## Index

13th Generation see Generation X
“1940 Statement of Principles on Academic Freedom and Tenure” 42
9/11 7, 62, 66, 68, 161

“accidental” academics 88–9, 95
academic career as “exclusive” 83–4
academic labor market 84
admissions websites (and) blogs/chatrooms 74–5 webcams 75
and lifelong learning 125
Principles of Effectiveness for Serving Adult Learners 125
survey on working during retirement 124–5
Adult Learner Focused Institutions (ALFI) principles 125–32
assessment of learning outcomes 128–9
financing 127–8
life and career planning 126–7
outreach 126
strategic partnerships for career transitions 131–2
student support systems 129–30
teaching–learning process 129
technology 130
Age Discrimination in Employment Act (ADEA) 144, 147–51 see also legislation and litigation
Amendments 147, 149
ages, broadening of 27–8
alcohol/binge drinking 14, 61, 161
Alesina, A. 175
Alexander, F.K. 178
American Association of Colleges and Universities 42, 59
American Association of Community Colleges 118
American Association of Retired Persons (AARP) 107, 150
American Association of University Professors (AAUP) 42, 112, 119
American Council on Education (ACE) 127–8, 150
Asia 92–3, 94
Atlantic Philanthropies 132
attachment parenting/Lamaze movement 13
attracting and retaining students: challenges and opportunities 69–81
college applications and attendance, increased choice in 73–4
college costs/financial aid 69, 75–7
and future for college admissions 78–9
high-tech recruitment and retention efforts 74–5
Millennial Generation see Millennials
parental involvement 69, 78–9
racial gaps 69, 76–7, 79
Austin, A. 85
Baby Boom Generation 1–4, 10–11, 13, 14, 18, 21, 25, 27, 30–32, 41, 43–4, 46, 49–50, 57, 88, 91, 101–15, 164–6, 168–71 see also retirement of Baby Boomers
active nature of 113–14
age span of 113, 115
aging of 11
as digital immigrants 107
as parents 15–18, 101
at work 45
and belief in causes 114
and CalArts 102–4
definitions of 4
dual care roles of 101
Index

