Alpert, Daniel

"Performance and paralysis: The organizational context of the American research university." Journal of Higher Education 56: 241-281.

1992 "Rethinking the challenges facing the American research university." Unpublished manuscript (December).

Anderson, Christopher

"Bromley's last stand: On the eve of his departure, the White House science adviser rallies his advisory panel to issue a hard-hitting call for university reforms." Science 259: 20-21.

Anderson, Martin

"The galls of ivy: Our professors do everything but teach." Washington Post, October 15, p. C3.

Astin, Alexander

1992 Four Critical Years Revisited. San Francisco: Jossey-Bass.

Atwell, Robert

1992 "Financial prospects for higher education." Policy Perspectives: The Pew Higher Education Research Program 4(3):5B-7B.

Austin, Ann

1990 "Faculty cultures, faculty values." Pp. 61-74 in W.G. Tierney (ed.), Assessing Academic Climates and Cultures: New Directions for Institutional Research. San Francisco: Jossey-Bass.

Bergquist, William H.

1992 The Four Cultures of the Academy. San Francisco: Jossey-Bass.

Birnbaum, Robert

1991 How Colleges Work: The Cybernetics of Academic Organization and Leadership. San Francisco: Jossey-Bass (for the National Center for Postsecondary Governance and Finance).

Bolman, Lee and Terrence Deal

1991 Reframing Organizations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass.

Boyer, Ernest

1990 Scholarship Reconsidered: Priorities of the Professioriate. Princeton, NJ: Princeton University Press (for the Carnegie Foundation for the Advancement of Teaching).

Brown, George

"Rational science, irrational reality: A Congressional perspective on basic research and society." Science 258(9):200-201.

Carothers, Robert

"Trippingly on the tongue: Translating quality for the academy." American Association of Higher Education bulletin 45(3).

Checkoway, Barry

"Unanswered questions about public service in the public university." Journal of Planning Literature 5:219-225.

Cornesky, Robert, Sam McCool, Larry Byrnes, and Robert Weber

1991 Implementing Total Quality Management in Higher Education. Madison, WI: Magna Publications.

Dressel, Paul

1987 College to University: The Hannah Years at Michigan State University (1935-1969).
East Lansing, MI: Michigan State University Press.

Duderstadt, James

1992 "Redrawing the boundaries." The University Record (University of Michigan)
December: 5-7.

Elman, Sandra and Sue Smock

1985 Professional Service and Faculty Rewards. Washington, DC: National Association of State Universities and Land Grant Colleges.

Enarson, Harold

1989 Revitalizing the Land Grant Mission. Blacksburg, VA: Virginia Polytechnic and State University.

Galston, William

1992a "Clinton and the promise of communitarianism." The Chronicle of Higher Education, December 2, A52.

1992b Liberal Purposes: Goods, Virtues, and Diversity in the Liberal State. New York: Cambridge University Press.

House Select Committee on Children, Youth, and Families

1992 College Education: Paying More and Getting Less. Washington, DC: U.S. Government Printing Office (Committee chaired by Rep. Patricia Schroeder, D-CO)

Keller, George

1983 Academic Strategy: The Management Revolution in American Higher Education.
Baltimore: The Johns Hopkins University Press.

Lerner, Richard

"Changing organism-context relations as the basic process of development: A developmental contextual perspective." Developmental Psychology 27:27-32.

Lombardi, John

"With their accounts in order, colleges can win back their critics." The Chronicle of Higher Education, February 17, A40.

Lynton, Ernest

1992 Scholarship Recognized. Unpublished draft manuscript (September).

Lynton, Ernest and Sandra Elman

1987 New Priorities for the University: Meeting Society's Needs for Applied Knowledge and Competent Individuals. San Francisco: Jossey-Bass.

Massey, Walter

1992 Discussion paper on the future of the National Science Foundation: Memorandum to members of the National Science Board. Washington, DC: Office of the Director, National Science Foundation, NSB-92-146, August 14, 1992.

Massy, William and Robert Zemsky

"Faculty discretionary time: departments and the academic ratchet." Policy Perspectives: The Pew Higher Education Research Program 4(3):3B-4B.

Maxwell, Nicholas

"What kind of inquiry can best help us create a good world?" Science, Technology, and Human Values 17(2):205-227.

Michigan State University

Michigan State as a Lifelong University—Pioneering the Land Grant Model for the Learning Society of the 21st Century. A proposal submitted to the W.K. Kellogg Foundation. East Lansing, MI: Office of the Acting Dean, Lifelong Education, Michigan State University.

Michigan State University Cooperative Extension Service Study Committee

1989 MCES Study Committee Report. East Lansing, MI: College of Agriculture and Natural Resources.

Moore, Kathryn

1991 Pioneering the Land Grant University for the 21st Century. East Lansing, MI: Office of the Vice Provost for University Outreach, Michigan State University.

Morgan, Gareth

1986 Images of Organization. Beverly Hills, CA: Sage Publications.

Newman, Frank

1985 Higher Education and the American Resurgence. Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching.

Nicklin, Julie and Goldie Blumenstyk

"Number of non-teaching staff members continues to grow in higher education." The Chronicle of Higher Education, January 6, A43.

