee, University of Washington, 1989-91
- Branch Campus Administration Committee, University of Washington, 1989-90
- Faculty Council on Faculty Affairs, University of Washington, 1988-90
- President's Cabinet, University of Washington, 1977-88
- Ad Hoc Committee on Admissions and Financial Aid, University of Washington, 1981-88
- Advisory Board, Institute for Public Policy Management, University of Washington, 1982-88
- Ad Hoc Committee on Student Services Priorities, University of Washington, 1981-82
- Social Science Council, College of Arts and Sciences, University of Washington, 1978-81
- Ad Hoc Committee on Financial Aid, University of Washington, 1980
- Ad Hoc Bakke Advisory Committee, University of Washington, 1978
- Advisory Committee For Cooperative Education, University of Washington, 1978-80
- University of Washington Community Liaison Task Force, 1981-85
- Council of Presidents, State of Washington, Inter-Institutional Committee of Academic Officers, 1987-91

University of Kansas:

- Council of Directors of University Research Divisions, University of Kansas, 1972-77
- University Long-Range Academic and Physical Planning Committee, University of Kansas, 1976-77
- University Rural Health Institute Task Force, University of Kansas, 1977
- Review Committee, Vice Chancellor For Research and Graduate Studies, University of Kansas, 1976
- University Long-Range Planning and Steering Committee, University of Kansas, 1975-76
- University Committee on Planning, University of Kansas, 1974-75
- Research and Graduate Studies Sector Affirmative Action Committee, University of Kansas, 1973-75
- Research and Graduate Studies Sector Representative, Long-Range Physical Facilities Planning Committee, University of Kansas, 1973-74
- Faculty Senate Committee on Scholarly Publications, University of Kansas, 1973-74
- College Committee on Grading, University of Kansas, 1972-73
- Faculty Senate Committee on Research, University of Kansas, 1971-74
- University Council, University of Kansas, 1970-73

OTHER COMMITTEES AND BOARDS

- Board of Governors of Higher Education (CT), Academic Affairs Committee, 1998 to 2001
- Liaison, Board of Governors of Higher Education (CT), 1998 to present
- President's Council, Colorado Commission on Higher Education, 1991-96
- Presidents Council, North Central Athletic Conference, 1991-96
- El Pomar Foundation, Awards for Excellence Commission, 1994-97
- Committee on Diversity and Social Change, American Association of State Colleges and Universities, 1994-96
- American Council on Education, Minority Fellows Leadership Program, 1994
- American Council on Education, Committee on Minorities in Higher Education, 1993-94
- National Retention Project, American Association of State Colleges and Universities, 1993-95
- Member, Colorado Achievement Commission Task Force on Standards & Assessment, 1992-94
- Board of Directors Bank One, Greeley, Colorado, 1992-96
- Board of Directors, Bank One, Greeley, Colorado, 1992-95
- Executive Committee, Colorado Campus Compact, 1992-93
- Latin American Educational Foundation, 1992
- Executive Council, Western Political Science Association, 1990-93
- Executive Board, The National Faculty, 1990-92
- State of Washington Task Force on Access to Higher Education for Students with Disabilities (Governor's Committee on Disability Issues and Employment), 1990
- Committee on Accreditation, Council of Academic Officers, National Association of State Universities and Land Grant Colleges, 1989-91
- Council of Academic Officers, National Association of State Universities and Land Grant Colleges, 1989-91

- Council of Student Affairs, National Association of State Universities and Land Grant Colleges, 1978-87
- Washington Commission for the Humanities, 1989-91
- The Seattle Foundation, 1989-91
- Liaison, Higher Education Coordinating Board, State of Washington, 1988-91
- Executive Committee, Alliance for Undergraduate Education, AAU Universities, 1987-91
- National Science Foundation Working Group, Top 20 NSF-Funded Research Universities, 1988-91
- Governor's Commission on Washington Environment 2010, 1989-91
- Chair, Ad Hoc Minority Working Group, Inter-Institutional Committee of Academic Officers, Washington State
- Colleges and Universities, 1987-88
- Statewide Minority Task Force, Washington State Higher Education Coordinating Board, 1987-88
- Trustee, University Preparatory Academy, Seattle, Washington, 1987-89
- Admission Committee, United Way of King County, 1987
- Economic Development Panel, United Way of King County, 1982-86
- Pi Sigma Alpha National Political Science Honors Society Council, 1986-90
- Washington State Executive Board, Minorities in Engineering and Science Achievement 1984-88
- Executive Committee, Private Industry Council, Seattle, Washington, 1977-82
- Nominations Committee, Western Political Science Association, 1981-83
- Committee on the Status of Chicanos, Western Political Science Association, 1980-82
- Co-Chair, Hawaiian Leaders National Panel Administration for Native Americans, Needs Assessment Study, 1979-81
- Chair, Committee on the Status of Chicanos in the Profession, American Political Science Association, 1976-80
- Kansas State Advisory Committee to the U.S. Commission on Civil Rights, 1974-88
- Chair, Advisory Committee on Mexican American Affairs, State of Kansas, 1974-75
- HUD 701 Advisory Committee, State of Kansas, 1976-78
- Ad Hoc Committee on National Planning Policy, Kansas Chapter of the American Institute of Planners, 1976-77
- Governor's Representative, Midwestern Governor's Conference Special Land Use Task Force, 1974-75
- State Manpower Services Council, State of Kansas, 1974-75