family roles of  50
leadership education for  111−12
phenomenon and impact of  117−19
retirement of  3−4, 104−11, 113−14
see also retirement of Baby Boomers
values of  43
volunteers  105−6
workplace ladder of  51
and younger students  107−8
Bagnaschi, K.  70, 72, 73, 74, 75
Bank, D.  126, 132
Benton, A.K.  59, 61
Berberet, J.  143
Berger, A.  143
Bernasek, A.  175
Bickel, J.  44, 51−2
Biondi, L.  102, 104−6, 109−11, 113
blogs  63, 74−5
Boatman, A.  127
Bombardieri, M.  55
Bonham, A.  47
Boomers see Baby Boom Generation
Bowen, H.  84, 87
brand, experience and learning  17−18
Brandon, E.  120
Brown, A.J.  44, 51−2
Brown, C.S.  41
Brown, D.  83
Bunnell, L.  30, 31−2, 39
Bureau of Labor Statistics  120
Bush, George W.  10
Caplow, T.  84
career
advances  167
changes  46−7
grants for older learners  131−2
paths/pace  51−2
portable  46−7
transitions, strategic partnerships for  131−2
Carlson, S.  157, 162
Carter, A.  83
Cartwright, C.A.  101, 108, 113
Census Bureau, US  4, 15
Center for Measuring University Performance 31
Chait, R.  88, 91
change, vectors of  85−9 see also
recruitment and retention
academic field  86−7
gender  85−6
institutional venue  87
nationality  86
and new rules  87−9
race/ethnicity  86
type of appointment  87
world view (weltanschauung)  86
Characteristics of Large Public Education Pension Plans  152
Chicago Democratic Convention (1968)  10
civil disengagement by students  61
Civic Ventures  124, 126
and Encore Career Grants  131−2
civil rights movement  32−3, 118
clarity  52−3
Clark, B.  84
Clark, K.  120
Clinedinst, M.E.  69, 73, 74
Clinton, B.  10
collegiality  53−4
Commission on College Retirement 150
Committee on Mandatory Retirement in Higher Education  150−51
community colleges  131, 178
Baltimore City Community College  132
and decline in state assistance  177−8
and encore career grants  131−2
growth of  118−19
Owensboro Community and Technical College  132
costs (and)
computer literacy  28 see also digital technology and digital divide  25
Conley, V.M.  3, 119, 137, 139−40, 141, 143, 145
Consciousness Revolution  6, 10,
11−12, 16
costs (and)
expanding per-student expenditures  175−6
federal funding  176−9
financial aid  78−9
of higher education 75−7
per-student expenditures 175
Council for Adult and Experiential
Learning (CAEL) 3, 124−6, 129
Council of Graduate Schools 59, 64
Council of State Governments 179
Crance, L. 71, 72
Cross, K.P. 125
Crowley, M. 4
Cummings, J. 75
Cummings, W.K. 92
Cunningham, A.F. 78
curriculum reform 35−6
Cuyahoga Community College, Ohio
23, 25
Dean, J. 9
definitions, generational 4
demand, axes of 86−7
academic field 86−7
institutional venue 87
type of appointment 87
demographic changes 79, 85, 159, 164,
169−70
DiGiovanni, Jr., N. 147
digital technology 62−4, 74−5
distance learning 64
diversity, increasing 26−7
divorce/divorcees 10, 13, 43
Donohue, T. 105
Dorfman, L.T. 150, 153
drugs 42, 61
and tobacco 14
education and training for retirement
123−5 see also retirement
EDUCAUSE 59, 62
Ehrenberg, R. 2
El Nasser, H. 135
e-mail 54
Employee Assistance Programs (EAPs)
55
employment structures and part-time
tenure 33−4
equity 54−5
Erikson, E. 19
Erisman, W. 78
ethnicity see race/ethnicity
faculty reward system 161−2
faculty topography, new 89−95 see
also recruitment and retention
“accidental academics” 89, 95
new contingent majority, prospects
for 94−5
part-time professoriate: career
endees and freelancers 89−90,
95
traditional tenurable faculty,
prospects for 91−4
family life issues 33
Feldman, D.D. 144
Finkelstein, M. 3, 83, 84, 90, 91, 96
Finkin, M.W. 150
“First in My Family” campaign (Sallie
Mae Fund) 77
Ford, L.C. 147−8, 150
foreign-born faculty 86, 92−4
Fox, S. 130
Frances, C. 88, 89
Freedman, M. 105, 124
Freeman, R.B. 85
future of higher education see higher
education, future of
Gappa, J. 85, 91
gender 26, 85−6
Generation X (and) 1−2, 4, 11−13, 14,
21, 24−5, 31−9, 41, 43−57, 117,
164, 165−8
absent parents 24
as parents 13, 15−18
at work 45
career change 46−7
career paths and pace 51−2
characteristics of 165−6
clearity 52−3
college experience for children
17−18
collegiality 53−4
differing from Boom Generation 30,
32
educational reforms 12
equity 54−5
feedback/performance reviews 49
finances of 13
flexibility 48, 55−6, 166
impact on academic institutions
36−7
interdisciplinarity 56
leadership 166–7
loyalties 44
midlife of 13
motivation 47–8