Oliva, L. Jay

1993 Quote. The Chronicle of Higher Education, January 13, A13.

Osborne, David and Ted Gaebler

Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. Reading, MA: Addison-Wesley.

Schilling, Karen and Karl Schilling

1993 "Professors must respond to calls for accountability." The Chronicle of Higher Education, March 24, A40.

Senge, Peter

1990 The Fifth Discipline: The Art and Practice of the Learning Organization. New York: Doubleday.

Stauber, Karl

Speech delivered to the Board on Agriculture and The Professional Scientific Society's National Academy of Sciences, Spring Symposium, Irvine, CA (April).

Task Force on Lifelong Education

1973 The Lifelong University: Report to the President of Michigan State University. East Lansing, MI: Michigan State University.

Virginia Polytechnic Institute and State University

1989 Evaluation of Faculty Effort in Extension and Service. Blacksburg, VA: Virginia Polytechnic Institute and State University.

Votruba, James

1992 "Promoting extension of knowledge in service to society." *Metropolitan Universities* 3:72-80.

1993 "MDEX (MultiDimensional EXcellence): here's what it's all about." *MSU News Bulletin* 24(18):4.

Whyte, William

1991 Participatory Action Research. Newbury Park, CA: Sage Publications.

Zook, Jim

"Clinton foresees enlisting 100,000 youths in his national-service program by 1997." The Chronicle of Higher Education, March 10, A27,A29.

ADDITIONAL READINGS30

- Abrahamson, Eric. 1991. "Managerial fads and fashions: The diffusion and rejection of innovations." Academy of Management Review 16(3): 586-612.
- Alpert, Daniel. 1985. "Performance and paralysis: The organizational context of the American research university." Journal of Higher Education 56(3):241-281.
- Anderson, G. Lester. 1972. "The land grant university and the urban condition." Education and Urban Society V(1, February):5-21.
- Anderson, G. Lester. 1976. "Land grant universities and their continuing challenge." In Land grant universities and their continuing challenge, ed. G. Lester Anderson, 1-48. East Lansing MI: Michigan State Press.
- Anderson, James H. 1989. Review of Michigan cooperative extension service (MCES). Memorandum to MCES study committee, 1-28. East Lansing: Michigan State University.
- Apps, Jerold W. 1991. Next age leadership for extension. McDowell Lecture, sponsored by the Department of Agricultural and Extension Education College of Agriculture. University Park PA: Pennsylvania State University.
- Arthur, Carolyn. 1992. Public and community service activities of faculty and academic staff members at a land grant institution: A study of Michigan State University. East Lansing: Michigan State University.
- Arizona State University. 1991. Annual Report: Arizona State University. Tempe AZ: Arizona State University, College of Extended Education.
- Arizona State University. 1992. Strategic Plan 1990-1992. Tempe: Arizona State University, College of Extended Education.
- Aslanian, Carol B. 1990. "Guess who's coming to college?" Looking to the future of lifelong learning. Presented at the Ferris State University Symposium: Working Together in Continuing Higher Education-Community Colleges and Universities, 1-13. New York NY: Office of Adult Learning Services, The College Board.
- Atkinson, Richard C., and Donald Tuzin. 1992. "Equilibrium in the research university." Change 23(3):22-27, 30-31.
- Austin, Ann E. 1990. "Faculty cultures, faculty values." New Directions for Institutional Research 68:61-74.

⁵⁰ These citations were collected by Ms. Sonia Patra-Zuna, graduate assistant in the MSU Department of Communications, working under the guidance of James Dearing, committee member.

Baird, Leonard L. 1988. "The college environment revisited: A review of research and theory."

Higher Education Handbook of Theory and Research IV:1-52.

- Baldridge, J. Victor. 1980. "Managerial innovation: Rules for successful implementation." Journal of Higher Education 51(2):117-134.
- Balgopal, Pallassana R., Paul H. Ephross, and Thomas V. Vassil. 1986. "Self-help groups and professional helpers." Small Group Behavior 17(2):123-137.
- Baltes, Paul B. 1983. "Life-span developmental psychology: Observations on history and theory revisited." In *Developmental psychology: Historical and philosophical perspectives*, ed. Richard M. Lerner, 79-111. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Bawden, Richard, and Robert D. Macadam. 1988. Toward a university for people-centered development: A case history of reform. A paper prepared for Winrock International.
- Beal, George M., Wimal Dissanayake, and Sumiye Konoshima. 1986. Knowledge Generation, Exchange, and Utilization, 37-60. Boulder CO: Westview Press.
- Beckhard, Richard, and Reuben T. Harris. 1977. "Intervention technologies." In Organizational Transitions: Managing Complex Change, 58-69. Reading MA: Addison-Wesley.
- Beer, Michael, Russel A. Eisenstat, and Bert Spector. 1990. "Why change programs don't produce change." Harvard Business Review 68(6):158-166.
- Bennis, Warren. 1989. Why Leaders Can't Lead. San Francisco, CA: Jossey-Bass.
- Bennett, Claude. 1990. Cooperative extension roles and relationships for a new era: A new interdependence model and evaluation synthesis to foster work with other agencies and organizations. Washington DC: Extension Service U.S. Department of Agriculture.
- Bennett, Claude. 1990. Cooperative extension roles and relationships for a new era: A new interdependence model and evaluation synthesis to foster work with other agencies and organizations (Summary). Washington DC: Extension Service USDA.
- Bennis, Warren G., Kenneth D. Benne, and Kenneth E. Corey, eds. The Planning of Change. Holt, Rinehart and Winston.
- Bergquist, William H. 1992. The Four Cultures of the Academy. San Francisco: Jossey-Bass
- Bieber, Jeffrey P., Janet H. Lawrence, and Robert T. Blackburn. 1992. "Through the years—faculty and their changing institution. Change 24(4):28-35.
- Birnbaum, Robert. 1988. How Colleges Work: The Cybernetics of Academic Organization and Leadership. San Francisco: Jossey-Bass.
- Bok, Derek. 1992. "Reclaiming the public trust." Change 24(4):13-19.
- University Outreach at Michigan State University

