

The Research University in a Time of Discontent

*Edited by Jonathan R. Cole
Elinor G. Barber
& Stephen R. Graubard*

Research University In A Time Of Discontent

Adrianna Kezar



Research University In A Time Of Discontent:

The Research University in a Time of Discontent Jonathan R. Cole, Elinor G. Barber, Stephen R. Graubard, 1994-11 Drawing examples and making recommendations based on their own experience as academic administrators and faculty members distinguished scholars address the drastically changed climate in which research universities and other institutions of higher education now function Connecting Past and Present Ira Harkavy, Bill M. Donovan, 2023-07-03 The question that animates volume 16th in the Service Learning in the Disciplines Series is Why connect service learning to history courses The contributors answer that question in different ways and illustrate and highlight a diversity of historical approaches and interpretations All agree however that they do their jobs better as teachers and in some cases as researchers by engaging their students in service learning An interesting read with a compelling case for the importance of history and how service learning can improve the historian's craft

The American Academic Profession Stephen Steinberg, 2017-11-30 This book covers well the issues and problems of the U S academic profession in the second half of the twentieth century Contemporary Science The tale of the American academic profession that large company of men and women unprecedented in its size and diversity needs to be written A large historical literature on America's colleges and universities exists but much of it is unashamedly hagiographic On the other hand more critical works see American universities as being in dire need of massive reform This charge is not sustained by the contributors to The American Academic Profession who hope to shatter the code of silence that passes for discretion by focusing on the forces that have conspired to create the American academic profession Graubard includes contributions from important scholars around the world How the Academic Profession is Changing by Arthur Levine Small Worlds Different Worlds The Uniqueness and Troubles of American Academic Professions by Burton R Clark The Elusive Academic Profession Complexity and Change by Francis Oakley Uncertainties in the Changing Academic Profession by Walter E Massey Stewards of Opportunity America's Public Community Colleges by Patrick M Callan Public Universities as Academic Workplaces by Patricia J Gumpert Survival of the Fittest Postgraduate Education and the Professoriate at the Fin de Sicle by R M Douglas Reflections on the Culture Wars by Eugene Goodheart A Blow Is Like an Instrument by Charles Bernstein The Science Wars and the Future of the American Academic Profession by Jay A Labinger The Scientist as Academic by Cheryl B Leggon The Place of Knowledge in the American Academic Profession by Sheldon Rothblatt Border Crossings Organizational Boundaries and Challenges to the American Professoriate by Theodore R Mitchell The Development of Information Technology in American Higher Education by Martin Trow and An International Academic Crisis The American Professoriate in Comparative Perspective by Philip G Altbach The American Academic Profession is not sanguine about what is currently happening in higher education or what it imagines the future portends It simply asks the question Can a society truly understand its universities and colleges when it has moved too quickly from uncritical admiration to uniformed and ungenerous complaint This volume intends to dispel some long persistent myths in

favor of objective truth It is a must for anyone interested in academic problems for those who work in higher education and for everyone interested in American ideas traditions and social and intellectual history Stephen R Graubard is editor of the American Academy of Arts and Sciences and its journal Daedalus and professor of history emeritus at Brown University

Higher Education: Handbook of Theory and Research John C. Smart, 2010-04-28 Published annually since 1985 the Handbook series provides a compendium of thorough and integrative literature reviews on a diverse array of topics of interest to the higher education scholarly and policy communities Each chapter provides a comprehensive review of research findings on a selected topic critiques the research literature in terms of its conceptual and methodological rigor and sets forth an agenda for future research intended to advance knowledge on the chosen topic The Handbook focuses on twelve general areas that encompass the salient dimensions of scholarly and policy inquiries undertaken in the international higher education community The series is fortunate to have attracted annual contributions from distinguished scholars throughout the world