productivity 48, 56–7
redefining norms of academy 30–40
sense of family 44
sense of service 167
skepticism, self-command, flat structures 44–6
values of 43–4
work–life balance 33, 49–51, 165, 167
Generation Y (and) 24–5, 117
multitasking 24–5
protective/pressuring parents 24
generational constellation (and) 7–15
  see also individual subject entries
Boom Generation 10–11, 13, 14
Generation X 11–13, 14
GI Generation 8–9, 11
historical events 7–8
Homeland Generation 15
Millennial Generation 13–14 see also Millennials
Silent Generation 9–10, 11, 12
generational definitions 4
generational impacts 157–71 see also Millennials
Millennial observations and implications 158–61
recommendations re Millennial students 161–4
generational labeling 28
generations, forecasting through 18–19
Geraci, J. 70, 72, 73, 74, 75
GI Bill 8, 43
GI Generation 8–9, 41, 43, 57
at work 45
retirement of 9
values of 43
Girgus, J. 30, 32–4, 36, 38, 39–40, 101–2
Glaeser, E.G. 175
globalization of labor market 88
Goulden, M. 85
graduate schools and challenge of Millennial students 64–5
grants
  encore career 131–2
for older learners 131–2
Pell Grant Program 172, 178
Supplemental Educational Opportunity 172
Great Depression, the 8, 9, 43, 117
Greenblat, A. 117
Greenya, J. 135
Guarasci, R. 23, 25
Hammond, P.B. 147, 150
Handler, N. 61
Harris Interactive 72
Harward, D.W. 2, 59–60, 158
Hawkins, D.A. 69, 73, 74
health care benefits 141, 142–3
  costs of 142–3, 169
  fear of loss of 123
  reduction of 143
health insurance 110, 170–71
  university-provided 143
Heckler, M. 157, 158
“helicopter parents” 60, 65–6, 78
Heller, D.E. 172
Hendrickson, R.M. 151
Henry J. Kaiser Family Foundation 142
Hewitt Associates 142
Hewlett, S.A. 55
higher education (and) see also women faculty
“accidental” academics 88–9
adoption assistance programs 33
  costs of 75–6
delay in tenure 36
dilemma of access to 174
donations and funds 106–7
education completion rates 173
enhanced family policies for tenure track faculty members 37
expansion of gross participation rate 27
family-friendly policies 39–40
federal funding 176–9
financial incentives 176–7
financing older learners 127–8
for-profit institutions 34–5
future of 6–20
graduation rates 173–4
implications of retirement of Baby Boomers 125–32
income disparities 175
interdisciplinarity 56
maternity/paternity leave 33
Millennials’ impact on 59–68 see also Millennials
non-faculty professionals 89
non-tenure track faculty members 37
parent transition in 15–18
part-time tenured faculty employment 33–4
per-student expenditures 175
poverty 174
replacement of retirees 170–71
research 167
reward systems 167
safety and security 164
scholarship programs, merit-based 176
social mobility, decline in 174–5
stUDENT aid programs 172–3
student endowment 37
tenure committees and delay 36
tuition price sensitivity 172
work–life issues with single faculty members 37–8
higher education institutions see also universities
challenges for 168–9
and financial resources 34–6
and mass retirements, consequences of 168–9
Higher Education Research Institute 71, 74
Hoff, T. 131
Hong, S. 92
Hoover, E. 76, 78, 157, 159
Howe, N. 2, 4, 22, 42, 72, 86, 91, 157, 161
Howell, L.P. 47, 49, 56
income/actual individual wealth, disparities in 175
InsideHighered.com 31
Internet 72, 78, 166
age-related usage of 130
and e-mail 54
instant messaging 54, 72
institutional strategies 132–3, 159–60
Integrated Postsecondary Education Data System (IPEDS) 175
Janson, N. 141, 145
Jin, E. 85
Johnstone, D.B. 2
K–12 education 11, 16
Kasper, H.T. 118
Keifer, H.M. 77
Kennedy School of Government 35
Kerr, C. 19
Kinzie, S. 69
Kirshstein, R. 143
Klein-Collins, R. 3, 131
Knight Higher Education Collaborative 30
Knowledge@Wharton 51
Korean War 43
Krueger, A.B. 174
labor force participation rates 121–2
Lakin, M.B. 127, 130
Lancaster, L.C. 43, 44, 51
Lang, M.M. 50
Lange, S.E. 55
leadership 29, 108–112
development 111
education 111–12
models 109–10
succession planning for 111–12
learning outcomes, assessment of 128–9
learning strategies, multi-model 162
legislation see also litigation
Amendment to the Higher Education Act 179
Civil Rights Act (1964) 148, 150
Employee Retirement Income Security Act 151
Fair Labor Standards Act 150
Fourteenth Amendment 148
Older Workers Benefit Protection Act (1990) 151
Omnibus Budget Reconciliation Act (1986) 151
Pension Protection Act (2006) 151–2
Index