Boyer, Ernest L. 1990. Scholarship Reconsidered: Priorities of the Professorate. Princeton, NJ: The Carnegie Foundation for Advancement of Teaching.

- Cameron, Kim S., and Robert E. Quinn. 1988. Paradox and Transformation: Toward a Theory of Change in Organization and Management. Cambridge, MA: Ballinger Publishing Co.
- Cantlon, John E., and Herman E. Koenig. 1990. "Global economic competitiveness and the land grant university." *Economic Developmental Quarterly* 4(1):40-46.
- Carter, Anne P. 1989. "Know-how trading as economic exchange." Research Policy 18:155-163.
- Colorado Commission on Higher Education. 1992. The Statewide Extended Campus 1991-1992.
- Colorado State University. 1991. 1990-1991 Annual Report. Fort Collins CO: Colorado State University, Division of Continuing Education.
- Colorado State University. 1992. "Colorado State University Outreach: Making vital connection." In Season your opportunities (1992 fall bulletin), 136. Colorado State University, Division of Continuing Education.
- Clagett, Craig A., and Daniel D. McConochie. 1991. "Accountability in continuing education measuring noncredit." The Association for Institutional Research Student Outcomes #42.
- Clark, Peter A. 1972. Action Research and Organizational Change, 6-25. New York: Harper & Row Publ.
- Coleman, James S. "Relational analysis: The study of social organizations with survey methods." Human Organization 17:28-36.
- Collegiate Employment Research Institute and the Department of Educational Administration. 1992. Faculty in a time of change: Executive summary. East Lansing: Michigan State University Press.
- The Committee on Institutional Cooperation. 1992. Multi-dimensional excellence in support of multiple university missions, Phase I. East Lansing: Michigan State University.
- Connor, Larry J. 1989. "Land grant undergraduate ag programs: They need revitalizing." Choices, First Quarter: 12-15.
- Conrad, Clifton F. 1978. "A grounded theory of academic change." Sociology of Education 51:101-112.
- Contractor, Noshir S., and Matthew C. Ehrlich. 1990. The role of strategically ambiguous messages in the creation of an organization: The case of a \$500 million experiment. Paper submitted for presentation to the International Communication Association.
- Cooperative Extension Service. 1988. Issues programming in extension. Joint publication with the USDA Extension committee on organization and policy, and Minnesota Extension Service.

Cooperative Extension Service. 1988. Issues programming in extension: Executive summary. Joint Publication with the United States Department of Agriculture, Extension Committee on Organization and Policy and the Minnesota Extension Service.

- Cooperative Extension Service. 1989. Strategic plan for university extension: Cooperative Extension and Life Span Learning programs. Utah State University, Joint Strategic Planning Committees of Cooperative Extension and the Life Span Learning Programs.
- Cooperative Extension Service. 1992. Focus on Michigan's future: An issues identification process, 1-4. East Lansing: Michigan State University, CES Design Task Group.
- Cornesky, Robert A., Ronald Baker, Cathy Cavanaugh, William Etling, Michael Lukert, Sam McCool, Brian McKay, An-Sik Min, Charlotte Paul, Paul Thomas, and David Wagner. 1992. Using Deming to improve quality in colleges and universities. Madison, WI: Magna Publications, Inc.
- Council on the Review of Research and Graduate Education (CORRAGE) Task Force 3. 1990.

 Outreach and external forces and strengthening research and graduate education. Final report. East Lansing: Michigan State University.
- Council on the Review of Research and Graduate Education (CORRAGE). 1991. Research & graduate education at Michigan State University. East Lansing: Michigan State University, Office of the Provost.
- Cummings, Thomas G., and Susan A.Mohrman. 1987. "Self-designing organizations: Toward implementing quality-of-work life innovations." Research in Organizational Change and Development 1:275-310.
- Damanpour, Fariborz. 1991. "Organizational innovation: A meta-analysis of effects of determinates and moderators." Academy of Management Journal 34(3):555-590.
- Damanpour, Fariborz, Kathryn A. Szbat, and William M. Evan. 1989. "The relationship between types of innovation and organizational performance." *Journal of Management Studies* 26(6): 587-601.
- Dill, David D. 1986. "Research as a scholarly activity: Context and culture." In *Measuring faculty research performance*, J.W. Creswell ed., 7-23. San Francisco: Jossey-Bass.
- Dill, David D., and Charles P. Friedman. 1979. "An analysis of frameworks for research on innovation and change in higher education." Review of Educational Research 49(3):411-435.
- Dillman, Don A. 1986. "Cooperative extension at the beginning of the 21st century." The Rural Sociologist 6(2):102-119.
- Dowling, Noreen. 1986. Motivation and the role of faculty in public service in the University of California. Presentation to the International Meeting of Urban Universities, National Association of State, Universities and Land Grant Colleges. Winnipeg, Canada: University of Winnipeg.
- University Outreach at Michigan State University

Dressel, Paul L. 1987. College to University: The Hannah Years at Michigan State 1935-1969.

