

Index

- academic affairs, 10, 20. *See also*
higher education administration
- academic discourse, 82–83, 91
- accountability, 4, 14–15, 73, 81,
92–97, 101, 106, 120–123. *See also*
higher education administration
- accreditation, 106, 109, 112
- ADE Bulletin*, 106, 117
- administrative discourse, 101. *See also*
higher education administration
- advanced composition, 10, 81,
88–89
- advanced placement exam, 93,
106, 108. *See also* standardized
tests
- affirmative action, 69, 98, 111–
112, 132n
- American Association of Colleges
and Universities, 105, 112
- American Association of Commu-
nity Colleges, 69
- American Association of Journal-
ism Teachers, 47
- American Association of University
Professors (AAUP), 105
- American Revolution, 25
- American universities, 25, 28;
history of, 23–26, 28, 31, 39,
40–46, 48, 51, 53, 56, 58–59,
61, 67, 72–73, 82
- Americans with Disabilities Act,
106
- Amherst College, 39, 46, 62, 134n
- Amorose, Thomas, 8
- Annales* School, 24
- Anson, Chris M., 101, 115
- Anti-War Movement, 68
- argumentation, 38–39, 42, 81–82,
133n
- articulation, 8, 14, 88, 106. *See also*
secondary schools
- assessment, 4, 9–10, 14, 16–17,
28, 72–73, 75, 81, 87, 92–97,
120–123, 126; Dynamic Criteria
Mapping, 121; institutional,
14, 16, 72, 92–93, 96–97, 112,
123; portfolios, 90, 92–97, 100,
121–123; proficiency, 66, 92,
96, 134n; program, 14, 16, 72,
92–93, 96–97, 112, 123; reli-
ability, 93, 95, 123; validity, 93,
121, 123
- Association of American Colleges,
78, 101
- Association of Departments of
English (ADE), 26, 80, 92, 98,
106, 117
- Astin, Helen, 21
- Atwan, Bob, 134n
- Aydelotte, Frank, 37
- Bain, Alexander, 39–41
- Baird, Theodore, 62–63, 134n
- Barnard College, 51
- Bartholomae, David, 63, 86, 134n
- Baruch College, 70

- basic writing, 10, 60, 66, 69–70,
 81, 85–87, 91, 95, 98, 114,
 119–120, 129
 Bay Area Writing Project, 96
 Bazerman, Charles, 70
 Belanoff, Pat, 90, 96
 Belcher, Diane, 87
belles lettres, 37
 Berlin, James, 29, 41, 46–47,
 56–57
 Birnbaum, Robert, 101
 Bishop, Wendy, 73–75
 Bizzell, Patricia, 73, 82, 114, 134n
 Blechman, Rachel S., 101, 129
 Bloom, Lynn Z., 12, 72, 78, 129
 Bordelon, Suzanne, 49, 53–54
 Born, Margaret, 101
 Boston University, 20
 Bousquet, Marc, 19
 Boyer, Ernest, 15, 77, 104, 128
 Boylston Professor of Rhetoric, 29,
 48, 132n
 Braddock, Richard, 62, 68
 Bradley University, 56
 Brereton, John, 29–30, 32–33, 35,
 37, 46, 49, 52, 60, 70, 133n,
 134n
 Briggs, LeBaron Russell, 32–35
 Britton, James, 82
 Broad, Bob, 120–121
 Brooklyn College, 70
 Brookwood Labor College, 37
 Brown, Rollo, 32–35
 Brown, Stuart, 80, 102, 115, 132n
 Bruffee, Kenneth, 17, 70–71,
 77–78
 Bryn Mawr, 5, 51, 54
 Buck, Gertrude, 37, 47, 52–54,
 133n
 Buckley Amendment, 80, 109
 budget, 4, 8, 10, 74, 76, 98, 101,
 108, 110–113, 127, 133n
 Bullock, Richard, 73, 75
 Burnham, Christopher, 91, 120
 Bushman, Donald, 16
 Cambridge, Barbara L., 21, 96
 Campbell, JoAnn, 51–52, 54,
 133n
 Carnegie classification, 107
 Carnegie Corporation, 96
 Carnegie Foundation, 107
 Carnegie Mellon, 89
 Carnegie unit, 108
 Carpenter, William, 80
 Catalano, Timothy, 100
CATESOL Journal, 88
 CCCC, 60, 62–67, 69, 71–72, 74,
 78, 80, 86, 91, 94, 98, 108, 118,
 134n
 Cheramie, Deany M., 55
 Chief Academic Officer, 10, 108
 Child, Francis, 48
 City College, 70
 Civil Rights Movement, 68, 109,
 134n
 Civil War, 25, 28, 44, 55, 58
 class size, 9, 50, 55, 66, 80, 91–92,
 98, 109, 117
 Clemson University, 82
 CLEP, 93, 108. *See also* standard-
 ized tests
 Colby, J. Rose, 51
 collaboration, 13, 17, 47, 53, 88,
 90, 91, 120, 126
 College Board, 94, 106, 108. *See*
also standardized tests
*College Composition and Communi-
 cation*, 65–66, 78
College English, 37, 117
 College Entrance Examination
 Board, 68, 108
 College of William and Mary,
 132n
 Columbia University, 38