Leslie, D. 88, 91, 92, 93, 96
Leslie, D.W. 141, 145
Leubsdorf, B. 120
Leyman, J. 130
life and career planning 126–7
lifelong learning, barriers to 125–6
    attitudinal/dispositional 125
    personal/situational 125
    structural or institutional 125
Lifelong Learning Accounts (LiLAs) 128, 132
life-skills/transferable skills
development 64
Light, P.C. 117
litigation
    American Federation of Teachers
    College Guild v. Board of
    Trustees (1976) 148
    Fisher v. Asheville-Buncombe
    Technical Community College
    (1993) 151
    in federal courts 147
    Massachusetts Board of Retirement
    v. Murgia (1976) 147–8
    Nelson v. Miwa 148
    Weiss v. Walsh (1971) 148
Little, J.K. 59, 62–4
Lombardi, J. 31, 34–5, 36–7, 38–9
Looney, S.M. 78
L’Orange, H. 127
Lost Generation 41, 42
lower-income students 178
Luce, C.B. 55
Luxembourg Income Study 174
McCain, J. 9
MacFund, S. 77
McGee, R. 84
Madden, M. 130
mandatory retirement age, abolition of
    3, 119
Marston, C. 42, 43, 44, 46, 48, 49, 51, 53
Martin, D.W. 152
Mason, M.A. 85
Mead, M. 19
Medicare 110, 116, 142, 170
MetLife Foundation 131, 132
MetLife Mature Market Institute 123
Michelich, V. 158
Microtrends: The Small Forces behind
Tomorrow’s Big Changes 73
Millennials (and) 1–3, 4, 21, 24, 25–8,
    57, 70–72, 88, 91, 97–8, 104,
    157–65, 170
9/11 62, 66, 68
academic preparedness of 71–2
adulthood of 14
artists 103–4
aspirations of 70
at Wagner College 25
attitude to higher education 72
automated student services 163–4
change 68
core traits of 157
defining moment for 68
demographics of 67, 70–71
digital technology 62–4, 66–7, 72
educational contexts for 65–7
effects of 67–8, 160–62
faculty reward system 161
graduate education 64–5
greater diversity 26
“helicopter parents” 60, 65–6
impact on higher education 59–68
multi-model learning strategies 162
pedagogy 25
perspectives on 62–8
recommendations regarding 161–4
rising diversity of 70–72
social networking 161, 163
strengths and gifts of 62
wealth/family income of 70–71
work–life balance 67–8
Millennials Rising: The Next Great
Generation 21
Miller, G. 179
minorities, racial/ethnic 76–7, 79, 112
Modern Maturity 9
Morgan, H.P. 147, 150–51
Mortenson, T. 173–4
motivation/motivators 48–9
Index