East Lansing: Michigan State University Press.

- Dunn, William N. 1983. "Measuring knowledge use." Knowledge: Creation, Diffusion, Utilization 5(1):120-133.
- Dunn, William N. 1983. "Social network theory." Knowledge: Creation, Diffusion, Utilization 5(1):453-461.
- Eastman, Julia A. 1989. "The different organizational requirements of scholarship and service." The Review of Higher Education 12(3):279-292.
- Edens, Mary, Frank Fear, Esther Fergus, Arden Moon, and Philip Smith. 1992. Service-learning and service-outreach: Integrating the knowledge functions at a transversity in the land grant tradition. East Lansing: Michigan State University.
- Edgerton, Russel. 1992. "Community and commitment in higher education: An interview with Parker J. Palmer." American Association for Higher Education 45(1).
- Eisenberg, Eric M. et al. 1984. "Communication linkages in interorganizational systems: Review and synthesis." In *Progress in Communication Sciences* 6:231-261. Brenda Dervin and Melvin J. Voigt eds.
- Elman, Sandra E., and Sue Marx Smock. 1985. Professional Service and Faculty Rewards. Washington DC: The National Association of State Universities and Land Grant Colleges.
- Elman, Sandra E., and Sue Marx Smock. 1992. "A continuing conversation about professional service." AAHE Bulletin 44(9):10-13.
- Enarson, Harold L. 1989. Revitalizing the Land Grant Mission. Blacksburg, VA: Virginia Polytechnic Institute & State University.
- Ettlie, John E., and Ernesto M. Reza. 1992. "Organizational integration and process innovation." Academy of Management Journal 35(4):795-827.
- Eveland, J.D. 1987. "Diffusion, technology transfer, and implementation: Thinking and talking about change." Knowledge: Creation, Diffusion, Utilization 8(2):303-322.
- Farmer, D.W. 1990. "Strategies for change." New Directions for Higher Education 71:7-17.
- Fear, Frank A. 1992. Multidimensional connectivity: MSUE in the transversity of the 21st century. Prepared for the Michigan State University Extension retreat.
- Feldman, Martha S., and James G. March. 1981. "Information in organizations as signal and symbol." Administrative Sciences Quarterly 26:171-186.
- Feller, Irwin, Patrick Madden, Lynne Kaltreider, Dan Moore, and Laura Sims. 1987. "The new agricultural research and technology transfer policy agenda." Research Policy 16:315-325.

Firestone, William A., and Bruce L. Wilson. 1983. "Assistance and enforcement: Strategies for knowledge transfer and program reform." *Knowledge: Creation, Diffusion, Utilization* 4(3):429-452.

- Fleming, Robben W. 1987. Report of the commission on the future of the Cornell Cooperative Extension System.
- Foote, William. 1991. Social Theory for Action. Newbury Park CA: Sage.
- Ford, Donald H. 1992. "Developmental contextualism: Biology and context as the liberators of human potential." In Donald H. Ford, *Developmental systems theory: An integrative approach*, pp. 54-90. Newbury Park CA: Sage.
- Friedkin, Noah. 1980. "A test of structural features of Granovetter's strength of weak ties theory." Social Networks 2:411-422.
- Friedkin, Noah. 1982. "Information flow through strong and weak ties in intraorganizational social networks." Social Networks 3:273-285.
- Frost, Peter J., and Carolyn P. Egri. 1991. "The political process of innovation." Organizational Behavior 13:229-295.
- Gamson, Zelda. 1979. "Understanding the difficulties of implementing a competence-based curriculum." In On Competence: A critical analysis of competence-based reforms in higher education, pp. 224-258, Gerald Grant, Peter Elbow, Thomas Ewens, Zelda Gamson, Wendy Kohli, William Neumann, Virginia Olesen, David Riesman. San Francisco: Jossey-Bass.
- Gamson, Zelda. 1984. "Politics of creating change." In Liberating education, pp. 131-165, Zelda Gamson. San Francisco: Jossey-Bass.
- Geer, Carol, and Donna Schafter. 1991. Memorandum to Martha L. Hesse. Update Definitions of "Public Service", pp. 1-7.
- Gilley, J. Wade. 1991. Thinking about American Higher Education: The 1990s and beyond. New York: American Council on Education, Macmillan Publishing Company.
- Gluck, Michael E., David Blumenthal, and Michael A. Stoto. 1987. "University-industry relationships in the life sciences: Implications for students and post-doctoral fellows." *Research Policy* 16:327-336.
- Goodpaster, Kenneth E., and Gary Atkinson. 1992. "Stakeholders, individual rights, and the common good." National Forum: Phi Kappa Phi Journal LXXII(1):14-17.
- Gordon, Michael D. 1983. "Toward a social systems model of research dissemination: The case of the DHSS and its researchers." Knowledge: Creation, Diffusion, Utilization 4(4):511-533.

