



Institutional Saga

How to be a successful university president

Rule No. 1: Be well informed (acclimated or indoctrinated) to the history, traditions, and cultures of your university.

Universities are NOT like Washington, adapting to a new administration, or a corporation, adapting to a new CEO.

Universities are based on long standing traditions and continuity, evolving over many generations (in some cases, even centuries) with very particular sets of values, traditions, and practices.

Institutional Saga

“An institutional legend or saga, located between ideology and religion, partakes of an appealing logic on one hand and sentiments similar to the spiritual on the other. Universities develop over time such an intentionality about institutional life, a saga, which then results in unifying the institution in shaping its purpose.”

“An institutional saga may be found in many forms, through mottoes, traditions, and ethos. It might consist of long-standing practices or unique roles played by an institution, or even in the images held in the minds (and hearts) of students, faculty, and alumni.”

Burton R. Clark, UCLA

Some Examples

- Yale University (my own alma mater)
- Harvard University
- MIT
- Virginia
- Notre Dame
- Big Ten universities
- Stanford University

WELCOME TO **Yale University**

ABOUT YALE

NEWS

ACADEMICS

ADMISSIONS

ALUMNI

LIVING AT YALE

WORKING AT YALE

MEDICAL CENTER

YALE & NEW HAVEN

YALE & THE WORLD

INDEX & SEARCH



this week [Calendar](#): click here to view Yale University's calendar of events

Copyright ©1996-2003 Yale University, New Haven, Connecticut 06520. [About this site.](#)
[Text-only version.](#) [Webmaster.](#) [University IT policies](#) and reporting [copyright infringement.](#)



















Leadership?

- Willam Howard Taft
- George H. Bush
- George W. Bush
- William Clinton

Leadership?

- Willam Howard Taft
- George H. Bush
- George W. Bush
- William Clinton
- Gerald R. Ford

Leadership?

- Willam Howard Taft
- George H. Bush
- George W. Bush
- William Clinton
- Gerald R. Ford
- (and Joe Lieberman, John Kerry, Howard Dean, and Hillary Clinton...)









JAMES
ROWLAND
ANGELL

BORN BURLINGTON
VERMONT
MAY 8. 1869

DIED NEW HAVEN
CONNECTICUT
MARCH 4. 1949



Harvard University

[Home](#) • [Admissions & Financial Aid](#) • [Employment](#) • [Libraries](#) • [Museums](#) • [Arts](#)

[President](#) • [Administration](#) • [Schools](#) • [Campus Life](#) • [Athletics](#) • [Alumni](#) • [Search](#)

Cold boat



A frozen Charles River leaves vessels stranded on the snow-covered dock of [Newell Boathouse](#). During warmer days the Charles hosts a variety of recreational and competitive boating activities, including Harvard's [crew teams](#). Harvard [Athletics](#) is the largest Division I program in the nation.

SCHOOLS OF HARVARD

College/Graduate	Government
Business	Law
Continuing Education	Dental
Design	Medical
Divinity	Public Health

January 7, 2004

Crimson turns blue as B.B. King visits Harvard
Blues legend teaches and entertains during 'History of Urban Blues' class at the Extension School.

[More](#)



In Other News

[Coffee helps reduce type 2 diabetes risk](#)

[Scientists find genetic eye abnormality makes eyes slow to adjust to brightness](#)

[Study finds race, not income, produces segregation](#)













wednesday, january 5, 2005



[massachusetts institute of technology](http://massachusettsinstituteoftechnology.com)