Mullane, L. 127
Murgia, R. 147 see also litigation

Nadler, R. 2
Nation at Risk, A 12
National Association of College
Admissions Counseling (NACAC) 69
National Center for Education
Statistics 92, 175
National Commission on Excellence in
Education (1983) 12
National Education Association 152
National Governors Association 179
National Higher Education Leadership
Conference 2007 (TIAA-CREF
Institute) 1–2, 3, 21, 23, 28, 59,
157–8, 165
National Retired Teachers Association
150
New Directions for Higher Education
145
“No Child Left Behind” 14, 16

Obama, B. 12
OECD see Organisation for Economic
Co-operation and Development
Olswang, S.G. 55
Organisation for Economic Co-
operation and Development
(OECD) 173–5
Education at a Glance 2007 173
and education completion rates
171

Pant, P. 119
parent transition in higher education
15–18
parenthood, pre-tenure 85
parenting, attachment 13
part-time faculty 89–91, 95, 170
career enders 90
freelancers 90–91
Pell Grant Program 172, 178
Penn, M.J. 73
Petrie, M. 75
Pew Higher Education Roundtable
program 30
Pew Internet and American Life
Project 130
political correctness 6
population, aging of the 106
Population Research Bureau 117
Poskanzer, S. 24
Postsecondary Education Opportunity
173
Postsecondary Faculty, National Study
of 139
Postsecondary Student Aid Study,
National (NPSAS) 172
poverty 174–5
of public school student population
174
Pratt, H.J. 147, 149, 150
Prime Time, How Baby Boomers Will
Revolutionize Retirement and
Transform America 105
prior learning assessment (PLA)
128–9
productivity 48, 56–7
public policy reform 172–80
Putnam, R. 35
Quinn, K. 55
race/ethnicity 26, 86
equity for 96
minority studies 118
Rainey, A. 78
Reagan Revolution 16
recruitment and retention (and) 74–5,
82–100, 119
basic principles/understandings of
83–5
context 82–3
new faculty topography 89–95 see
also faculty topography, new
prospects for traditional tenurable
faculty 91–4
prospects for new contingent
majority 94–5
new rules 87–9, 97–8
old rules 84, 85, 97–8
studies of 83–5
vectors of change 85–9 see also
change, vectors of
Rethinking Faculty Work 85
retirees
as returning or first-time students
120

Donald E. Heller and Madeleine B. d’Ambrosio - 9781848445048
Downloaded from Elgar Online at 06/17/2019 01:55:16AM
via free access
Index

health benefits 169
working 121
retirement 11, 104–5, 110–11 see also retirement of Baby Boomers
average age of 122
barriers to 170
and challenges for higher education institutions 168–9
delaying 110
health care benefits 110, 123, 169
health insurance/plans 114, 171
and naturally occurring communities 11
planning 114–15
recommendations for 170–71
vacancies as opportunities for higher education 169–70
working after 121–5
retirement age, mandatory 142, 144, 147–9
abolition of 3, 119
coming talent crunch 119–20
concerns, individual/organizational 143–6
demographics 139–41
education and training for 123–5
financing 127–8
flexibility and equity 145–6
health care 141, 142–3
implications for colleges/universities 125–32
incentive programs and goals 144–5
institutional strategies for 132–3
key questions and issues for 137–8
learning outcomes, assessment of 128–9
legal issues 146–52
life and career planning 126–7
lifelong learning 125
management issues 138
outreach 126
recommendations for managing 152–3
social security reform 141–3
strategic partnerships for career transitions 131–2
student support systems 129–30

studies on retirement intentions 120–25
teaching–learning process 129
technology 130
working beyond 65 121–3
Rhoades, G. 89
Rice, E. 85
Risman, B.J. 50
Robinson, S. 127
Rowe, E. 143
Ruebhausen, O.M. 150–51
Ruscio, K. 31, 35–6, 38
Safer, M. 164
Salter, B. 19
Sander, L. 129, 130
Scheef, D. 70
Schuster, J. 84, 87, 90, 91, 96
Schworm, P. 74
sciences, crisis in the (National Research Council report) 85
Servis, G. 47
Sexton, J. 104
Silent Generation 9–10, 11, 12, 18–19, 21, 27, 28, 41, 44–5, 46, 57
at work 45
retirement of 10
values of 43
Skype 161
Snyder, P. 3
social class 26
social mobility 83
decline in 174–5
social networking 72, 74, 161, 163
Facebook 72, 74, 161
MySpace 72, 161
YouTube 74
social security 11, 116
Issue Briefs 141
reform of 141–3
socialization issues 96–7
societal expectations, expanding 172–9
Sorcinelli, M.D. 85
Spellings, M. 17
Steinberg, K. 3
Stewart, D.W. 59, 64–5
Stillman, D. 43, 44, 51, 101
Strauss, W. 2, 4, 21–2, 24, 25, 42, 72, 86, 91, 157, 161