PROFESSIONAL ASSOCIATIONS

- National Association of State Universities and Land Grant Colleges (NASULGC)
- American Association of State Colleges and Universities (AASCU)
- American Council on Education (ACE)
- American Political Science Association (APSA)
- Western Political Science Association (Executive Council 1990-92)
- Pi Sigma Alpha American Society for Public Administration (ASPA)

CIVIC ASSOCIATIONS

- Task Force on Literacy, Connecticut Commission on Children
- Downtown Rotary Club, Greeley, Colorado
- Boy Scouts of America Executive Board, Longs Peak Council, Colorado
- Council of Governing Board Presidents, Colorado
- Hispanic Chamber of Commerce, Northern Colorado
- Metro Denver Chamber of Commerce, Denver, Colorado
- Chamber of Commerce, Greeley, Colorado
- Municipal League, Seattle, Washington
- United Way, Seattle, Washington
- Urban League, Seattle, Washington
- National Association for the Advancement of Colored People, Seattle, Washington
- Japanese-American Citizen's League, Seattle, Washington
- National Chicano Council on Higher Education, Seattle, Washington
- Washington Hispanic Professional Association, Seattle, Washington
- Asian Pacific Director's Coalition, Seattle, Washington

AWARDS

- Ell Pomar Recognition Award for Excellence, Ell Pomar Foundation, 1998
- Dr. Herman Lujan Community Recognition Award, Northern Colorado Hispanic Chamber of Commerce, 1996
- Signum Fidei Award, for the Furtherance of Education, St. Mary's College, California, 1993
- Honorary Doctor of Humane Letters, Honoris Causa, St. Mary's College, California, 1992
- State of Washington Community Colleges, Faculty Development Award, 1991
- Charles E. Odegaard Award, For Support of Minority Programs, Friends of EOP, 1990
- Tyee Instructor of the Year, 1987
- Tyee Distinguished Professor Award, 1986
- Distinguished Service Award, American Political Science Association, Committee on the Status of Chicanos in the Profession, 1986
- Outstanding Individual Service Award for Service to Hispanics, Washington Human Development Organization, 1986
- National Defense Education Act Fellowship, University of Idaho, 1960-62
- Morrill Foundation Fellow, Amherst College, 1962
- Coe Foundation Fellow, University of Hawaii, 1961
- Robert A. Miliken Outstanding Graduate Award, St. Mars College, 1958
- Pi Gamma Upsilon Honor Society, St. Marys College, 1954-58
- President's Honor Scholarship, St. Marys College, 1951-58

RESEARCH GRANTS

- Various Grants as University President, 1991 to 1996
- U.S. Hispanic Chamber of Commerce, 1987, "Developing a National Hispanic Agenda"
- State of Kansas Commission on the Public Agenda, 1986, "Educational Governance and Finance"
- U.S. Senate, 1986, "Analysis of the Senate Computer Center"
- U.S. Department of Education, 1980-86, "Special Services for Disadvantaged Students"
- U.S. Department of Education, 1984, "Upward Bound: A College Preparation Program for Under-Represented Minority Students"
- National Science Foundation, 1979 and 1980, "Summer Science Program" (Institutional Grant)
- Division of State Planning and Research, Kansas Department of Administration, with Inter America Research Associates, 1977, "A Study of the Relationship Between Housing and Health Among Migratory Farm Workers"
- Division of State Planning and Research and Department of Social and Rehabilitation Services, 1977, "The Design and Development of Key Indicators for State Hospitals and Institutions, State-Assisted Community Mental Health Centers, and Drug and Alcohol Abuse Programs"
- U.S. Department of Housing and Urban Development, 1974-77, "HUD Minority Work-Study Program"
- Department of Community Development, City of Leavenworth, Summer 1976, "A Student Training Program for the City of Leavenworth"
- Division of State Planning and Research, Department of Health and Environment and the Kansas Department of Economic Development, 1976, "Development and Implementation of an Automated State Planning Data Base"
- Kansas City, Kansas Department of Planning and Development, 1976, "A Development Strategy for Kansas City"
- Division of State Planning and Research and Kansas Department of Economic Development, 1976, "Kansas Housing Strategies"
- Office of the Governor, 1975, "Manpower Demand Estimation" Kansas Department of Economic Development, 1975, "Growth Policy Update and Investment Priority Procedures"
- Office of the Governor and the Kansas Department of Economic Development, 1974, "The Future of Kansas Study," with T. Galloway
- Ozarks Regional Commission, 1974, "Economic Impacts of Public Investments in Kansas," with T. Galloway
- Department of Housing and Urban Development Municipal Information System Grant, 1973, "Research and Evaluation of the Wichita Falls, Texas Municipal Information System"
- Kansas Department of Economic Development, 1973, "Kansas Energy Study. Government and Legal Procedures," with T. Galloway