Gray, Cynthia Roberts, and Thomas Gray. 1983. "Implementing innovations: A model to bridge the gap between diffusion and utilization." *Knowledge: Creation, Diffusion, Utilization* 5(2):213-232.

- Gross, Edward, and Paul V. Grambsch. 1968. *University Goals and Academic Power*. Washington DC: American Council on Education.
- Gwiazda, Adam. 1983. "Socially useful research-knowledge of dubious value? Some remarks about the quality of knowledge and the relationship between scientist and policy-maker." Knowledge: Creation, Diffusion, Utilization 5:(2):233-244.
- Harkavy, Ira. 1992. "The university and social sciences in the social order: An historical overview and 'Where do we go from here?'" Virginia Social Science Journal 27:1-25.
- Harkavy, Ira, and John L. Puckett. 1991. "Toward effective university-public school partnerships: An analysis of a contemporary model." *Teachers College Record* 92(4):556-581.
- Harper, Judson M. 1992. Annual Planning (Memorandum from chair to deans, directors, and department heads). Fort Collins CO: Colorado State University, Office of Vice President for Research.
- Hood, Lamartine, Wayne Schutjer, and Donald Evans. 1990. "'Choices' follow-up on Cooperative Extension. Integration of Research: It's a priority at Penn State." Choices 3rd quarter:22,24.
- Horner, Vivian M., and Linda G. Roberts, eds. 1991. The Annals of the American Academy of Political and Social Science: Electronic links for learning. Newbury Park, CA: Sage.
- Huberman, Michael. 1990. "Linkage between researchers and practitioners: A qualitative study." American Education Research Journal 27(2):363-391.
- Huberman, Michael. 1989. "On teachers' careers: Once over lightly, with a broad brush." International Journal of Educational Resources 13(4):347-361.
- Hunter, John E., and R. Lance Shotland. 1974. "Treating data collected by the "Small World" method as a Markow Process." Social Forces 52(3): 321-332.
- Institute for Educational Leadership, Inc. Collaborative leadership development program: Overview of learning experiences. Washington DC.
- Institute for Public Policy and Social Research. 1992. Evaluation of the W.K. Kellogg Lifelong Education Grant to Michigan State University. (Proposal submitted by Institute). East Lansing.
- Iowa State University. 1989. Report of the Ad Hoc Committee for the Review of Outreach Programs at Iowa State University. Ames IA: Iowa State University.

Iowa State University. 1990. The Strategic Plan for Iowa State University (a report to the state board of regents). Ames: Iowa State University.

- Iowa State University. 1991. Iowa State University of Science and Technology: Strategic Planning Progress. Ames: Iowa State University.
- Iowa State University. 1992. Iowa State University of Science and Technology: Strategic Planning Progress. Ames: Iowa State University.
- Israeli, Eitan. 1991. Distressed communities: Theoretical and practical considerations. Papers and Discussions from a special seminar series. Extension Education monograph #1. East Lansing: Michigan State University, Department of Agricultural and Extension Education.
- Jackson, Thomas H. 1993. Excerpt from "The complicated balance between teaching and research at universities." *Policy Perspectives* 4(4) Section B:2-4.
- Jacoby, Itzhak. 1983. "Biomedical Technology: Information dissemination and the NIH consensus development process." Knowledge: Creation, Diffusion, Utilization 5(2):245-261.
- Jones, Russel C., Bethany S. Oberst, and Courtland S. Lewis. 1990. "The land grant model: Building U.S. economic competitiveness." *Change* 22(3):11-17.
- Jorgensen, Danny L. 1989. "Participant observation: A methodology for human studies." Applied Social Research Methods Series 15:7-131.
- Kashner, James B. 1990. "Changing the corporate culture." In Managing Change in Higher Education, 19-28, Douglas W. Steeples. San Francisco: Jossey-Bass.
- Kasper, H. 1986. "Organization-cultural aspects of the promotion of a favourable climate for innovation." In *The Art and Science of Innovation Management*, H. Hubner ed., 47-58. Amsterdam: Elsevier Science Publishers, B.V.
- Keller, George. Academic Strategy: The management revolution in American higher education, 72-98, 140-163. Baltimore, MD: The Johns Hopkins University Press. .
- Keren, Michael. 1983. "Barriers to communication between scientists and policy makers." Knowledge: Creation, Diffusion, Utilization 5(1):84-98.
- Kneedler, Richard. 1993. "Addressing the future at Franklin & Marshall." Adapted from President Kneedler's remarks to the faculty of Franklin & Marshall College, November 4, 1992. Policy Perspectives 4(4) Section B:4-6.
- Knox, Alan B. 1991. Transformative Dimensions of Adult Learning. San Francisco: Jossey-Bass.
- Kochan, Thomas A., and Michael Useem. 1992. Transforming Organizations. New York: Oxford University Press.