news

Cells, Circuits & Computation
CSBi symposium in systems biology

education

courses, OpenCourseWare, video

research

labs, centers and programs, libraries

admissions

undergraduate, graduate, professional

offices+services

resources, jobs, business, giving

community groups

students, faculty, parents, alumni

events

calendar, athletics, arts, IAP

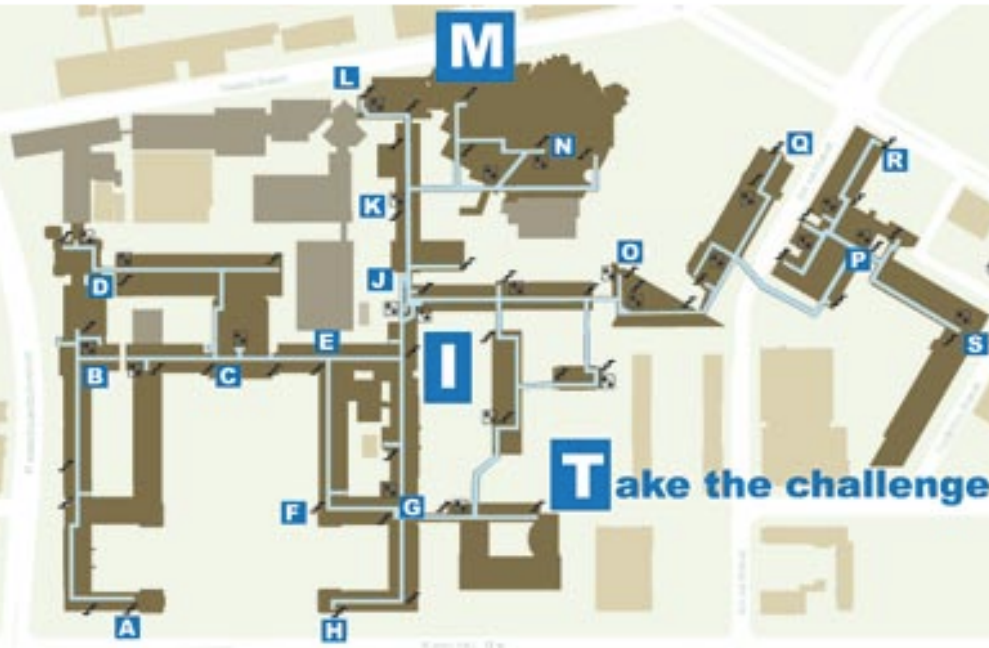
about mit

facts, evolving campus, visiting, map

search

MIT Google People Offices

Go



spotlight: **get fit in the infinite**
join the MIT fitness challenge and
make strides toward better health

today's homepage: Kim Schive and Jonathan Rissmeyer





















[People/Web Search](#)

[Calendars](#)

[UVA Maps](#)

[A-Z Index](#)

Wed., January 07, 2004

Keyword or Name

People



McIntire

UNIVERSITY of VIRGINIA

[▶ For UVA Students](#)

[▶ For Prospective Students](#)

[▶ For Faculty & Staff](#)

[▶ For Alumni](#)



- ▶ WELCOME CENTER
- ▶ Things to Do / UVA News
- ▶ Schools and Admissions
- ▶ Health / Medical Center
- ▶ Administrative Offices
- ▶ Computing
- ▶ Libraries
- ▶ Research and Centers
- ▶ Public Service / Outreach
- ▶ Documents and Policies
- ▶ People/Web Search

[▶ For Parents](#)

[▶ For Graduate Students](#)

[▶ For International Students](#)

[▶ Admissions](#)

TODAY AT UVA

[Online University Calendar](#)

[Online Student Calendar](#)

FEATURED LINKS

[President's Office](#)
[Admission Office](#)
[Academic Calendar](#)

[How to Give to U.Va.](#)
[Financial Aid](#)
[Faculty & Staff](#)

[All About the University](#)
[Athletics](#)
[Parents' Connections](#)

> The Founding

The Code of Honor

A Reconstructed University

The New Century

Two Wars

Changing Times

Best Public University

By
Susan Tyler Hitchcock
(Grad Arts & Sciences)



[Print-friendly version.](#)

The Founding

Jefferson set to work on building plans that would mirror his philosophical vision. For Jefferson, the college experience should take place within an "academical village," a place where shared learning infused daily life. Plans were developed for ten Pavilions—stately faculty homes with living quarters upstairs and classrooms downstairs—attached to two rows of student rooms and connected by an inward-facing colonnade. Each Pavillion was identified with a subject to be studied and inhabited by the professor who taught that subject.



The Pavilions originally housed faculty and classrooms.

At the head of the shared lawn would stand the library (not, as in most other colleges and universities of the time, a chapel), its dome shape inspired by Rome's Pantheon and symbolic of the enlightened human mind. The plans grew to include two more colonnades of student rooms facing outwards and attached to a set of "hotels" where private businessmen served food for the students.

Jefferson corresponded with scholars in America and Europe, seeking the best faculty to teach in the areas of philosophy, arts, foreign languages, science, law, and medicine. Construction and transatlantic travel delayed the date of opening, but in March 1825, the University of Virginia opened to serve its first 123 students.