- committee structure, 108. *See also*
 higher education administration
 common school movement, 132n
 communication studies, 65
 community colleges, 69, 106
Composition Studies, 77, 89
 computers and composition, 91,
 118, 119, 120, 131
Computers and Composition (journal), 91
 Condon, William, 121
 Conference of Writing Program
 Administrators, 18, 75
 Conference on Basic Writing, 86
 conference workshops, 63–65, 68,
 71–72, 75, 78
 Connors, Robert, 23, 24, 25–26,
 31, 32, 39, 41–42, 48, 59
 contact hours, 109
 Copeland, C. T., 34, 36
 Corbett, Edward P.J., 30–31, 58,
 61, 63–64, 70, 100, 118, 133n
 Cornell University, 57, 71, 133n
 Council of Writing Program
 Administrators, 3, 11, 14, 59,
 64, 67–78, 80, 85, 97, 103, 112,
 115, 128, 132n; Consultant-
 Evaluator Program, 72, 80, 97,
 112, 115; Executive Committee,
 71; funding of, 72
 Covino, William A., 120, 135n
 Crandall, Regina, 54–55
 critical pedagogy, 83, 91. *See also*
 cultural studies
 Crossley, Gay Lynn, 74
 Crowley, Sharon, 39
 cultural studies, 82–83, 91, 120
 CUNY, 69–71, 86
 current-traditional rhetoric, 5, 24,
 27–28, 38–39, 42, 47, 52, 60,
 67, 82, 90, 133n
 curriculum, 4, 9, 16, 25–28, 30–
 31, 35, 37–38, 41, 43–44, 47,
 51, 54–55, 59, 62, 73, 81–89,
 96–97, 99, 102, 117–120, 133n,
 135n. *See also* first-year composi-
 tion
 D'Angelo, Frank, 133n
 Daiker, Donald A., 78
 Dartmouth College, 132n
 Davis, Barbara, 96
 Day, Henry, 41
 Denney, Joseph V., 42, 45, 47
 development office, 107, 109. *See*
 also higher education administra-
 tion
 Dewey, John, 16, 53, 105
 Dickson, Marcia, 13, 86, 96
 disciplinarity, 15–16, 23–24,
 27–28, 32–33, 39, 42–43, 48,
 57, 59, 65, 67–68, 73, 86, 89,
 117
 doctoral programs, 68, 73, 74
 Donovan, Tim, 71
 Douglas, Wallace, 33, 132n
 Dunn, Patricia, 50
 Dunn, Richard J., 124

 Ebest, Sally Barr, 124, 132n
 Eble, Kenneth Eugene, 124–125
 Educational Opportunity Program,
 109
 Elbow, Peter, 89–90, 96
 Eliot, Charles W., 28, 29, 31, 33
 English Composition Card, 34
 English departments, 3, 5, 8,
 12, 18, 24–32, 37–38, 42, 44,
 48–54, 56, 58, 62–63, 68–69,
 72–73, 75, 81, 98, 100–104,
 106, 111–112, 128–129,
 133–135n
 Enos, Theresa, 12, 80, 85, 115,
 129