Lawler, Edward E. III. 1989. "Strategic choices for changing organizations." In Allan M. Mohrman Jr., Susan Albers Mohrman, Gerald E. Ledford Jr., Thomas G. Cummings,

- Edward E. Lawler III, et al. Large-scale Organizational Change. San Francisco: Jossey-Bass.
- Ledford, Gerald E. Jr., Susan Albers Mohrman, Allan M. Mohrman Jr., and Edward E. Lawler III. 1989. "The phenomenon of large-scale organization change." In Allan M. Mohrman Jr., Susan Albers Mohrman, Gerald E. Ledford Jr., Thomas G. Cummings,
- Lerner, Richard M. 1982. "Children and adolescents as producers of their own development." Developmental Review 2:342-370.
- Lerner, Richard M., and Julia R. Miller. 1991. Basic research in human development is intervention research: A developmental contextual perspective. East Lansing: Michigan State University, Institute for Children, Youth, and Families.
- Lester, Ned. 1991. Virginia Tech off-campus centers. National Association of State Universities and Land Grant Colleges 104th annual meeting. Blacksburg, VA: Virginia Polytechnic Institute and State University, Continuing Education.
- Levine, Arthur. 1980. "Organizations and innovations: Some answers." In Arthur Levine, Why Innovation Fails, 11-25. Albany, NY: State University of New York Press.
- Levy, Amir, and Uri Merry. 1986. Organizational Transformation: Approaches, Strategies, Theories. New York: Praeger Publishers.
- Lindquist, Jack. 1974. "Political linkage: The academic-innovation process." Journal of Higher Education XLV(5):323-343.
- Lynton, Ernest Albert, and Sandra E. Elman. 1987. "Expanding faculty roles and obligations." In Ernest Albert Lynton, New priorities for the university: Meetings society's need for applied knowledge and competent individuals, 132-169. San Francisco: Jossey-Bass.
- MacDougall, Frank C. 1991. A bibliography on distance education.
- Mark, Melvin M., and R. Lance Shotland, eds. 1987. Multiple Methods in Program Evaluation. San Francisco: Jossey-Bass.
- Massy, William F. 1990. "A new look at the academic department." *Policy Perspectives*, 1-10. The Pew Higher Education Research Program.
- Maurice, Clyde. 1981-1982. "The requisites of coordinative relationships: Notes for practitioners in cooperative education." *Journal of Cooperative Education* XVIII(2):44-56.
- Meyer, Alan D., and James B. Goes. 1988. "Organizational assimilation of innovations: A multilevel contextual analysis." Academy of Management Journal 31(4): 897-923.

Meyer, John W., and Brian Rowan. 1977. Institutionalized organizations: Formal structure as myth and ceremony. In *Organizational environments: Ritual and rationality*, pp. 21-44. John W. Meyer and W. Richard Scott, eds. Newbury Park, CA: Sage.

- Michigan Cooperative Extension Service. 1989. MCES Study Committee Report, pp. 1-26, Appendixes A, B, and C. East Lansing, MI: Michigan State University, Cooperative Extension Service.
- Michigan State University. 1973. The lifelong university—A report to the president, (114 pages). East Lansing: Michigan State University, Task Force on Lifelong Education
- Michigan State University. 1987. Michigan State as a lifelong university: Pioneering the land grant model for the learning society of the 21st century. A proposal submitted to The Kellogg Foundation, Volume I-the Proposal. East Lansing, MI.
- Michigan State University. 1987. Michigan State as a lifelong university: Pioneering the land grant model for the learning society of the 21st century—appendices. A proposal submitted to The Kellogg Foundation, Volume II-Appendices. East Lansing, MI.
- Michigan State University. 1987. Michigan State as a lifelong university: Pioneering the land grant model for the learning society of the 21st century—Summary. A proposal submitted to The Kellogg Foundation. East Lansing, MI.
- Michigan State University. 1990. The Michigan Cooperative Extension Service: A statement describing administrative responsibility. Special Study Committee. East Lansing, MI: College of Agriculture and Natural Resources.
- Michigan State University. 1991. Pioneering the land grant university for the 21st century. East Lansing, MI: Michigan State University, Office of the Vice Provost for University Outreach.
- Michigan State University. 1991. The vision of Michigan State University for the year 2000. East Lansing, MI: Michigan State University, Office of the Provost.
- Mintzberg, Henry, Raisinghani Duru, and Andre Theoret. 1976. The structure of "unstructured" decision processes. Administrative Science Quarterly 21: 246-275.
- Molitor, Fred. Accuracy in science news reporting by newspapers: The case of aspirin for the prevention of heart attacks. *Health Communication*, pp. 1-27.
- Monge, Peter R. 1987. The network level of analysis. In *Handbook of communication science*, pp. 239-270. Charles R. Berger & Steven H. Chaffee, eds. Newbury Park, CA: Sage.
- Monge, Peter R., Richard V.Farace, Eric M. Eisenberg, Katherine I. Miller, and Lynda L. White. 1984. The process of studying process in organizational communication. *Journal of Communication* 34(1): 22-43.
- Moos, Malcolm. 1981. The post-land grant university: The university of Maryland Report (A Long-Range Planning Study). College Park: University of Maryland.
- University Outreach at Michigan State University

Motivational Educational Entertainment Productions, Inc. (MEE). Reaching the Hip-Hop Generation. Philadelphia, PA: Motivational Educational Entertainment Productions, Research Division.