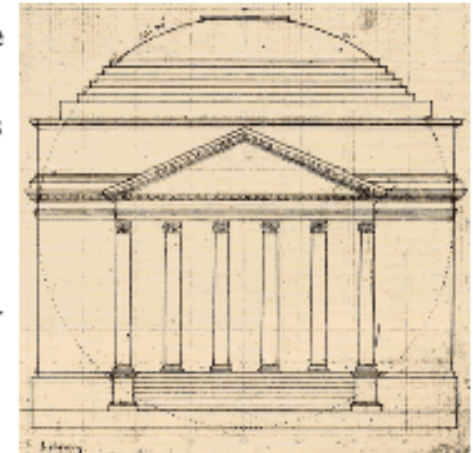


Edgar Allan Poe attended U.Va. in 1826-27.

For more than its first year of operation, Thomas Jefferson was a living legacy among University students and faculty. Each Sunday, he hosted students for dinner at Monticello. Among those students was Edgar Allan POE, a University student in 1826. POE was among the students, too, who journeyed up the mountain to pay their respects at the funeral of their University's founder, who died on July 4, 1826.



Thomas Jefferson



Jefferson's design for the Rotunda echoed the design of the Pantheon in Rome.



Short History of U.Va.

The Founding

> The Code of Honor

A Reconstructed University

The New Century

Two Wars

Changing Times

Best Public University

The Code of Honor

In the early years, most University of Virginia students came from plantations of the middle Atlantic and Southern states. Independent and often cocksure, these students lived a rowdy life, bound to provoke disciplinary action. The University's Board of Visitors, in those first months led by Jefferson himself, began articulating laws limiting student behavior—an action Jefferson regretted, revering instead the ideal of student self-government.

On the night of November 12, 1840, a masked student shot and killed John A. G. Davis, beloved professor of law. Sobered students agreed to a plan whereby students "vouched" for one another, agreeing to report misbehavior. In the same spirit, University faculty established an "honor pledge" on examinations, agreeing to trust students when they pledged that they had "neither received nor given assistance" on their schoolwork. Over the years students at the University of Virginia stepped up to the ideals held by Jefferson. According to the rules of the nation's oldest student-run Honor System, students must pledge not to lie, cheat, or steal, and must agree to report anyone doing so to a court of their peers.

Today that same Honor System is alive and well at the University of Virginia, frequently coming under scrutiny by both student leaders and the full student body, always affirmed in its reliability and importance through results of student referenda.

By the late 1850s, the University was the "pride of Virginia" and the "head of Southern colleges." Courses in engineering had been added to those in liberal arts, medicine, and law, available from the beginning. Enrollment had grown so that in 1852, an Annex was added to the central Rotunda, providing more classroom and meeting space.

The University, unlike many other Southern schools, stayed open through the Civil War. In March 1865, Union General George A. Custer marched troops into Charlottesville. Faculty and community leaders met Custer at the corner of the Grounds and convinced him to spare the University. Union troops camped on the Lawn and ravaged many of the Pavilions but, without any bloodshed, marched on four days later.

**"On my honor,
I pledge that I
have neither given
nor received help
on this assignment."**

UNIVERSITY OF NOTRE DAME

RESOURCES FOR
[PROSPECTIVE STUDENTS](#)
[CURRENT STUDENTS](#)
[FACULTY & STAFF](#)
[ALUMNI](#)
[PARENTS](#)
[VISITORS](#)



Spotlight: Concert Band participation at all-time high



Matt Cashore

NOTRE DAME HEADLINES

Brazilian leaders receive Notre Dame Prize
[Full Story & More News](#)

[COLLEGES & SCHOOLS](#)
[LIBRARIES](#)
[RELIGIOUS LIFE](#)
[INTERNATIONAL](#)
[RESEARCH](#)
[TECHNOLOGY](#)
[OFFICES & DEPARTMENTS](#)
[ATHLETICS](#)
[GIVING TO NOTRE DAME](#)

Popular Sites

[EMPLOYMENT](#) | [ND A TO Z](#) | [SEARCH](#) | [FEEDBACK](#)

Search ND



University of Notre Dame
Notre Dame, Indiana 46556
Phone: 574-631-5000

Copyright ©2003 [University of Notre Dame](#)
Last modified: September 2003



OFFICIAL ATHLETIC SITE

NOTRE DAME



Tickets | Schedules | Online Store | Camps | Links | Audio/Video | Travel | Site Map