- Kansas Department of Economic Development and Department of Housing and Urban Development Comprehensive Planning Grant, 1973, "A Study of Kansas Growth Policy"
- Department of Housing and Urban Development Municipal Information System Grant 1972, "Monitoring and Evaluation of the Wichita Falls, Texas Automated Municipal Information System with R. Aangeenbrug"
- Ford Foundation Cooperative Research Program Grant, 1969-72 for field work with 10 students in a cooperative research study of "The Nicaraguan Administrative and Political System and Its Impact on the Citizenry"
- Ford Foundation Professional School Program Grant, 1967-69 for field work with 10 students in a collaborative study of "Administration, Officialdom and the Citizenry at the National and Local Levels In Guatemala"
- Kansas University Research Committee Grant 1974-75, "Kansas Voting Pattern"
- Kansas University Research Committee Grant, 1972-73, "Kansas Public Policy Study"
- Kansas University Research Committee Grant, 1971-72, "The Determinate of Political Culture in Nicaragua"
- Kansas University Research Committee Grant, 1969-70, "The Correlates of Public Policy in a Developing Country. The Case of Guatemala"
- Kansas University Research Committee Grant, 1966-67, "The Application of the McPhee and Kessel Voting Models to the Kansas Governor's Race"
- Kansas University Research Committee Grant, 1965-66, "The Collection and Analysis of Kansas Voting Data at the County and Precinct Levels"
- American Political Science Association, Summer, 1965, "Conference on Mathematics in Political Science"

PUBLICATIONS

Books and Monographs:

- Herman D. Lujan, Daniel James Rowley, Michael G. Dolence, *Strategic Choices for the Academy*, Jossey-Bass, 1998
- Herman D. Lujan, Daniel James Rowley, Michael G. Dolence, *Strategic Change in Colleges and Universities*, Jossey-Bass, 1997
- Herman D. Lujan, Daniel James Rowley, Michael G. Dolence, *Working Toward Strategic Change*, Jossey-Bass, 1997
- Herman D. Lujan and Hugh Bone, "Direct Democracy in Washington," in David C. Nice, John C. Pierce, and Charles Sheldon, *Government and Politics in the Evergreen State*, Washington State University Press, 1992
- Herman D. Lujan, "Asian Americans and the Quality of Education: A Policy View," in Gail Nomura *et al.*, *Frontiers of Asian American Studies*, Washington State University Press, 1989
- Herman D. Lujan, "The Gardner Transition: Changing of the Guard in Washington," in Thad E. Beyle, ed., *Gubernatorial Transitions*, Duke University Press, 1988
- Herman D. Lujan, "Educational Governance and Finance," in H. Edward Flentje, ed., *Kansas Policy Choices*, University of Kansas Press, 1986
- Herman D. Lujan and Elizabeth Guterrez, *The Kansas Migrant Survey* (Lawrence, Kansas: Institute for Social and Environmental Studies, 1973)
- Herman D. Lujan, ed., *La Administracion Publica en Guatemala*: Instituto Nacional De Administration Para El Desarrollo, INAD, 1969, pp. 188
- Herman D. Lujan, *The Continuing Seminar on Central American Development: A Synopsis* (Lawrence, Kansas: Program Coordination Office, Ford Research Grant, 1969)
- Herman D. Lujan, *Kansas Votes, National and State General Elections, 1958-1964* (Lawrence, Kansas: Governmental Research Center, the University of Kansas, 1966). This is a data collection of election statistics.