- Mullen, Robert E. 1986. The cooperative extension service and democracy. *The Rural Sociologist* 6(2): 120-123.
- The National Association of State Universities and Land Grant Colleges. 1986. Report on the future of the comprehensive state research universities and land grant colleges.
- National Association of State Universities and Land Grant Colleges. 1989. State and land grant universities: An American institution, pp. 8-17, 37-39. Washington, DC.
- Noble, Lucinda, and R. David. Smith. 1990. Cornell cooperative extension—Continuity and change in the university without walls. New York's Food & Life Sciences Quarterly 20(4): 17-21.
- Nordvall, Robert C. Innovation, planned change, and transformation. In Management Innovation and Planned Change, pp. 303-321.
- Olstrom, Einer, and Howard Miller. 1984. Plus two score—The cooperative extension service in Michigan 1940 to 1980. East Lansing, MI: Michigan State University.
- Paarlberg, Don. 1992. The land grant college system in transition. Choices 7(3): 45.
- Pelikan, Jaroslav. 1992. The idea of the university: A reexamination. New Haven, CT: Yale University Press.
- Peterson, Marvin W., and Theodore H. White. 1992. Faculty and administrator perceptions of their environments: Different views or different models of organization? Research in Higher Education 33(2): 177-204.
- The Pew Higher Educational Research Program. 1993. Toward restructuring: Assessing the impact of budgetary constraints on college and university operations. *Policy Perspectives* 4(B): 7-16.
- Phillips, Ione. 1976. The added dimension: State and land grant universities serving state and local government. Washington, DC: National Association of State Universities and Land Grant Colleges.
- Poole, Peter P., Dennis A. Gioia, and Barbara Gray. 1989. Influence modes, schema change, and organizational transformation. The Journal of Applied Behavioral Science 25(3): 271-289.
- Prawl, Warren, Roger Medlin, and John Gross. 1984. Adult and continuing education through the Cooperative Extension Service. Columbia, MO: University of Missouri-Columbia, the Extension Division.

Price, David W. 1990. Cooperative Extension as community education developer. In Education through community organizations, pp. 79-87. Michael W. Galbraith, ed. San Francisco, CA: Jossey-Bass.

- Quinn, Robert E., and Kim S. Cameron. 1988. Paradox and transformation: toward a theory of change in organization and management. Cambridge, MA: Ballinger.
- Rasmussen, Wayne D. 1989. Taking the university to the people: Seventy-five years of Cooperative Extension. Ames, IA: Iowa State University Press.
- Reichelderfer, Katherine. 1991, June. Leading land grant university agricultural programs into the 21st century. Paper presented to the North Central Administrative Development Workshop, University of Nebraska, Institute of Agricultural and Natural Resources.
- Rhodes, Frank H.T. 1990. The new American university. Presentation at the Twelfth David Dobbs Henry Lecture Series. Urbana-Champaign, IL: University of Illinois at Chicago.
- Robinson, Terri. Interviews with key MSU administrators (pp. 1-8).
- Robinson, Terri. January 12-13, 1993. Strategic planning retreat (Summary, pp. 1-9). East Lansing, MI: Michigan State University, Institute for Children, Youth and Families. Draft copy.
- Rogers, Everett M. 1987. Progress, problems and prospects for network research: Investigating relationships in the age of electronic communication technologies. *Social Networks* 9: 285-310.
- Rogers, Everett M. 1986. Models of knowledge transfer: Critical Perspectives. In *Knowledge Generation*, Exchange, and Utilization, pp. 37-60. George M. Beal, Wimal Dissanayake, and and Sumiye Konoshima, eds. Boulder: Westview Press.
- Rogers, Everett M., J.D. Eveland, and Alden S. Bean. 1976. Extending the agricultural extension model. Prepared for and with the support of National Science Foundation, Washington, D.C., Palo Alto, CA: Stanford University, California Institute for Communication Research
- Ross, R. Danforth. 1976. The institutionalization of academic innovations: Two models. Sociology of Education, Vol. 49, pp. 146-155.
- Rudy, Willis. 1984. The universities of Europe, 1100-1914: A history. Rutherford, NJ: Fairleigh Dickinson University Press.
- Sarason, Seymour B., Charles F. Carroll, Kenneth Maton, Saul Cohen, and Elizabeth Lorentz. 1977. Human services and resource networks. San Francisco, CA: Jossey-Bass.
- Schaie, K. Warner, and Sherry L. Willis. 1978. Life-span development: Implications for education. Review of Research in Education, Vol. 6, pp. 120-156.

Schuh, G. Edward. 1986. Revitalizing land grant universities: It's time to regain relevance. *Choices* (2nd quarter volume): 6-10.