The Rise of American Research Universities Hugh Davis Graham, Nancy Diamond, 1997-01-08 Before the Second World War few universities in the United States had earned high respect among the international community of scholars and scientists Since 1945 however the distinctive attributes of American higher education decentralized administration pluralistic and research minded faculties and intense competition for government funding have become world standard Whether measured by Nobel and other prizes international applications for student admissions and faculty appointments or the results of academic surveys America's top research universities are the best in the world The Rise of American Research Universities provides a fresh historical interpretation of their ascendancy and a fresh comprehensive estimate of their scholarly achievement Hugh Davis Graham and Nancy Diamond question traditional methods of rating the reputation and performance of universities they offer instead an empirical analysis of faculty productivity based on research grants received published research and peer approval of that work Comparing the research achievements of faculty at more than 200 institutions they differ with most studies of higher education in measuring performance in every academic field from medicine to humanities and in analyzing data on research activity in terms of institutional size In this important and timely work Graham and Diamond reassess the success of American universities as research institutions and the role of public funding in their development from the expansionist golden years of the 1950s and 60s through the austerity measures of the 1970s and the entrepreneurial ethos of the 1980s to the budget crises universities face in the 1990s

Higher Education: Handbook of Theory and Research J.C. Smart, 2006-03-30 Published annually since 1985 the Handbook series provides an authoritative compendium of thorough and integrative literature reviews on a diverse array of topics of interest to the higher education scholarly and policy communities

Management of Research and Development Organizations Ravinder Kumar Jain, Harry C. Triandis, 1997 This edition has been completely revised The authors noted authorities in the field focus on ways to improve R D organization productivity and foster excellence in such companies They describe how to

design jobs organize hierarchies resolve conflicts motivate employees and create an innovative work environment Features extensive cross cultural coverage of European and Pacific Rim R D organizations and policies which greatly differ from the US Includes an entirely new section on various strategic planning elements unique to an R D organization along with a case study **Herman B Wells** James H. Capshew, 2012-04-30 Wells built an institution and in the process became one himself

Shakespeare, Einstein, and the Bottom Line David L. Kirp, 2009-06-30 How can you turn an English department into a revenue center How do you grade students if they are customers you must please How do you keep industry from dictating a university's research agenda What happens when the life of the mind meets the bottom line Wry and insightful Shakespeare Einstein and the Bottom Line takes us on a cross country tour of the most powerful trend in academic life today the rise of business values and the belief that efficiency immediate practical usefulness and marketplace triumph are the best measures of a university's success With a shrewd eye for the telling example David Kirp relates stories of marketing incursions into places as diverse as New York University's philosophy department and the University of Virginia's business school the high minded University of Chicago and for profit DeVry University He describes how universities brand themselves for greater appeal in the competition for top students how academic super stars are wooed at outsized salaries to boost an institution's visibility and prestige how taxpayer supported academic research gets turned into profitable patents and ideas get sold to the highest bidder and how the liberal arts shrink under the pressure to be self supporting Far from doctrinaire Kirp believes there's a place for the market but the market must be kept in its place While skewering Philistinism he admires the entrepreneurial energy that has invigorated academe's dreary precincts And finally he issues a challenge to those who decry the ascent of market values given the plight of higher education what is the alternative Table of Contents Introduction The New U Part I The Higher Education Bazaar 1 This Little Student Went to Market 2 Nietzsche's Niche The University of Chicago 3 Benjamin Rush's Brat Dickinson College 4 Star Wars New York University Part II Management 101 5 The Dead Hand of Precedent New York Law School 6 Kafka Was an Optimist The University of Southern California and the University of Michigan 7 Mr Jefferson's Private College Darden Graduate School of Business Administration University of Virginia Part III Virtual Worlds 8 Rebel Alliance The Classics Departments of Sixteen Southern Liberal Arts Colleges 9 The Market in Ideas Columbia University and the Massachusetts Institute of Technology 10 The British Are Coming and Going Open University Part IV The Smart Money 11 A Good Deal of Collaboration The University of California Berkeley 12 The Information Technology Gold Rush IT Certification Courses in Silicon Valley 13 They're All Business DeVry University Conclusion The Corporation of Learning Notes Acknowledgments Index Reviews of this book An illuminating view of both good and bad results in a market driven educational system David Siegfried Booklist Reviews of this book Kirp has an eye for telling examples and he captures the turmoil and transformation in higher education in readable style Karen W Arenson New York Times Reviews of this book Mr Kirp is both quite fair and a good reporter he has a keen eye for the important ways in

