Index

academic presidency, strengthening of 30–47
board chair–president relationship 7, 36–7
board–president relationship 6–7, 32–9, 46–7
expanding mission of higher education and 45–6
public and private boards 39–40
rules and responsibilities of trustees 7, 40–45
self-regulation and fiscal integrity 44–5
trustee accountability 30, 42–3, 44
trustee performance appraisal 42
trustee selection 41–2
access to higher education changing through strategic pricing initiatives 11–13, 90–111
by low-income students 12, 17, 40, 95, 98–103, 105, 106, 109, 110
public concerns about 49, 50
for students transferring from Community Colleges to public universities 108
universal 18–19
accountability
decentralized decision-making with increased 86
to federal and state government 8–9, 56–7, 81, 82–3, 85
of pricing structures and systems 25
public pressure for 7, 20, 22, 26–7, 49, 68, 72
administrator
ACT, Inc. 98, 101
Adeosun, Walé 10, 70–72
administrative costs 80–81
administrative functions 58
administrative technologies 80
administrators, financial training for 10–11, 75–6
admissions processes 102–3
AGB see Association of Governing Boards (AGB)
Alexander, F. King 5, 23
Alfred University 39
alignment, concept of 65–8
Allison, Herbert M., Jr. 4, 13, 14–15
alumni 39, 52
American Council on Education 7, 32, 48
American University 31, 43
Applebome, P. 17
associate degrees 55, 56
Association for Institutional Research 88
Task Force on the State of the Presidency in American Higher Education 30–31, 33, 38, 39, 43, 46
leadership and structure of 31–2
bachelor’s degrees 55, 56, 108
Bacow, Lawrence S. 7, 50–51, 60, 61–2, 64
Baliles, Gerald L. 6, 31, 32, 33, 36, 41, 45
Bedroussian, A. 75
Berkeley College 7, 8
aligning institutional vision with policymakers’ and public’s interests at 55–7, 60, 62
biotechnology 71
Bok, D. 86
Boston College 103
Bowen, W.G. 102, 110
Boyd, S.A. 98
Breneman, D.W. 95, 97
Brown University 39
budget cuts 54, 57, 60–61, 81, 117
budget deficits 104, 115, 118
budgeting systems 75, 86, 87
Burke, J.C. 85
business plans 76
California State University, Long Beach 5
Callan, Patrick 7, 9
Carnegie, Andrew 119
Carnevale, A.P. 110
Cartwright, Carol A. 10, 34, 72–5, 81–2, 83
Case-Western University 31
certificate programs 55
Charlotte, North Carolina 117
‘chartered’ public universities 108
chief financial officer (CFO) 73
Chivas Regal effect 97
Chronicle of Higher Education Almanac 23
Clark, Burton R. 69
Clark, Robert 15
classrooms 3, 58
closures, 97–8
COFHE institutions see
  Consortium on Financing Higher Education (COFHE) institutions
Colavecchio-Van Sickler, S. 93
Cold War 65
College Board 90, 98, 101, 111
College of William and Mary 108
Colorado 22, 97
commercialization of research findings 10, 75, 78–9
Commission for the Future of Higher Education (Spellings Commission, 2006) 20, 21–2, 24, 49, 50, 51, 60, 63–4, 68
Community College Transfer Scholarships 13, 106–8, 110
community colleges
demographics facing 9, 106
growth in 9, 19
measures of success of 26
partnerships with 58
retaining state control of 95
transfer to public universities from 13, 106–8, 110
tuition and fees for 23–4
‘Complete to Compete’ 74–5
completion rates 9
Consortium on Financing Higher Education (COFHE) institutions
distribution of students in 100–103
net prices paid by students in 98, 100
consultants 57, 93, 103
customer focus 119
contract training 76
Cornell Higher Education Research Institute 92
Cornell University 5, 12, 16, 31, 39, 40, 92, 103
cost of higher education
consumer demand and 50–51, 61
public concerns about 21–5, 49–50, 70, 80–81
see also budget cuts; cost reduction strategies for research universities; cost sharing; net prices paid by students; strategic pricing initiatives; tuition fees
cost reduction strategies for research universities 11, 80–81
cost sharing 21–5
Cowen, Scott S. 7, 8, 51–5, 61, 62, 64, 65–6
credits, required number of 58
Index