- enrollment, 25–27, 45, 49, 56, 58,
 61, 64–65, 67–69, 98, 111, 112,
 133n
 Ericsson, Patricia Freitag, 94
 error, 9, 26, 29, 43–44, 52, 56, 60,
 85–88, 118, 125, 133n
 ethnography, 83, 86
 Exxon Foundation, 72

 Faculty and Administrator
 Modules in Higher Education
 (FAME), 86
 faculty unions, 19–20, 100
 Faigley, Lester, 96–97
 FERPA, 102, 109
 Ferris, Dana, 87, 118
 FIPSE, 110
 first-year composition, 5, 26,
 28–29, 33, 45, 51, 56, 73, 81,
 83, 85, 88, 91, 93, 95, 98, 106,
 125
 Flower, Linda, 89, 134n
 Fogerty, Daniel, 38
 Fulkerson, Richard, 82, 135n
 full-time equivalent, 101, 110. *See*
 also administrative discourse
 Fulton, Maurice Garland, 42
 fund-raising, 107–110. *See also*
 development office

 G.I. Bill, 45, 58
 Gage, John, 28
 Gardner, John, 21
 Gebhardt, Barbara, 103, 129
 Gebhardt, Richard, 72, 103, 129
 general education, 44, 81, 106,
 108, 110
 genre, 82, 86
 Genung, John Franklin, 39, 46
 George, Ann, 91, 120
 George, D'Ann, 54
 George, Diana, 65, 73–74, 91, 120
 Gerber, John, 63–64, 66

 German university model, 24–26,
 29, 31, 48
 Gibson, Walker, 62, 134n
 Glenn, Cheryl, 99
 goals statement, 96, 110. *See also*
 higher education administration
 Goggin, Maureen, 68
 Goonen, Norma M., 101, 129
 graduate students, 3, 7–9, 12,
 18–19, 31–32, 47, 57, 61, 67,
 69, 81, 99–100, 102, 110, 118,
 122, 124–126, 127, 130, 135n
 Gunner, Jeanne, 9, 103, 134n

 Halloran, S. Michael, 133n
 Hamp-Lyons, Liz, 121
 Harned, Jon, 40–41
 Hart, Albert Bushnell, 48
 Hartwell, Patrick, 86
 Hartzog, Carol, 68
 Harvard University, 11, 24, 28–35,
 37, 46–48, 50–52, 54, 55–57,
 92, 132n, 133n
 Haswell, Richard, 94–95, 97
 Hayes, John, 89
 Heckathorn, Amy, 17, 59, 68
 Hedgcock, John, 118
 Herrington, Anne, 94
 Herzberg, Bruce, 82, 114, 134n
 Hesse, Douglas D., 17, 101–102,
 115, 125, 129
 Heyda, John, 45, 65
 higher education administration,
 9, 11, 19, 79, 97, 100–101, 127,
 130
 Hilgers, Thomas, 80, 83–84,
 98–99
 Hill, Adams Sherman, 29–30,
 32–35, 46, 48, 132n, 133n
 Hillocks, George, 90, 93, 118–119
 Hirvela, Alan, 87
 historically Black colleges (HB-
 CUs), 55, 110