which bean counting has transformed universities making them financially responsible and also more concerned about developing lucrative specialties than preserving the liberal arts and humanities Shakespeare Einstein and the Bottom Line is one of the best education books of the year and anyone interested in higher education will find it to be superior Martin Morse Wooster Washington Times Reviews of this book There is a place for the market in higher education Kirp believes but only if institutions keep the market in its place Kirp s bottom line is that the bargains universities make in pursuit of money are inevitably Faustian They imperil academic freedom the commitment to sharing knowledge the privileging of need and merit rather than the ability to pay and the conviction that the student consumer is not always right Glenn C Altschuler Philadelphia Inquirer Reviews of this book David Kirp s fine new book Shakespeare Einstein and the Bottom Line lays out dozens of ways in which the ivory tower has leaned under the gravitational influence of economic pressures and the market Carlos Alcal Sacramento Bee Reviews of this book The real subject of Kirp s well researched and amply footnoted book turns out to be more than this volume s subtitle the marketing of higher education It is in fact the American soul Where will our nation be if instead of colleges transforming the brightest young people as they come of age they focus instead on serving their paying customers and chasing the tastes they should be shaping Where will we be without institutions that value truth more than money and intellectual creativity more than creative accounting Kirp says plainly that the heart of the university is the common good The more we can all reflect upon that common good not our pocketbooks or retirement funds but what is good for the general mass of men and women the better the world of the American university will be and the better the nation will be as well Peter S Temes San Francisco Chronicle Reviews of this book David Kirp s excellent book Shakespeare Einstein and the Bottom Line provides a remarkable window into the financial challenges of higher education and the crosscurrents that drive institutional decision making Kirp explores the continuing battle for the soul of the university the role of the marketplace in shaping higher education the tension between revenue generation and the historic mission of the university to advance the public good This fine book provides a cautionary note to all in higher education While seeking as many additional revenue streams as possible it is important that institutions have clarity of mission and values if they are going to be able to make the case for continued public support Lewis Collens Chicago Tribune Reviews of this book In this delightful book David Kirp tells the story of markets in U S higher education It should be read by anyone who aspires to run a university faculty or department Terence Kealey Times Higher Education Supplement The monastery is colliding with the market American colleges and universities are in a fiercely competitive race for dollars and prestige The result may have less to do with academic excellence than with clever branding and salesmanship David Kirp offers a compelling account of what s happening to higher education and what it means for the future Robert B Reich University Professor Brandeis University and former U S Secretary of Labor Can universities keep their purpose independence and public trust when forced to prove themselves cost effective In this shrewd and readable book David Kirp explores what happens when the pursuit of truth

becomes entwined with the pursuit of money Kirp finds bright spots in unexpected places for instance the emerging for profit higher education sector and he describes how some traditional institutions balance their financial needs with their academic missions Full of good stories and swift character sketches Shakespeare Einstein and the Bottom Line is engrossing for anyone who cares about higher education Laura D Andrea Tyson former Chair Council of Economic Advisers David Kirp wryly observes that maintaining communities of scholars is not a concern of the market His account of the state of higher education today makes it appallingly clear that the conditions necessary for the flourishing of both scholarship and community are disappearing before our eyes One would like to think of this as a wake up call but the hour may already be too late Stanley Fish Dean of the College of Liberal Arts and Sciences the University of Illinois at Chicago This is quite simply the most deeply informed and best written recent book on the dilemma of undergraduate education in the United States David Kirp is almost alone in stressing what relentless commercialization of higher education does to undergraduates At the same time he identifies places where administrators and faculty have managed to make the market work for not against real education If only college and university presidents could be made to read this book Stanley N Katz Center for Arts and Cultural Policy Studies Princeton University Once a generation a book brilliantly gives meaning to seemingly disorderly trends in higher education David Kirp s Shakespeare Einstein and the Bottom Line is that book for our time the early 21st century With passion and eloquence Kirp describes the decline of higher education as a public good the loss of university governing authority to constituent groups and external funding sources the two edged sword of collaboration with the private sector and the rise of business values in the academy This is a must read for all who care about the future of our universities Mark G Yudof Chancellor The University of Texas System David Kirp not only has a clear theoretical grasp of the economic forces that have been transforming American universities he can write about them without putting the reader to sleep in lively richly detailed case studies This is a rare book Robert H Frank Johnson Graduate School of Management Cornell University David Kirp wanders America s campuses and he wonders are markets management and technology supplanting vision values and truth With a large dose of nostalgia and a penchant for academic personalities he ponders the struggles and synergies of Ivy and Internet of industry and independence Wandering and wondering with him readers will feel the speed of change in contemporary higher education Charles M Vest President Massachusetts Institute of Technology