Donald E. Heller and Madeleine B. d’Ambrosio - 9781848445048
Downloaded from Elgar Online at 06/17/2019 01:55:16AM via free access
<table>
<thead>
<tr>
<th>Term</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>student(s)</td>
<td>aid programs 172–3</td>
</tr>
<tr>
<td></td>
<td>attracting and retaining 69–81</td>
</tr>
<tr>
<td></td>
<td>debt 78</td>
</tr>
<tr>
<td></td>
<td>expectations and 24/7 learning 160–61</td>
</tr>
<tr>
<td></td>
<td>lower-income 177–8</td>
</tr>
<tr>
<td></td>
<td>safety and security 164</td>
</tr>
<tr>
<td></td>
<td>services, 24/7 automated 163</td>
</tr>
<tr>
<td></td>
<td>support systems 129–30</td>
</tr>
<tr>
<td></td>
<td>student/parent expectations and faculty reward system 160</td>
</tr>
<tr>
<td></td>
<td>studies/research (on/for)</td>
</tr>
<tr>
<td></td>
<td>admissions (Harris Interactive, 2005) 74</td>
</tr>
<tr>
<td></td>
<td>admissions (NACAC, 2007) 73</td>
</tr>
<tr>
<td></td>
<td>Beginning Postsecondary Students (2006) 75</td>
</tr>
<tr>
<td></td>
<td>College Parent Survey (Datatel 2006) 17</td>
</tr>
<tr>
<td></td>
<td><em>Freshman Norms</em> (UCLA, 2007) 72–3, 76</td>
</tr>
<tr>
<td></td>
<td>high school students (Harris Interactive, 2005) 72</td>
</tr>
<tr>
<td></td>
<td>junior faculty (COACHE) 50–51, 53–4</td>
</tr>
<tr>
<td></td>
<td>Latino parents and students (Sallie Mae Fund, 2003) 77</td>
</tr>
<tr>
<td></td>
<td>LifeCourse Associates and Crux Research (2007) 17</td>
</tr>
<tr>
<td></td>
<td>minority students (Gallup, 2005) 77</td>
</tr>
<tr>
<td></td>
<td><em>National Freshmen Norms</em> (UCLA) 71</td>
</tr>
<tr>
<td></td>
<td><em>New Face of Work Survey</em> (Princeton Survey Research Associations International) 123</td>
</tr>
<tr>
<td></td>
<td><em>New Retirement Study</em> (Merrill Lynch, 2006) 122, 123, 124</td>
</tr>
<tr>
<td></td>
<td>older learners (Portland Community College Taskforce on Aging, 2007) 129</td>
</tr>
<tr>
<td></td>
<td>parental planning (Institute for Higher Education Policy, 2007) 78</td>
</tr>
<tr>
<td></td>
<td>retirement, delaying (American Association of University Professors, AAIP) 110</td>
</tr>
<tr>
<td></td>
<td>retirement, working after (AARP) 123</td>
</tr>
<tr>
<td></td>
<td>retirement, working after (Council for Adult and Experiential Learning) 124–5</td>
</tr>
<tr>
<td></td>
<td>retirement, working after (MetLife Foundation and Civic Ventures, 2005) 124</td>
</tr>
<tr>
<td></td>
<td>retirement (University of Maryland Survey Research Center) 105</td>
</tr>
<tr>
<td></td>
<td>retirement intentions 120–25</td>
</tr>
<tr>
<td></td>
<td>student anxieties (Key Educational Resource, 2007) 75</td>
</tr>
<tr>
<td></td>
<td>student anxieties (<em>Wall Street Journal</em>, 2006) 75</td>
</tr>
<tr>
<td></td>
<td>training for retirees (Experience Wave) 124</td>
</tr>
<tr>
<td></td>