FOOTBALL

CHOOSE SPORT »» [MEN'S SPORTS](#) [WOMEN'S SPORTS](#)

- » ROSTER
- » SCHEDULE
- » NEWS
- » ARCHIVES

- » Scoreboard
- » On Campus
- » NCAA Rules
- » Facilities
- » Traditions
- » In the News
- » Promos & Giveaways
- » Hospitality
- » Corporate Sponsors
- » Rockne Heritage Fund
- » Monogram Club
- » Sports Medicine
- » Student Development
- » Kids Club

NOTRE DAME FOOTBALL CENTRAL

Notre Dame vs. USC
 November 27, 2004 • 8:00 PM EST
 Memorial Coliseum • Los Angeles, CA

[Notre Dame Links »](#)



- Audio Broadcast
- Gametracker
- TV: ABC

[USC Links »](#)



Game Day Central

[Tickets | Seating](#)
[Memorial Coliseum | Travel Center](#)

But Not In A Rush To Start

Weis Hopes to End Notre Dame's Misery Quickly

Carroll Says He's not



Gameday Central

Notre Dame Headlines

Get Your Notre Dame Gear

Official Store



Irish Glance

THIS WEEK@NOTRE DAME
free email newsletter



OFFICIAL ATHLETIC SITE

NOTRE DAME



Tickets | Schedules | Online Store | Camps | Links | Audio/Video | Travel | Site Map

FACILITIES

CHOOSE SPORT »» [MEN'S SPORTS](#) [WOMEN'S SPORTS](#)

- » Scoreboard
- » On Campus
- » NCAA Rules
- » Facilities
- » Traditions
- » In the News
- » Promos & Giveaways
- » Hospitality
- » Corporate Sponsors
- » Rockne Heritage Fund
- » Monogram Club
- » Sports Medicine
- » Student Development
- » Kids Club
- » General Releases
- » Wireless

SEARCH

Notre Dame Stadium

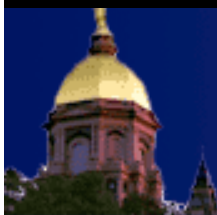


- [Stadium Has Legendary History](#)
 - [Stadium Seating Chart](#)
 - [Ticket Distribution](#)

Notre Dame Stadium, maybe the most renowned college football facility in the nation, now qualifies as one of the most up to date as well, thanks to a major addition and renovations that boosted its capacity to more than 80,000 beginning with the 1997 campaign.



UNIVERSITY
OF NOTRE DAME



OFFICIAL ATHLETIC SITE

NOTRE DAME



Tickets | Schedules | Online Store | Camps | Links | Audio/Video | Travel | Site Map

[GENERAL RELEASES](#)

[CHOOSE SPORT »»](#) [MEN'S SPORTS](#) [WOMEN'S SPORTS](#)

- » [Scoreboard](#)
- » [On Campus](#)
- » [NCAA Rules](#)
- » [Facilities](#)
- » [Traditions](#)
- » [In the News](#)
- » [Promos & Giveaways](#)
- » [Hospitality](#)
- » [Corporate Sponsors](#)
- » [Rockne Heritage Fund](#)
- » [Monogram Club](#)
- » [Sports Medicine](#)
- » [Student Development](#)
- » [Kids Club](#)
- » [General Releases](#)
- » [Wireless](#)

SEARCH



Rockne Heritage Fund

Rockne Heritage Fund

The Rockne Heritage Fund is the first athletics annual fund ever named for the famed Notre Dame football coach, the first fund designated solely for all sports at Notre Dame, and already the most prominent fund created to improve the experience of the entire student-athlete population at the University.

Why the Rockne Heritage Fund?

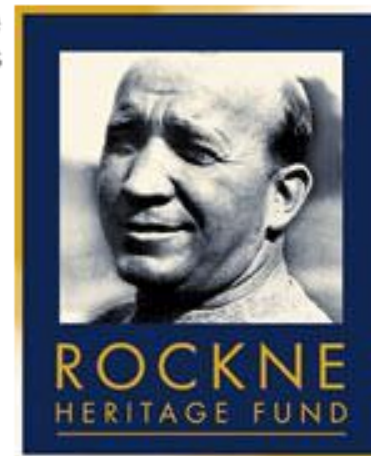
The current cost of an athletic grant-in-aid at Notre Dame is approximately \$37,000; and in fact, grants-in-aid are the largest single line item in the athletics budget. Meanwhile, over the last 25 years, the University's varsity athletics program has doubled in size- from 13 to 26 sports- resulting in a grant-in-aid shortfall.