Defining Values for Research and Technology William T. Greenough, Philip J. McConnaughay, Jay P. Kesan, 2007 Since the end of the Cold War federal funding for research at American universities has sharply decreased while changes in federal policy have combined with the emergence of new high technology fields to make universities an attractive partner to private industry In thirteen insightful and wide ranging essays Defining Values for Research and Technology examines the modern research university in the throes of this transition While acknowledging the challenges of increased corporate funding its contributors argue that university industry partnerships have the potential to both benefit industrial expansion and enrich

academic life *A Data-Based Assessment of Research-Doctorate Programs in the United States (with CD)* Policy and Global Affairs, Board on Higher Education and Workforce, 2011-08-26 A Data Based Assessment of Research Doctorate Programs in the United States provides an unparalleled dataset that can be used to assess the quality and effectiveness of doctoral programs based on measures important to faculty students administrators funders and other stakeholders The data collected for the 2005 2006 academic year from more than 5 000 doctoral programs at 212 universities covers 62 fields Included for each program are such characteristics as faculty publications grants and awards student GRE scores financial support and employment outcomes and program size time to degree and faculty composition Measures of faculty and student diversity are also included The book features analysis of selected findings across six broad fields agricultural sciences biological and health sciences engineering physical and mathematical sciences social and behavioral sciences and humanities as well as a discussion of trends in doctoral education since the last assessment in 1995 and suggested uses of the data It also includes a detailed explanation of the methodology used to collect data and calculate ranges of illustrative rankings Included with the book is a comprehensive CD ROM with a data table in Microsoft Excel In addition to data on the characteristics of individual programs the data table contains illustrative ranges of rankings for each program as well as ranges of rankings for three dimensions of program quality 1 research activity 2 student support and outcomes and 3 diversity of the academic environment As an aid to users the data table is offered with demonstrations of some Microsoft Excel features that may enhance the usability of the spreadsheet such as hiding and unhiding columns copying and pasting columns to a new worksheet and filtering and sorting data Also provided with the data table are a set of scenarios that show how typical users may want to extract data from the spreadsheet PhDs org an independent website not affiliated with the National Research Council incorporated data from the research doctorate assessment into its Graduate School Guide Users of the Guide can choose the weights assigned to the program characteristics measured by the National Research Council and others and rank graduate programs according to their own priorities **Future of the American Public Research University** ,2007-01-01 Public research universities are an integral part of American society They play the leading role in educating future leaders in agriculture engineering the arts and sciences humanities business education and other professions Public research universities generate the new products processes inventions discoveries insights and interpretations that advance the human condition The dominant centers of higher education in many states public research universities are increasingly looked upon as major engines of economic development And through outreach they harness their human and intellectual capital to serve their sponsoring societies Yet state investment in public higher education is faltering and the role of public higher education is an area of ongoing debate This flagging support along with the growing perception that higher education is a private benefit rather than a public good has put public research universities at a crossroads With chapters by leading scholars this book tackles these challenging issues on learning resources on competition on the public and private benefits of public