- Hobson, Eric H., 120, 135n
 Holbrook, Sue Ellen, 12
 holistic scoring, 92–96, 113, 123
 Hopkins, Edward, 45, 49, 50
 Horner, Winifred Bryan, 70, 133n
 Hostos Community College, 70
 Howard, Rebecca Moore, 13, 55, 91, 120
 Hult, Christine, 15, 75, 77, 99, 125, 129
 human resources, 110
 Huot, Brian A., 93–94, 121
- IDEA, 110
 Illinois State Normal University, 51
in loco parentis, 43
 Indiana University, 37, 57, 111
 indirect costs, 110. *See also* budget
 Institutional Review Board, 111
 Intercollege Conference on English Composition, 63
- JAC: A Journal of Composition Theory*, 89
 Jarratt, Susan C., 91, 120
 Johns Hopkins University, 48
 Jones, Nancy, 61, 68
 Jossey-Bass, 100–101
 Julier, Laura, 91, 120
- Kairos*, 91
 Kanter, Rosabeth Moss, 5
 Kates, Susan, 37
 Kinkead, Joyce, 101, 130
 Kinneavy, James, 82, 133n
 Kitzhaber, Albert, 28, 39, 46–48
 Klaus, Carl, 68
 Kroll, Barbara, 87, 129
- L'Eplattenier, Barbara, 45, 63
 Laird, Charlton, 65
 land grant universities, 25
 Legg, Sue M., 93, 123
- Leland, Carol, 21
 liberal arts education, 7, 27, 41, 44, 71, 81, 105
Liberal Education (journal), 105
 Lindbloom, Kenneth, 50
 Lindemann, Erika, 100
 line items, 111. *See also* budget
 line positions, 10. *See also* tenure
 Linguistic Society of America, 26
 Lloyd-Jones, Richard, 61–63, 68, 134n
 Lounsbury, Thomas, 37
 Lyons, Bob, 70
- Maid, Barry, 102
 Maimon, Elaine, 70, 78
 Malenczyk, Rita, 19
 Marsella, Joy, 80, 83, 98–99
 Masters, Thomas, 24, 59–60
 Mastrangelo, Lisa, 49, 63
 McAllister, Ken S., 115
 McClelland, Ben W., 21
 McCosh, James, 44
 McKeachie, Wilbert J., 126
 McLeod, Susan, 17, 115, 120, 129, 133n, 135n
 McQuade, Don, 70, 134n
 Mead, George Herbert, 16
 Middle States Association of Colleges and Schools, 72, 97
 Miller, Hildy, 13
 Miller, Susan, 133n
 mission statements, 110, 110. *See also higher education administration*
 MLA, 26, 46, 59, 63, 68, 70–71, 78, 92, 106, 111, 127, 130, 133n; *Job Information List*, 59, 68
 Moffett, James, 82
 Moran, Charles, 91, 94, 120
 Morill Act, 25
 Mount Holyoke College, 49, 63

- Moxley, Joseph, 74
 Murphy, James J., 23
 Murphy, Sandra, 94
 Murray, Donald, 67, 89
 Mutnick, Deborah, 91, 120
 Myers-Breslin, Linda, 80, 130
- NASULGC, 111
 National Defense Education Act, 68
 National Education Association (NEA), 27
 National Labor Relations Act of 1935 (NLRA), 19–20
 National Labor Relations Board (NLRB), 19
 National Resource Center for the First Year Experience and Students in Transition, 81
 National Survey of Student Engagement (NSSE), 111
 National Writing Project (NWP), 68, 88
 NCTE, 9, 46, 50, 61, 63, 69, 78, 80, 91, 98, 108, 111, 117–118, 123, 125, 127–128, 130
New York Magazine, 132n
 Noonan, John P., 73
 Normal Schools, 25
 North Carolina State University, 57
 North, Stephen, 46, 57, 73, 133n
 Northeastern University, 71
 Northwestern University, 59
 Nystrand, Martin, 83
- Ohmann, Richard, 70, 76
 Olson, Gary, 74
 Ombuds, 112
- Pain, Charles, 45
 Pantoja, Veronica, 101
 Parker, William Riley, 26, 102
- pedagogy, 4, 6–11, 13–14, 17–18, 21–22, 24, 26, 28–30, 32–44, 46–47, 49–50, 52–55, 60–68, 73, 76, 81–86, 88–93, 96–100, 103–104, 107, 110–111, 116–128, 133n, 134n, 135n; assignments, 24, 35, 52, 62, 84, 90, 118, 122, 134n; expressivism, 91; modes, 39, 40, 41, 44, 90, 125, 128; process, 38, 66–67, 72, 82–85, 87, 89–91, 95–96, 119–120; response to student writing, 8, 9, 34, 55, 56, 63, 70, 75, 78, 84, 87, 107, 121–122, 125, 126
- peer institutions, 109
Peer Review (journal), 105
 peer review, 90, 126, 127
 peer tutoring, 65
 Perl, Sondra, 70
 Petrosky, Anthony, 86
 Phelps, Louise Weatherbee, 16
 placement, 8–10, 30, 56–57, 66, 73, 92–97, 122, 123; directed self-placement, 9, 95, 122
 plagiarism, 8, 87, 102. *See also* assessment
- Popkin, Randall, 45, 50
 Porter, James, 19
 Portland Resolution, 14, 75, 77, 80, 112, 129, 132n, 134n
 Princeton University, 25, 35, 44, 128, 132n
 Progressive Era, 53, 63
 Purdue University, 3, 57, 66
 Purdy, Dwight, 67, 73
 Pytlik, Betty, 57, 100
- Queens College, 70
- Radcliffe College, 51
 reading, 5, 12, 23, 28, 44, 61–62, 64–65, 82, 87, 95–96, 118, 125