cultural audit 72
curricula restructuring 74
d’Ambrosio, Madeleine 15
Dartmouth College 15, 39
Davies, J.S. 110
debt financing 10, 73
decentralized decision-making 86, 87
degree authority, limiting or revoking 57
demographic factors 9, 65, 67–8, 94, 103, 106, 115
Devol, R. 75
discount rate 105
diversity of student body 55, 56, 95, 104, 106, 109
Drexel University 6, 32, 34, 36, 37, 42, 43, 44, 45
dropout rates 19
economic factors 65
_Economist_ 20
Education Commission of the States 32
education vouchers 12, 97
Educational Amendments (1972) 25
efficiency and effectiveness initiatives 57–9, 81–2
efficiency–equity tradeoff 103, 109
Ehrenberg, Ronald G. 11, 15, 23, 40, 86, 87, 92
endowment investment 10, 71, 78, 82, 113, 115
engineers 77
enlightened incrementalism 8, 53, 54
enrollment management 11–13, 84–5, 90–111
enrollment rates
increased program capacity and 73–4
lower-income students 12, 17, 40, 95, 105
at public higher education institutions 2
Enron 43
equity–efficiency trade off 103, 109
ethnic communities, students from 9, 12–13, 55, 102, 106, 107
evaluation and assessment 37, 42
examining teams 57
excellence, dimensions of 56
faculty salaries 2, 3, 23, 77–8, 79, 80, 81, 86–7, 94
failure, attention to 88
federal funding of higher education accounting demands associated with 82–3
forms of 1, 90
magnitude of 22–3, 90–91
Pell Grants 91, 105
Federal Land Grant status 39
Fernández, Dolores M. 5, 16
fiduciary responsibility 43
financial-engineering program 74
financial leadership 83
financial training for administrators 10–11, 75–6
financing institutional operations 9–11, 70–88
at Kent State University 10, 72–5, 78
at Pima Community College 11, 75–8
at Rensselaer Polytechnic Institute (RPI) 10, 70–72
Finder, Alan 4, 16
fiscal integrity 44–5
Flores, Roy 10, 75–8, 81
Florida System 93
for-profit higher education sector 3
Freeman, James O. 15, 39
fund raising 10, 71, 115
Gallaudet University 31
García, Mildred 7, 55–7, 60, 62, 63
Garland, James 11, 92, 93–8, 109
gated communities 17
Gee, Gordon 5, 16
Georgia Hope Scholarship programs 1
GI Bill 9, 18, 65
global competitiveness 8, 19–21, 49, 51, 67

Madeleine B. d’Ambrosio and Ronald G. Ehrenberg - 9781847202529
Downloaded from Elgar Online at 11/15/2018 10:44:09AM via free access
governing board
of Berkeley College 56
expanding mission of higher education and 45–6
institutional conservatism of 52–3, 66
president’s relationship with 6–7, 32–9, 46–7
president’s relationship with chair of 7, 36–7
public–private distinction 39–40
roles and responsibilities of trustees 7, 40–45
self-regulation and fiscal integrity 44–5
trustee accountability 42–3
trustee performance appraisal 42
trustee selection 41–2
of University System of Maryland 57
graduation rates 2, 11, 26, 56

Harris, Seymour 18
Harvard University 31
Haycock, K. 110
Hearn, James C. 10, 11, 79, 84, 86, 87
Hearn, T. 23, 28
Heller, Donald E. 11, 13, 85, 91, 92, 110
Hexter, Ralph 64
Higher Education Act (1965) 25, 91
Hill, Catherine Bond 11, 12, 92, 93, 98–103, 109
Holtschneider, D.H. 110
Hossler, D. 84–5
Hostos Community College of the City University of New York 5, 16
Hubbell, L.L. 110
human capital 5, 18, 19, 20, 28, 49
Hurricane Katrina 8, 52, 53–4
Hutchins, Robert Maynard 18

IBM 71
Ihlanfeldt, W. 84
immigration 12–13, 106, 107

Indiana 39
Indiana University 31
Ingram, Richard T. 31
institutional competition 50, 79, 80, 82
institutional mission see mission, institutional
institutional vision see vision, institutional, aligning with policymakers’ and public’s interests
institutionalization of change 119–20
integral leadership 30, 33–4
interdisciplinary studies 71

Jackson, Shirley Ann 10
Johns Hopkins University 10, 78, 79–80

Kaplan College Guide 72
Kasick, Scott 9
Kasick and Company 9–10
Kent State University 34
financing institutional operations at 10, 72–5, 78
Kerr, Clark 38
Kirwan, William E. 7, 24, 57–9, 60–61
knowledge based global economy 9, 19–21, 67
Kurzweil, M.A. 102