<td><em>Trends in College Prices</em> (College Board) 76</td>
</tr>
<tr>
<td></td>
<td><em>Trends in Student Aid</em> (College Board, 2007) 76</td>
</tr>
<tr>
<td></td>
<td>tuition waivers for senior citizens (2006) 127</td>
</tr>
<tr>
<td></td>
<td>work–family balance (Family and Work Institute) 50</td>
</tr>
<tr>
<td></td>
<td>work–family balance (Radcliffe Public Policy Center, 2000) 50</td>
</tr>
<tr>
<td></td>
<td>Sullivan, T. 157, 158</td>
</tr>
<tr>
<td></td>
<td>teaching–learning process 129</td>
</tr>
<tr>
<td></td>
<td>technology 166 and impact on each generation 25</td>
</tr>
<tr>
<td></td>
<td>leverage 162–3</td>
</tr>
<tr>
<td></td>
<td>open source 162–3</td>
</tr>
<tr>
<td></td>
<td>tenure and academic freedom 112–13</td>
</tr>
<tr>
<td></td>
<td>expectations 167</td>
</tr>
<tr>
<td></td>
<td>tenured/tenurable faculty 95</td>
</tr>
<tr>
<td></td>
<td>decline in 93</td>
</tr>
<tr>
<td></td>
<td>text messaging 72</td>
</tr>
<tr>
<td></td>
<td>Tierney, J. 179</td>
</tr>
<tr>
<td></td>
<td>Thielfordt, D. 70</td>
</tr>
<tr>
<td></td>
<td>Thornton, J. S. 23, 25</td>
</tr>
<tr>
<td></td>
<td>Todd, L. 23, 25</td>
</tr>
<tr>
<td></td>
<td>“Transition to Teaching” program (IBM) 131</td>
</tr>
<tr>
<td></td>
<td>transparency 52–3, 54–5, 65</td>
</tr>
<tr>
<td></td>
<td>Trice, A. 85</td>
</tr>
<tr>
<td></td>
<td>Trow, M. 88</td>
</tr>
<tr>
<td></td>
<td>Trower, C.A. 2, 42, 85, 91</td>
</tr>
<tr>
<td></td>
<td>Tuckman, H. 90</td>
</tr>
</tbody>
</table>
United States (US)
Census Bureau 139
Congress 11
Department of Education 17, 140
Department of the Treasury 141–2
and Issue Briefs on social security reform 141
Uscher, N. 102−4, 109−13
values (of)
Baby Boom Generation 43
Generation X 43−4
GI and Silent Generations 43
Van Dolsen, E. 60
video conferencing 161
Vietnam War 8, 10, 117
Wagner College 23, 25
Wall Street Journal 6
Washington Post 69
Watergate 8, 9
wealth, transfer of 106−7
Western Interstate Commission for Higher Education (WICHE) 79
White House, The 11, 142, 152
Williams, J.C. 55
Wilson, L. 84
Wofford, H. 124, 132, 135
Wolf, R. 1
women faculty 91−2, 94, 97−8, 112, 118
equity for 96
women’s liberation movement 32−3
Women’s Rights movement 118
work−family balance 49−51
workforce, feminization of 88
workplace flexibility 48, 55−6
World War I 31, 43
World War II 6, 9, 16, 21, 43, 83, 97, 117, 168, 175
post-World War II 10, 28, 84
Yankelovich, D. 125
Young, M. 102, 106−8, 109−11, 113
young faculty 41−58
challenges and tension points for 44−52 see also Generation X
different assumptive worlds/core values of 42−4 see also values (of)
Index

instilling sense of service in 167
and policy and practice implications:
areas for attention 52−7
clarity 52−3
collegiality 53−4
equity 54−5
flexibility 55−6
interdisciplinarity 56
productivity 56−7

Zalesne, E.K. 73
Zapolsky, S. 123
Zemke, R. 43, 44, 48