Special Reports:

- Herman D. Lujan with James Ortez, *Quality Learning: A Profile of Undergraduate Education* (University of Washington Office of the Provost, 1991)
- Herman D. Lujan, *UW 2000 Implementation Report* (University of Washington Office of the Provost, 1990)
- Herman D. Lujan, *Undergraduate Education at the University of Washington: An Update* (University of Washington Office of the Provost, December 1988)
- Herman D. Lujan, *A Central American Bibliography* (Lawrence, Kansas: Program Coordination Office, Ford Research Grant, 1970)
- Herman D. Lujan, *An Inventory of Central American Scholars at Kansas University*, Research Committee Grant 19 (Lawrence, Kansas: Program Coordination Office, Ford Research Grant, 1969)

- Herman D. Lujan, Thomas D. Galloway, Cynthia B. Flynn, Dimitrios S. Denddnos, and Petris Dajevskis, *Kansas Housing Strategies: Alternative Options for State Housing Policy* (Lawrence, Kansas: Institute for Social and Environmental Studies, 1976)
- Herman D. Lujan, Darwin Daicoff and Dimitrios S. Dendrinios, *An Economic Development Study for the City of Kansas City, Kansas* (Kansas City Department of Economic Development 1976)
- Herman D. Lujan, Darwin Daicoff, and Dimitdos S. Dendrinios, *Manpower Demand Estimation* (Office of the Governor, 1976)
- Herman D. Lujan and Dimitrios S. Dendrinios, *The Future of Kansas. Study, Vol 11, Growth Poky-Update and the Public Expenditures Priority Model* (Topeka, Kansas: Office of the Governor and Kansas Department of Economic Development, 1975)
- Herman D. Lujan, *Kansas 2000* (Topeka, Kansas: Division State. Planning and Research Department of Administration, 1975)
- Herman D. Lujan and Thomas D. Galloway, *The Future of Kansas Study, Val, I,* (Topeka, Kansas: Office of the Governor and Kansas Department of Economic Development, 1974)
- Herman D. Lujan and Thomas D. Galloway, *Economic Impacts of Public Investments: State of Kansas* (Kansas Department of Economic Development and the Kansas Ozarks Regional Commission, 1974)
- Thomas D. Galloway and Herman D. Lujan, eds., with David Welborn, *A Synthesis of the Orientation and Training Phase: March 1970 - July 1971* (Lawrence, Kansas: Institute for Social and Environmental Studies, 1974)
- Herman D. Lujan, Thomas D. Galloway, and Philip L. Jackson, *Kansas Growth Policy Study: A Survey of Legislation and Agency Policies* (Topeka: Kansas Department of Economic Development, 1974)
- Herman D. Lujan, Thomas D. Galloway, Gary H. Brooks, and Philip L. Jackson, *Kansas Energy Policy Study: Final Report* (Topeka, Kansas Department of Economic Development, 1974)
- Herman D. Lujan, Thomas D. Galloway, and J. Terry Edwards, *Monitoring and Evaluation Methodologies of the Wichita Falls IMIS Project* (Lawrence, Kansas: Institute for Social and Environmental Studies, 1973)
- Kenneth Orr, Thomas D. Galloway, and Herman D. Lujan, *Preliminary Kansas Growth Policy Study* (Lawrence, Kansas: Institute for Social and Environmental Studies, 1973)
- Herman D. Lujan, *A Strategy for Selecting a National Sample of Black Dwelling Units* (Washington D.C.: Joint Center for Political Studies, Harvard University, 1973)

Articles:

- "Commonsense Ideas From An Online Survivor," *Educause Review*, March/April 2002, pp. 28-33
- "Hispanics in Hawaii," *Visiones Magazine*, November/December 1995
- "Faculty Governance: A University President's Perspective," *Western Association of Faculty Governance*, 1995
- "The Recruitment and Retention of Minority Faculty at Colleges and Universities," *Multicultural Leader* (Edmonds, Washington: Educational Materials and Services Center, Spring 1991)
- "The Application of Public Opinion Measuring Methods, Twentieth Annual City Manager's School. A Report (Lawrence, Kansas: Governmental Research Center, University of Kansas, July 1967), pp. 61-66
- "The Impact of the Bureaucracy on Legislative Decision Making," in Marlene Orr, ed., *Legislators and the Legislative Process* (Topeka: Capitol Complex Center, University of Kansas, 1976), pp. 4333-50
- "The Bureaucratic Function and System Support: A Comparison of Guatemala and Nicaragua," *Comparative Politics*, 7 (July 1975), pp. 559-576
- "The Structure of Political Support: A Study of Guatemala," *American Journal of Political Science*, 17 (February 1974), pp. 23-43
- "An Essay on Public Administration in Latin America: Some Future Perspectives" in Jerry L. Weaver, ed., *American Development Administration: Accomplishments of the 1960's Research Pories for the 1970's* (LADAC Occasional Papers, Series 2, No. 6, University of Texas, 1973), pp. 40-53
- "El Sistema Administracion Publica en Guatemala," with Kenneth R. Thompson, in Herman D. Lujan ed., *Estudios Sobre Administracion Publics en Guatemala* (Guatemala: Instituto Nacional De Administracion Para El Desarrollo, 1969), pp. 15-57
- "La Hipertrofiada Burocracia de Guatemala," in Herman D. Lujan, ed., *Estudios Sobre Administracion Publics en Guatemala* (Guatemala: Instituto Nacional De Administracion Pam El DesarroHo, 1969), pp. 1-13
- "The Demographic Basis of Kansas Republicanism," *Rocky Mountain Social Science Journal*, VI (October, 1969), pp. 82-90