Land Grant Acts 9, 65
Lapovsky, L. 110
Leadership Imperative, The (AGB Task Force on the State of the Presidency in American Higher Education) 30, 32, 43, 45, 46
Legon, Richard D. 6, 32, 33, 34, 36, 38–9, 42, 43, 45–6
Lehman Brothers 10, 73
Leveraging Educational Assistance Partnership (LEAP) 25
Lewis, E.G. 110
Lewis, Stephen 110
Liberal Arts 56, 60
liberal education 8, 51
Index

liquid crystal technologies 75, 78
loans 1, 23, 90
Los Angeles Times 93
lower income students, access to higher education for 12, 17, 40, 95, 98–103, 105, 106, 109, 110
Ma, Jennifer 15
management teams 117–18
Marshall, R. 20
Massachusetts Institute of Technology (MIT) 39, 53
McGill, James T. 10, 11, 78–81, 83, 87
McPherson, M.S. 85, 110
Medicaid 2, 115
medical schools 87
merit-based aid 1, 8, 51, 85, 91–2, 94, 104, 105, 109
Miami-Dade Community College 106
Miami University of Ohio 11, 92
innovative pricing at 11–12, 94–5, 97, 109
Milken Institute 75
Minassians, H.P. 85
mission, institutional compatibility with external pressures 65–6
definition of long-term 14, 119–20
and excellence 56
expanding mission of higher education 45–6
financial aid and admissions policies based on 103, 104, 105
of liberal education 8, 51
teaching versus research 63
value-added and 26
Mortenson, T. 17
motivations for change 53–4, 56, 57
National Center for Academic Transformation 59
National Center for Education Statistics 110
National Center for Public Policy and Higher Education 7
National Institutes of Health (NIH) 22
National Science Foundation (NSF) 22, 71
needs-based aid 51, 85, 91, 92, 94, 97, 105, 107, 108, 109
net prices paid by students 25, 98–100, 103
New Hampshire 39
New Jersey 55, 56, 63
New Orleans 52, 53–4
new president, choosing and welcoming of 34–5
New York 55, 56, 117
New York Department of Education 55
New York Times 4, 16, 17, 18
Newman, F. 84
Newsweek 72
No Child Left Behind 85
Norfolk State University 6, 32, 33, 35, 41
Northern Virginia Community College (NOVA) 11, 92, 93, 105–6, 110
O’Neil, Robert 6
Ohio 74, 81
innovative pricing in 94–8
Ohio University 74
online tuition 3, 55, 58, 115, 116
Organisation for Economic Co-operation and Development (OECD) 21
organizational culture 82
outsourcing 10, 11, 75, 80, 83–4
partnership awards 105
partnerships 10, 11, 58, 71, 74, 75, 76–7, 116
Pell, Claiborne 91
Pell grants 91, 105
Pennsylvania 22
Pennsylvania State University 11
Pepper, John 118
Index

Pfeffer, J. 88
philanthropy 27, 78
physical plant, deterioration of 93–4
Pima Community College 10, 81
financing institutional operations at 11, 75–8
Pitzer College 6, 32, 42, 44, 45
political extremism 66
Pote, Harold W. 6, 32, 34, 35, 36, 37–8, 42, 43, 44, 45
president’s welfare, board concern for 35–6, 46
Priest, D 86
privatization 39–40, 95
productivity in higher education 79–80
professors’ salaries 94
proprietary institutions 55–6, 57
public good, higher education as a 22, 49, 81, 87
public purpose 68

Raytheon Missile Systems 77
Redd, K.E. 110
Rensselaer Polytechnic Institute (RPI), financing institutional operations at 10, 70–72
research
commercialization of 10, 75, 78–9
teaching and 61–3, 64
wider contribution of 3
see also research institutes; research universities
research institutes 57
research universities 9, 61–2
cost reduction strategies for 11, 80–81
financial issues facing 79–80
residence halls 3, 10, 61, 62, 73, 83
retention rates 11, 26, 56
retiring presidents 38–9
revenue-sharing 75
Rhoades, G. 87
Rhodes, Frank H.T. 31
Rose, S.J. 110
Rosenberg, Mark 93
salaries, faculty and staff 2, 3, 23, 77–8, 79, 80, 81, 86–7, 94
Sarbanes–Oxley 44
SAT scores 101–2, 105
Scannell, James 11, 12, 92, 93, 103–5, 109
Scannell & Kurz, Inc. 11, 92, 93, 103, 105
Schapiro, M.O. 85, 110
Schexnider, Alvin J. 6, 32, 33, 35, 41
Schmidt, P. 83
scholarships
for state residents 94–5, 96
see also merit-based aid
self-regulation 43
and fiscal integrity 44–5
Serviceman’s Readjustment Act see GI Bill
shared governance, principle of 52
sibling discount awards 105
Skorton, David 5, 16
Solutions for Our Future 63
Spellings, Margaret 20, 21
Spellings Commission (2006) 20, 21–2, 24, 49, 50, 51, 60, 63–4, 68
St. John, E.J. 86
stakeholders 52, 54, 72, 118
State Council of Higher Education for Virginia 106
state funding of higher education
accountability demands associated with 8–9, 56–7, 81, 83, 85
for community colleges 107, 110
forms of 1–2, 91
investment in stem cell research 63
magnitude of 22, 23, 24–5, 58–9, 72, 83, 85, 93–4, 95–7
Two Year College Transfer Grant Program 108
State Student Incentive Program (SSIG) 25
stem cell research 63
strategic planning 37–8, 72
strategic pricing initiatives 11–13, 90–111
 strategic vision see vision,
institutional, aligning with
policymakers’ and public’s
interests
Sutton, R.I. 88