- Shannon, Daniel W. 1992. Revisiting continuing education at the metropolitan university.
- Smith, Kenwyn K. 1982. Philosophical problems in thinking about organizational change. In Change in organizations: New perspectives on theory, research and practice, pp. 316-371. Paul S. Goodman & Associates, San Francisco: Jossey-Bass.
- Smith, M.F. 1989. Evaluability assessment: A practical approach. Boston, MA: Kluwer Academic Publishers.
- Stanton, Timothy K. 1991. Liberal arts, experiential learning and public service: Necessary ingredients for socially responsible undergraduate education. *Journal of Cooperative Education* XXVII(2): 55-68.
- Swoboda, Donald W. 1991. Toward a new era of excellence: An update of the five-year plan of the extension division University of Missouri-Columbia. (Presented to the Academic Planning Committee and Provost Gerald Brouder). Columbia, MO: University of Missouri-Columbia, Vice Provost Extension.
- Tierney, William G. 1990. Assessing academic climates and cultures. San Francisco: Jossey-Bass.
- Tubman, Jonathan G., and Richard M. Lerner. 1991. Life-Span view of human development and adolescent development. In *The Encyclopedia of Adolescence*, pp. 594-600. Richard Lerner, Anne C. Peterson, & Jeanne Brooks-Gunn, eds. New York: Garland Publishers.
- United States Department of Agriculture and Extension Service. Strategic planning: issue identification and development for the Cooperative Extension System. (Extension Committee on Organization and Policy, pp. 1-13).
- University of California. 1991. Report of the university-wide task force on faculty rewards. Berkeley, CA: University of California, Office of the President.
- The University of Georgia. 1992. Georgia's plan: Expanding the role of the University of Georgia in lifelong learning, (pp 1-29). Athens, GA: The University of Georgia, Georgia Center for Continuing Education.
- University of Illinois Urbana-Champaign Senate. 1991. Annual report of the Senate's committee on continuing education and public service. Urban-Champaign, IL: Author.
- University of Maryland. 1992. Responding to the needs of Maryland citizens for off-campus programs. A report of the University of Maryland System on the Implementation of the Brokering Role of the University of Maryland University College. College Park, MD: University of Maryland.

University of Missouri. 1992. Background Information on University Extension. Columbia, MO: University of Missouri.

- University of Missouri. MU in the 1990's: Goals and objectives for planning, budgeting and evaluation. Columbia, MO: University of Missouri.
- University of Nebraska-Lincoln. 1990. Preparing for the 21st Century: A time for educational excellence and creative partnerships. Strategic plan for the University of Nebraska-Lincoln. Lincoln, NE: University of Nebraska-Lincoln.
- University of Virginia. 1991. Plan for the Year 2000: Academic Plan. Charlottesville, VA: University of Virginia.
- University of Virginia. The University of Virginia Division of Continuing Education: Reflections on Processes and Prospects. Charlottesville, VA: University of Virginia, Division of Continuing Education.
- University of Wisconsin, Madison. 1983. Extension in the '80s: A perspective for the future of the Cooperative Extension Services. (A report of the Joint USDA-NASULGC Committee, program Development and Evaluation of the Cooperative Extension Service). Madison, WI: University of Wisconsin.
- University of Wisconsin-Madison. 1988. "Public service and outreach." Self-Study 1: 125-136.
- University of Wisconsin-Madison. 1989. Future directions: The university in the 21st century.

 Madison, WI: University of Wisconsin-Madison, The Future Directions Committee.
- University of Wisconsin-Madison. 1992. Strategic planning at UW-Madison with an emphasis on continuous improvement. Madison: Univ. of Wisconsin, Office of Outreach Development.
- Utah State University. 1989. Strategic Plan for University Extension: Cooperative Extension and Life Span Learning Programs. Logan, UT: Utah State University, Joint Strategic Planning Committees of Cooperative Extension and the Life Span Learning Programs.
- Veysey, Laurence R. 1965. The emergence of the American university. Chicago, IL: The University of Chicago Press.
- Virginia Polytechnic Institute and State University. 1989. Strategic Plan: Enhancing people and organizational productivity throughout the commonwealth. Blacksburg, VA: Virginia Polytechnic Institute and State University, Center for Continuing Education.
- von Hippel, Eric. 1987. Cooperation between rivals: Informal know-how trading. Research Policy, No. 16, pp. 291-302.
- Warner, Paul D., and James A. Christenson. 1984. The cooperative extension service: A national assessment. Boulder, CO: Westview Press.

West Virginia University. 1991. Grass Roots Renaissance: 1991 Annual Report. Weston, WV: West Virginia University, Cooperative Extension Service.

- Western Rural Development Center. 1991. Helping rural communities pursue economic development: a role for universities and colleges. Western Wire, pp. 7-10.
- Western Rural Development Center. 1991. Meeting the challenges of aging: programming opportunities for the extension professional. Western Wire, pp. 18-21.
- Whyte, William Foote. 1991. Social theory for action: How individuals and organizations learn to change. Newbury Park, CA: Sage Publications.
- Wilhelm, Warren. 1992. Changing corporate culture-or corporate behavior? How to change your company. Academy of Management Executives 6(4): 72-77.
- Williams, Thomas "T.T." ed. 1987. Keys to rural community development...the 1890 land grant universities approach. Alabama: Tuskegee Institute.
- Winstead, Philip C. 1982. Planned change in institutions of higher learning. In New directions for institutional research: Effective planned change strategies 33: 19-31). G. Hipps, ed. San Francisco, CA: Jossey-Bass.
- Yates, Albert C. 1992, March 31. The University Strategic Plan-FYs 1992-93 through 1995-96 (Memorandum to Dean, Directors and Department Heads at Colorado State University). Fort Collins, CO: Colorado State University, Office of the President.