Introduced two years ago, the Rockne Heritage Fund is geared to:

- Offset the growing cost of funding these scholarships.
- Give every coach the ability to recruit the best and the brightest.
- Offer every student-athlete the opportunity to compete on a national championship team.

The University's athletic tradition may be unparalleled, but each year the competition gets tougher, the recruiting more aggressive.

All Notre Dame alumni, parents and friends interested in supporting Notre Dame athletics are encouraged to make a gift to the Rockne Heritage Fund. There is no minimum donation required.



ILLINOIS

UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

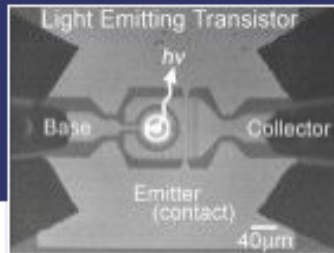


campus units (a-z)
find people
library
maps

search



search options



Headlines

Light-emitting transistor could revolutionize electronics
College forms new bioengineering department
Does your cat get the catnip crazies?

[campus news](#) | [recent headlines](#)

Shortcuts

Click for Quick Links



Featured Resources

[Webmail](#)
[Timetable](#)

[Brown Jubilee](#)
[More...](#)

Colleges & Schools

[College of Agricultural, Consumer and Environmental Sciences](#)
[College of Applied Life Studies](#)
[Institute of Aviation](#)
[College of Business](#)
[College of Communications](#)
[College of Education](#)
[College of Engineering](#)
[College of Fine and Applied Arts](#)

Calendar

07 Jan Men's Basketball vs. Ohio State
08 Jan Women's Basketball vs. Ohio State
10 Jan Men's Basketball vs. Purdue
11 Jan East Central Illinois Youth Orchestra

[view campus calendar](#)

Announcements

[Winter break ride service](#)
[Willard Airport raises security due to orange alert](#)
[Host a Korean student for the spring semester](#)

From the Chancellor

[Congratulations to both 2003 Nobel Laureates](#)
[Chancellor's statement on the Nov. 13 Board meeting](#)
[Cross-campus initiatives offer new courses](#)
[Chancellor's Recent Remarks](#)

[Graduate College](#)
[Institute of Labor and Industrial Relations](#)
[College of Law](#)
[College of Liberal Arts and Sciences](#)
[Graduate School of Library and Information Science](#)
[College of Medicine at Urbana-Champaign](#)
[School of Social Work](#)
[College of Veterinary Medicine](#)