- Responsibility Centered Budget/Management, 112. *See also* budget
- rhetorical education, 4, 5, 8, 19, 23, 26–32, 37–38, 40, 42, 44, 46–53, 68, 73, 77, 82, 98, 103, 133n
- Rhodes, Keith, 74
- Rideout, H. M., 34, 36
- Roberts, Charles Walter, 60
- Roen, Duane, 99, 103, 129
- Rose, Shirley, 16, 116
- Royer, Daniel, 95, 122
- Rudy, Jill Terry, 57
- Rush, Benjamin, 43
- Russell, David, 30, 65, 69
- Rutgers University, 132n, 134n
- Ruth, Leo, 94
- SAT, 9, 108, 112. *See also* standardized tests
- Savage, Howard, 54, 55
- Schell, Eileen E., 115
- Schendel, Ellen E., 93
- Schuster, Charles, 12, 103
- Schwalm, David, 8, 10, 21, 45, 78
- Scott, Fred Newton, 37, 42, 46–52, 133n
- secondary schools, 60
- Selfe, Cynthia L., 115
- service learning, 8, 83
- Shamoon, Linda K., 89
- shared governance, 113. *See also* higher education administration
- Shaughnessy, Mina, 69, 70, 85
- Shuck, Emerson, 66
- Silva, Tony, 87
- Simpson, Jeanne, 101, 130
- Sisters of the Blessed Sacrament, 56
- Sledd, James, 18, 55, 75
- Smit, David, 82
- Smith College, 37, 51, 63
- Smith, William, 94–95
- social constructionism, 47, 96
- soft money, 113. *See also* budget
- Speech Association of America, 26
- Spring, Joel, 43, 132n
- standardized tests, 9, 94, 108, 112
- Stewart, Donald, 46–49, 133n
- Stewart, Patricia, 46–47, 49
- strategic plan, 113
- Strenski, Ellen, 127
- Strickland, Donna, 18
- student credit hours, 101, 113
- students; African American, 25, 37, 55, 69, 94; Asian American, 94; diverse backgrounds of, 69; ESL, 87–88, 109, 118; generation 1.5, 87–88, 109; veterans, 58, 61, 64–65, 68; women, 25, 37, 51–52, 54
- Styggall, Gail, 115
- Supreme Court, 19, 132n
- Swearingen, C. Jan, 133n
- Syfer, Judy, 12
- Syracuse University, 56
- Taylor, Todd, 91
- temporary dollars, 113. *See also* budget
- tenure, 4, 8, 11–12, 14, 32, 67, 73–74, 76–77, 101, 103, 105, 108, 112–113, 127–129, 132n
- textbooks, 28–29, 33, 37–42, 44, 46–47, 52, 57, 82–84, 99, 135n
- The Journal of Basic Writing*, 86
- The Ohio State University, 86
- Thomas, M. Carey, 54–55
- Thompson, Stith, 57
- Tobin, Lad, 89–90, 120
- Trachsel, Mary, 29
- Trimbur, John, 65, 91, 120
- Two-Year College English Association, 69