- "The Rural Electorate in Idaho," *Rocky Mountain Social Science Journal*, V (October, 1968), pp. 97-105
- "Voters and Nonvoters in Kansas: A Case Study of Topeka," *Your Government*, September 15, 1966, Vol. XXII, No. 1, pp. 1-2
- "Aggregate Analysis of Kansas Voting Trends in the 1960's," *Your Government*, Vol. XXI, No.1, 1965
- "The Tariff: A Barometer of Foreign Policy," *Your Government* January 15, 1965, Vol. XX, No. 5, pp. 4-5

CONSULTATIONS

- North Central Association Accreditation Review, University of Northern Arizona, 1998
- Source One Management. Inc., Denver, "Strategic Plan for the New Century," 1997
- Texas Nurses Association, "The Waves of Educational Transformation," 1997
- North Central Association Accreditation Review, University of Arkansas; Fayetteville, 1997
- North Central Association Focused Visit Accreditation Review, South Dakota State University, 1995
- North Central Association Accreditation Review, Kent State University, 1994
- Presenter, "Education for the Coming Age," American Federation of Teachers, Seattle, 1993
- Western Association of Schools and College Accreditation Reviews, University of California, Santa Barbara; 1991
- External Review, Alliance For Undergraduate Education Review of Minority Programs, University of Minnesota, 1991
- Western Association of Schools and Colleges, Accreditation Review, Occidental College, 1990
- External Review Strategic Planning for Minority Programs at the University of Alaska Anchorage, 1990
- Training Seminar, "State Budget and Policy Analyses," Office of Financial Management, Office of the Governor, State of Washington, 1989
- Training Seminar, "Working in the Pluralistic World," Seattle University Center for Continuing Education Rehabilitation, 1989
- External Review, Minority Programs at Eastern Washington University, 1989
- Seminar, "Managing a Multicultural Work Force," U.S. Corps of Engineers, 1988
- Review of the Office of the U.S. Senate Sergeant-at-Arms, 1986
- Review of the U.S. Senate Computer Center, 1986
- External Review, Student Affairs and Special Studies Programs, California State University, Los Angeles, 1985
- Review, State of Kansas Affirmative Action Program, Office of the Governor, 1985
- Practical and Strategic Academic Planning, Division of Continuing Education, University of Kansas, 1984
- External Review, Department of Chicano Studies, California State University, Los Angeles, 1984
- External Review, Ethnic Studies Program, University of Utah, 1983

COURSES TAUGHT

Undergraduate:

State Government and Politics
 Political Parties
 Public Policy
 Political Analysis
 Latin American Politics
 Business and Public Policy

American Government
 Interest Group Politics
 Public Administration
 Legislative Intern Seminar
 Business Systems

Graduate:

Comparative Politics
 Research Methodology
 Leadership
 State Budgeting
 Strategic Planning

Political Analysis
 American Politics
 Public Policy
 State Legislatures
 Urban Planning

Supervised over 25 masters theses and doctoral dissertations.

CURRENT RESEARCH

Strategic Choices for the Academy (Daniel James Rowley, Herman D. Lujan and Michael G. Dolence; Jossey-Bass Publishers, 1998) discusses the transformation of community colleges, colleges and universities in the Information age. It is a study of the major educational changes that are likely to occur in the early decades of the 21st Century, and extends the work of previous scholars including Clark Kerr. It specifically addresses the role of technology in the future university. An article, "Common Sense Practices: A Primer for Academics Preparing for Online Generation II" was published by Educause in March/April 2002, and extends that research focus. Current research focuses on the impact of information technology on leadership in multicultural institutions and societies.