

4-2013

## ADMINISTRATIVE ISSUES JOURNAL: TABLE OF CONTENTS

Follow this and additional works at: <https://dc.swosu.edu/aij>



Part of the [Health and Medical Administration Commons](#), [Higher Education Administration Commons](#), and the [Public Administration Commons](#)

---

### Recommended Citation

(2013) "ADMINISTRATIVE ISSUES JOURNAL: TABLE OF CONTENTS," *Administrative Issues Journal*: Vol. 3: Iss. 1, Article 1.

Available at: <https://dc.swosu.edu/aij/vol3/iss1/1>

This Article is brought to you for free and open access by the Journals at SWOSU Digital Commons. It has been accepted for inclusion in Administrative Issues Journal by an authorized editor of SWOSU Digital Commons. An ADA compliant document is available upon request. For more information, please contact [phillip.fitzsimmons@swosu.edu](mailto:phillip.fitzsimmons@swosu.edu).





# ADMINISTRATIVE JOURNAL ISSUES

April 2013

## VOLUME 3

## ISSUE 1

## EDITORIAL BOARD

### **Tami Moser, Ph.D.**

Editor-in-Chief  
School of Business & Technology  
tami.moser@swosu.edu  
(580) 774-3069

### **Patsy Parker, Ph.D.**

Managing Editor  
School of Business & Technology  
patsy.parker@swosu.edu  
(580) 774-3284

### **Kelly S. Moor, D.A.**

Copy & Production Editor  
Idaho State University  
Student Success Center  
moorkell@isu.edu  
(208) 282-5161

### **Lisa Appeddu, Ph.D.**

Research Editor  
Department of Biological Sciences  
lisa.appeddu@swosu.edu  
(580) 774-3148

### **Frederic W. Murray, MLIS**

Editor-at-Large  
Al Harris Library  
frederic.murray@swosu.edu  
(580) 774-7113

### **Jordan Rae Wofford, B.B.A.**

Graduate Student Intern  
aij@swosu.edu  
(580) 774-7175

## ADVISORY BOARD

### **Les Crall, J.D.**

Associate Dean  
SWOSU  
School of Business & Technology  
les.crall@swosu.edu

### **Michael Williams, Ph.D.**

Acting Dean, MBA Program  
Thomas Edison State College  
School of Business and Technology  
michaelwilliams4@comcast.net

### **Virgil VanDusen, R.Ph., J.D.**

Bernhardt Professor of Pharmacy  
SWOSU  
College of Pharmacy  
virgil.vandusen@swosu.edu

### **Mary Aspedon, Ph.D.**

Professor  
SWOSU  
Department of Education  
mary.aspedon@swosu.edu

### **Jama Rand, Ph.D.**

President  
Seattle Research Partners, Inc.  
jamarand@seattleresearchpartners.com

# TABLE OF CONTENTS

## LETTER FROM THE EDITOR

Frderic W. Murray, Editor-at-Large

2

## BY SPECIAL INVITATION

The Virtual Professor: A New Model in Higher Education

Randall Valentine & Robert Bennett

3

## PRACTICE

Reference Letters and the Uninformed Business Educator: A U.S. Legal Perspective

Nina Compton & Pia A. Albinsson

7

Using an Equity/Performance Matrix to Address Salary Compression/Inversion and Performance Pay Issues

Peter Richardson & Steven Thomas

20

## EDUCATION

Developing a New Graduate Program in Healthcare Management: Embracing the Transformation of Healthcare Management Education on a Pathway to Success

Daniel G. Dominguez, Chris Garcia, & Kevin G. LaFrance

34

Small Rural School District Consolidation in Texas: An Analysis of its Impact on Cost and Student Achievement

Dwight A. Cooley & Koy M. Floyd

45

The Impact of Symbolic Speech in Public Schools: A Selective Case Analysis from *Tinker* to *Zamecnik*

Charles R. Waggoner

64

## RESEARCH

Effects of Reading Strategies and the Writing Process with Written Recasts on Second Language Achievement

Helen Ramirez & Don Jones

73

Tolerance as Civility in Contemporary Workplace Diversity Initiatives

C. W. Von Bergen & George Collier

86

## EDITORS' PICK

Book Review: *Intellectual Leadership in Higher Education: Renewing the Role of the University Professor*

Frederic W. Murray

98

Except as otherwise expressly provided, the author of each article in this volume and the Administrative Issues Journal have granted permission for copies of that article to be made and used by nonprofit educational institutions, provided that author and Administrative Issues Journal are identified and that proper notice of copyright is affixed to each copy. In all other cases, the author and the Administrative Issues Journal should be contacted directly.