tax exemption 13, 73, 78
teaching function 61–3, 64
teaching hospitals 61
teaching loads 58
technology transfer 10, 75, 78–9
Templin, Robert G., Jr 11, 12, 92,
93, 105–8, 110
tenure 52, 66, 79, 80, 87
Thomson, S.C. 97
TIAA-CREF Institute 4, 10, 30, 32,
43, 87, 92, 108, 110
transformational change in 4,
13–15, 113–20
Tobin, E.M. 102
transfer of ownership of schools 56
transformational change, definition
of 65
transparency
 of change process 14, 118
 of pricing structures and systems
 22, 24, 25
 public demand for, 7, 41
 Trombley, Laura Skandera 6, 32,
 35, 36, 38, 40–41, 42, 44, 45
 Truman Commission (1947) 18
 trust, rebuilding of 56–7
 trustees see governing board
 Tucson 77
Tufts University 7
 aligning institutional vision with
 policymakers’ and public’s
 interests at 50–51, 61
tuition fees
cost sharing issues 21–5
efforts to hold down 59
innovative pricing 85–6
 at Kent State University 10, 74
 managing transition from
 public university to tax-
 exempt corporation 95–8
 at Miami University of Ohio
 11–12, 94–5, 97, 109
 maximizing net revenues from 71
 at Northern Virginia Community
 College (NOVA) 106
 at private higher education
 institutions 1, 23, 24, 61, 90
 at public higher education
 institutions 2, 24, 90, 94, 96
 public perception of 23–4, 102–3
 Tulane University 7, 39
 aligning institutional vision with
 policymakers’ and public’s
 interests at 8, 51–5, 62
Two Year College Transfer Grant
 Program 108
 unavoidable expenditures 35
 undergraduate teaching 61–3, 64
 United Way 43
 universal access to higher education
 18–19
 University of Arizona 11, 76–7
 University of California 38
 University of California at Berkeley
 93
 University of Chicago 18
 University of Georgia 10
 University of Iowa 15, 16, 31
 University of Michigan 31, 39
 University of Phoenix and Devry 3
 University of Rochester 12, 103
 University of Virginia 6, 39–40, 108
 Miller Center of Public Affairs 31
 University of Wisconsin 6
 University of Wisconsin-Madison
 7, 48, 62
 University System of Maryland 7
 aligning institutional vision with
 policymakers’ and public’s
 interests at 8–9, 57–9
 US Census Bureau 90, 107
 U.S. News and World Report
 rankings 79
 value-added educational outcomes
 26
 Vanderbilt University 5, 16
 Vassar College 11, 92, 93, 98, 109
 venture capital 76
Index

Vermont 22
Vest, Charles 53
Virginia 6, 31
governing boards in 39, 41–2
innovative tuition pricing policy
in 12–13, 93, 106–8, 110
Virginia Tech 108
vision, institutional, aligning with
policymakers’ and public’s
interests 7–9, 48–69
at Berkeley College 55–7, 60, 62
at Tufts University 50–51, 61
at Tulane University 8, 51–5, 62
at University System of
Maryland 8–9, 57–9
visiting examining teams 57
Ward, David 7, 48–50, 59–60, 61, 62–3, 64, 68
wars 65
Wesleyan University 40, 41
Williams College 98, 109
prices paid by low-income
students at 98–100
Winston, G.C. 12, 98, 110
workforce development 60
working capital, investment of 10, 74
World War II 9, 18, 65
Worldcom 43
Yale University 39, 118
Zhang, L. 87