research universities and on how best to create an environment for engaged learning It brings into one collection informed arguments on the key issues facing the American public research university and serves as a valuable resource to students scholars and policy makers who are concerned about the future of these national assets **American Higher Education Transformed, 1940--2005** Wilson Smith, Thomas Bender, 2008-03-04 Part IV Graduate Studies Introduction Graduate surveys and prospects 1 Bernard Berelson Graduate Education in the United States 1960 2 Allan M Cartter The Supply of and Demand for College Teachers 1966 3 Horace W Magoun The Cartter Report on Quality 1966 4 William Bowen and Julie Ann Sosa Prospect for Faculty in the Arts and Sciences 1989 5 Denise K Magner Decline in Doctorates Earned by Black and White Men Persists 1989 Improving the Status of Academic Women 6 AHA Committee on the Status of Women in the Profession the Rose Report 1970 Consequences of Democratization 7 Lynn Hunt Democratization and Decline 1997 Rethinking the Ph D 8 Louis Menand How to Make a Ph D Matter 1996 9 Robert Weisbuch Six Proposals to Revive the Humanities 1999 10 AAU Report on Graduate Education 1998 Future Faculty 11 James Duderstadt Preparing Future Faculty for Future Universities 2001 Part V Disciplines and Interdisciplinarity Introduction The Work of Disciplines 1 Thomas Kuhn The Structure of Scientific Revolutions 1962 2 Peter Galison How Experiments End 1987 3 Carl E Schorske The New Rigorism in the 1940s and 1950s 1997 4 David A Hollinger The Disciplines and the Identity Debates 1997 Area Studies 5 William Nelson Fenton Area Studies in American Universities 1947 Black Studies 6 Martin Kilson Reflections on Structure and Content in Black Studies 1973 7 Manning Marable We Need New and Critical Study of Race and Ethnicity 2000 Women s Studies 8 Nancy F Cott The Women s Studies Program Yale University 1984 9 Florence Howe Myths of Coeducation 1984 10 Ellen Dubois et al Feminist Scholarship 1985 11 Lynn v Regents of the University of California 1981 Interdisciplinarity 12 SSRC Negotiating a Passage Between Disciplinary Boundaries 2000 13 Marian Cleeves Diamond A New Alliance for Science Curriculum 1983 14 Margery Garber Academic Instincts 2001 Part VI Academic Profession Introduction The Intellectual Migration 1 Laura Fermi Illustrious Immigrants 1971 At Work in the Academy 2 Jack Hexter The Historian and His Day 1961 3 Steven Weinberg Reflections of a Working Scientist 1974 4 David W Wolfe on Carl Woese Tales from the Underground 2001 5 Adrienne Rich Taking Women Students Seriously 1979 6 Carolyn Heilbrun The Politics of Mind 1988 7 Lani Guinier Becoming Gentlemen 1994 Working in Universities Working in Business 8 Judith Glazer Raymo Academia s Equality Myth 2001 9 Michael McPherson and Gordon Winston The Economics of Academic Tenure 1983 10 American Historical Association Who is Teaching in U S College Classrooms 2000 and Breakthrough for Part Timers 2005 11 Lotte Bailyn Breaking the Mold 1993 Teachers as Labor and Management 12 NLRB v Yeshiva University 1980 13 Brown University 342 National Labor Relations Board 2004 Protocols and Ethics 14 Edward Shils The Academic Ethic 1982 15 Donald Kennedy Academic Duty 1997 16 Neil Smelser Effective Committee Service 1993 17 Ernest Boyer Scholarship Reconsidered 1990 18 Burton R Clark Small Worlds Different Worlds 1997 19 James F Carlin Restoring Sanity to an Academic World Gone Mad