- UCLA, 57
 University of Alaska, Anchorage, 78
 University of Illinois, 51, 57, 59, 60, 124
 University of Iowa, 61, 133n
 University of Kansas, 49, 50, 133n
 University of Michigan, 37, 46–53, 132–133n
 University of Minnesota, 57
 University of Pittsburgh, 94
 University of Vermont, 20
 University of West Virginia, 57
 University of Wisconsin, 38, 57, 133n
 unrestricted funds, 113. *See also* budget
- Varnum, Robin, 62–63, 134n
 Vassar College, 49, 51–53, 55, 63, 133n
 Veysey, Laurence, 25, 44
- Ward, Irene, 20, 80, 100, 104, 116
 Washington State University, 3, 95, 97
 Weaver, Constance, 87
 Weiser, Irwin, 16, 96, 116, 123
 Wellesley College, 49, 51, 63
 Wendell, Barrett, 33, 35, 37, 46
 Wheaton College, 60
 White, Edward M., 13, 75, 78, 80–81, 92–94, 96–97, 99, 115, 122
 Wiener, Harvey, 70–72, 97
 Wilhoit, Stephen, 100
 Williamson, Michael, 94
 Witherspoon, John, 25
 Witte, Stephen, 96–97
 Wolcott, Willa, 93, 123
 Woods, William, 40, 43
 World War I, 46
 World War II, 45, 58–59, 61, 63, 68, 72
 Wozniak, John Michael, 30
 WPA Listserv, 78, 99, 117
 WPA Outcomes Statement, 44, 80, 85, 103
WPA: A Newsletter for Writing Program Administration, 71
WPA: Writing Program Administration, 14, 71–72, 75, 78, 100, 115, 117
 writing across the curriculum, 7, 10, 15, 17, 51, 99, 120, 126–127, 131, 133n
 writing instructors; adjunct faculty, 7–8, 115, 99, 126–127; development of, 4, 9, 14, 16, 67, 81, 96, 98–100, 117, 123–128, 131; evaluation of, 4, 8, 84, 98–100, 102, 125–126, 128; hiring of, 4, 8, 58, 61, 73, 81, 98–100, 102–103, 124–130; salaries of, 12, 51, 53–55, 99; supervision of, 3, 7, 19, 70, 104, 127; teaching assistants as, 8, 12, 18–19, 68–69, 99–100, 122, 124–127; training of, 4, 8–9, 12, 14, 16, 27, 55, 57, 61, 67, 69, 73–74, 81, 91, 96, 98–100, 102, 104, 117, 123–128, 130, 131, 135n; treatment of, 32
 writing portfolios, 90, 92–94, 96–97, 121–123
 writing program administration; as intellectual work, 3, 7, 11, 14–16, 21, 75–77, 80, 82, 103, 128; as service, 3, 8, 11–12, 15–16, 22, 73–74, 104, 116, 128, 130; nature of, 4, 8–9, 11, 28, 35, 50, 67, 71, 101, 115–116, 128–130; politics of, 12, 23, 83, 101–103, 115–116; role of context in, 7–8, 22, 24, 38, 46, 49, 54, 79,

- 83–84, 93, 96, 101–102, 105,
115–116, 123, 135n
- writing program administrators;
advancement of, 57–58; con-
straints put upon, 23, 29, 55, 61,
74–75, 93, 96, 98, 104; defini-
tions of, 5, 20, 72, 75; identity
of, 7–23; institutional position
of, 9; job descriptions of, 104;
professionalization of, 58, 77;
salaries of, 53, 55; women as,
11–14, 52–55 work load of, 53,
67
- Wylie, Laura Johnson, 53
- Wyoming Resolution, 134n
- Xavier University, 55
- Yale Report of 1828, 43, 44
- Yale University, 37, 43, 44, 66
- Yancey, Kathleen Blake, 82, 92, 96,
98, 123
- Yeshiva University, 19
- Young, Richard, 28, 38–39
- Zelnick, Stephen, 71