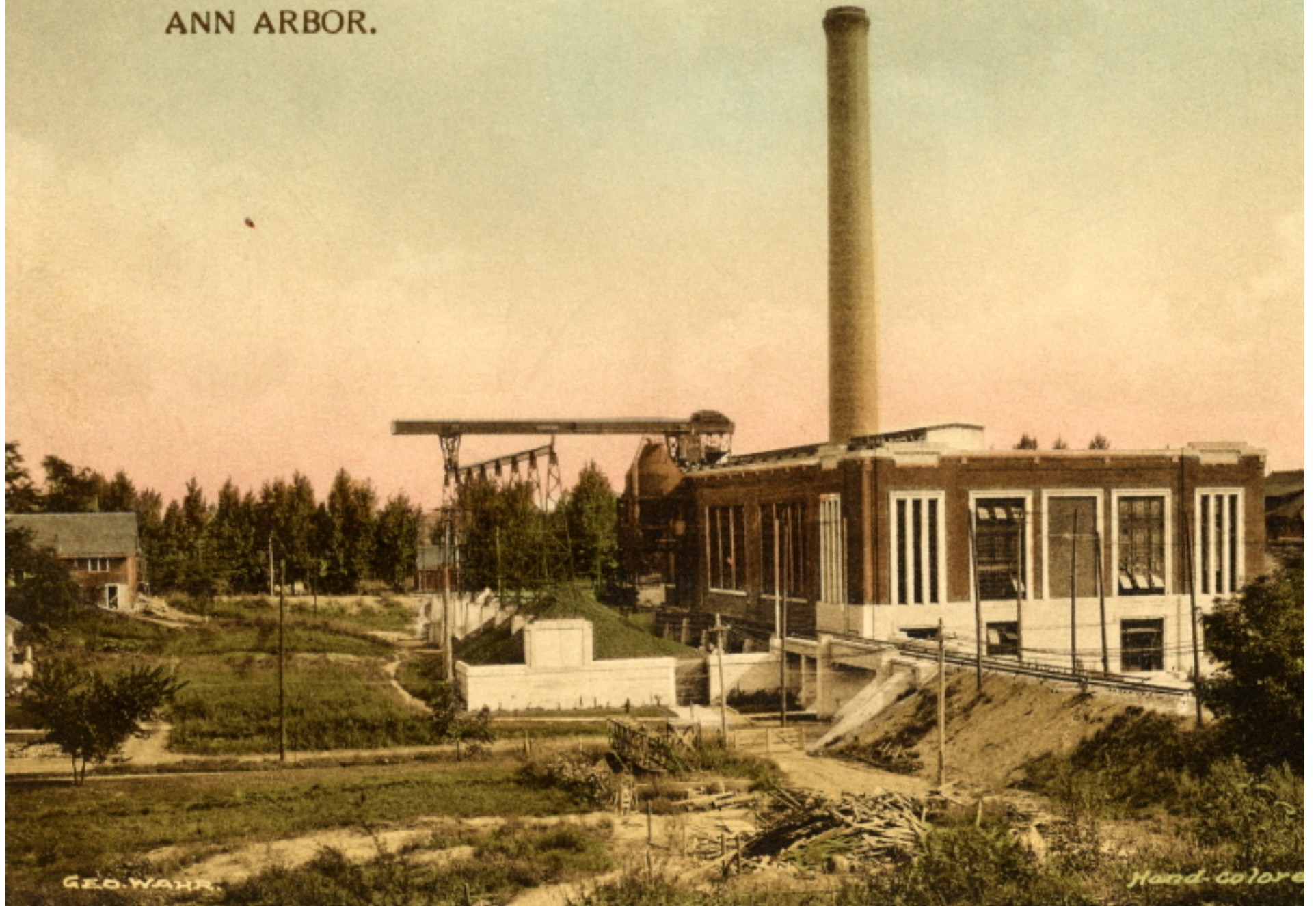
[Campus Overview](#)
[Academics](#)
[Research](#)
[Public Engagement](#)
[Admissions & Records](#)
[Services](#)
[Administration](#)
[Arts & Culture](#)
[Community](#)
[International](#)
[Sports & Recreation](#)

Resources for
[Prospective Students](#)
[Visitors](#)
[Alumni](#)
[Parents](#)
[Students](#)
[Faculty](#)
[Staff](#)
[Giving to Illinois](#)



explore illinois

Power Plant, University of Michigan.
ANN ARBOR.



GEO. WAHR

Hand-colored

STANFORD UNIVERSITY



SLIDESHOW >>

Search:



Stanford Web People

Academic Programs

Research

Admission

About Stanford

Medical Center

Administration

Arts & Events

Athletics

Students

Faculty

Staff & Employment

Alumni

Prospective Students

Visitors & Neighbors

Index of Stanford sites

A B C D E F G
H I J K L M N
O P Q R S T U
V W X Y Z



News & Events

[Today's headlines](#) | [Today's events](#)

Blood donations needed: Blood banks throughout the Bay Area, including the Stanford Blood Center, are asking for immediate blood donations to boost critically low blood supplies. In the aftermath of the holiday season and with many of their regular blood donors sick with the flu, blood banks are seeing near-record deficits of blood. [MORE](#)

Online student journals: Two undergraduates in Berlin and Santiago began posting journals on the Web site of Stanford's Campaign for Undergraduate Education (CUE) this month, joining a senior who has been documenting the progress of her undergraduate research project since last fall. The journals highlight programs supported by the \$1 billion campaign. [MORE](#)

Hudson River School: 55 masterpieces of American landscape that helped shape our national identity. These paintings are from the nation's oldest museum, including works by Thomas Cole, Frederic Church, and Albert Bierstadt. Cantor Arts Center through January 18. [MORE EVENTS](#)











A Warning to University Presidents

Although university presidents can influence the saga of their university, they also must recognize that these characteristics provide the framework for their role, capable both of enhancing and constraining their actions.

Successful presidents are attentive to an institution's saga, carefully aligning their own tenure of leadership with its elements.

Presidents either ignorant or dismissive of the institutional saga of their university have little impact and rarely last more than a brief period.

