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

181
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
child safety and regulations  14
China  92−4
Chronicle of Higher Education  72, 75
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
  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
enders 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
clarity 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
generation 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
characteristics of 26, 60–62
class/race fault lines 67
continuous learning 160–61
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
expectations 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
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
Index

student(s)

aid programs 172–3
attracting and retaining 69–81
debt 78
expectations and 24/7 learning 160–61
lower-income 177–8
safety and security 164
services, 24/7 automated 163
support systems 129–30
student/parent expectations and faculty reward system 160

studies/research (on/for)

admissions (Harris Interactive, 2005) 74
admissions (NACAC, 2007) 73
Beginning Postsecondary Students (2006) 75
College Parent Survey (Datatel 2006) 17
Freshman Norms (UCLA, 2007) 72–3, 76
high school students (Harris Interactive, 2005) 72
junior faculty (COACHE) 50–51, 53–4
Latino parents and students (Sallie Mae Fund, 2003) 77
LifeCourse Associates and Crux Research (2007) 17
minority students (Gallup, 2005) 77
National Freshmen Norms (UCLA) 71
New Face of Work Survey (Princeton Survey Research Associations International) 123
New Retirement Study (Merrill Lynch, 2006) 122, 123, 124
older learners (Portland Community College Taskforce on Aging, 2007) 129
parental planning (Institute for Higher Education Policy, 2007) 78
retirement, delaying (American Association of University Professors, AAIP) 110
retirement, working after (AARP) 123
retirement, working after (Council for Adult and Experiential Learning) 124–5
retirement, working after (MetLife Foundation and Civic Ventures, 2005) 124
retirement (University of Maryland Survey Research Center) 105
retirement intentions 120–25
student anxieties (Key Educational Resource, 2007) 75
student anxieties (Wall Street Journal, 2006) 75
training for retirees (Experience Wave) 124
Trends in College Prices (College Board) 76
Trends in Student Aid (College Board, 2007) 76
tuition waivers for senior citizens (2006) 127
work–family balance (Family and Work Institute) 50
work–family balance (Radcliffe Public Policy Center, 2000) 50
Sullivan, T. 157, 158
technology 166
and impact on each generation 25
leverage 162–3
open source 162–3
tenure
and academic freedom 112–13
expectations 167
tenured/tenurable faculty 95
decline in 93
text messaging 72
Tierney, J. 179
Thielfordt, D. 70
Thornton, J. S. 23, 25
Todd, L. 23, 25
“Transition to Teaching” program (IBM) 131
transparency 52–3, 54–5, 65
Trice, A. 85
Trow, M. 88
Trower, C.A. 2, 42, 85, 91
Tuckman, H. 90
Twigg, C. 88
Twombly, S. 95

UCLA Higher Education Research Institute 32
universities
Brigham Young Uni 102
California Institute of the Arts (CalArts) 102–4, 110, 112
Baby Boomer deans of 102–3, 110
School of Music 104
and Walt Disney 102
Colby College 74
Cornell University 37
and family-friendly policies 33
Fordham University 148
Harvard University 69, 76
Kent State University 101
Lousiana State University 31
McDaniel College 69
Massachusetts Institute of Technology 74
Michigan State University (MSU) 60, 65
New York University 102
Pepperdine University 59, 61
Princeton University 30, 33, 35–9
and family-friendly policies 33
research 87
St. Olaf College, Minnesota 75
State University of New York-New Paltz 24
state comprehensive 178
University of California 56
University of California-Berkeley 19
University of Hawaii 148–9
University of Illinois 150
University of Kentucky 23, 25
University of New Mexico 102
University of North Carolina 76
University of Virginia 76
University of Washington 55
University of Wisconsin, Stevens Point (UWSP) 30, 31–2, 39
Wagner College 23, 25
Washington and Lee University 31, 37

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
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