1999 Part VII Conflicts on And Beyond Campus Introduction What Should the University Do 1 Students for a Democratic Society The Port Huron Statement 1964 2 Diana Trilling The Other Night at Columbia 1962 Campus Free Speech 3 Goldberg v Regents of the University of California 1967 A Learning Community 4 Paul Goodman The Community of Scholars 1962 5 Charles Muscatine Education at Berkeley 1966 6 Mario Savio The Uncertain Future of the Multiversity 1966 The Franklin Affair 7 John Howard and H Bruce Franklin Who Should Run the Universities 1969 8 H Bruce Franklin Back Where You Came From 1975 9 Franklin v Leland Stanford University 1985 10 Donald Kennedy Academic Duty 1997 Inquiries 11 Archibald Cox et al Crisis at Columbia 1968 12 William Scranton et al Report of the President s Commission on Campus Unrest 1970 Academic Commitment in Crisis Times 13 Sheldon Wolin Remembering Berkeley 1964 14 Kenneth Bancroft Clark Intelligence the University and Society 1967 15 Richard Hofstadter Commencement Address 1968 16 William Bouwsma On the Relevance of Paideia 1970 17 John Bunzel Six New Threats to the Academy How Colleges Change Adrianna Kezar, 2013-10-01 Higher education is in an unprecedented time of change and reform To address these challenges university leaders tend to focus on specific interventions and programs but ignore the change processes and the contexts that would lead to success Joining theory and practice How Colleges Change unmasks problematic assumptions that change agents typically possess and provides research based principles for approaching change Framed by decades of research this monumental book offers fresh insights into understanding leading and enacting change Recognizing that internal and external conditions shape and frame change processes Kezar presents an overarching practical framework that can be applied to any organizational challenge and context How Colleges Change is a crucial resource for aspiring and practicing campus leaders higher education practitioners scholars faculty and staff who want to learn how to apply change strategies in their own institutions Philosophy in Educational Research David Bridges, 2016-12-01 This book provides critical and reflective discussions of a wide range of issues arising in education at the interface between philosophy research policy and practice It addresses epistemological questions about the intellectual resources that underpin educational research explores the relationship between philosophy and educational research and examines debates about truth and truthfulness in educational research Furthermore it looks at issues to do with the relationship between research practice and policy and discusses questions about ethics and educational research Finally the book delves into the deeply contested area of research quality assessment The book is based on extensive engagement in empirically based educational research projects and in the institutional and professional management of research as well as in philosophical work It clarifies what is at stake in international debates around educational research and teases out the nature of the arguments and where argument permits the conclusions to which these point The book discusses these familiar themes using less predictable sources and points of reference such as codes of social obligation in contemporary Egypt and New Zealand the Soviet and the inspiration of the nineteenth century philosopher Abai in contemporary Kazakhstan seventeenth century France Pascal and the disputes

between Jesuits and Jansenites eighteenth century Italy Giambattista Vico and la scienza nuova educational magic in traditional Ethiopia and ends at a banquet with Socrates and dinner with wine and a conversation loving Montaigne The Public Research University Darrell R. Lewis, James C. Hearn, James Hearn, 2003-04-02 The Public Research University was written to help frame and stimulate debate on issues surrounding the changes underway within America's public research universities There is currently a general consensus that most of postsecondary higher education in the United States is under financial stress Declining public support for public subsidies to higher education and increasing public demand for other forms of public services have contributed to this stress These declines in resources have resulted in pressures for change in both policies and services Nowhere have these stresses been stronger than in the public research university The focus of this study is based on the University of Minnesota but they are clearly generalizable to most other public research universities

The Academic Library John Budd, 1998 Examining the academic library within a contextual framework of colleges universities and American society this work provides analysis of the institution's content and function Rather than concentrating on management issues this book emphasizes the structure organization decision making and operations of academic libraries **Change We Must** Matthew Goldstein, George Otte, 2019-09-05 A former chancellor and a lineup of stellar educators offer plans and ideas for making education work better for everyone College is too expensive for too many Politicians call for more financial support but approve less Underpaid overworked adjuncts teach vastly more than the star faculty members who drew students to campus Departments and administrations focus more on protecting their territories than on pedagogy or even management Technology is extolled and resisted hyped as the force that will utterly transform or deform education It seems clear that the American system of higher education is broken In a series of essays collected and edited by Matthew Goldstein credited with reviving the vast City University of New York and George Otte Director of Academic Technology at CUNY well respected and innovative educators offer solutions to the fiscal administrative pedagogical technical and political problems Among the solutions Break the centuries old models of brick and mortar education and replace it with online peer led and adaptive learning Re envision governance so even reluctant faculty and administrators can once again become invested in education rather than self interest Find innovative ways of promoting the changes American education so desperately needs including figuring out when and where students are most likely to learn With essays from such thought leaders as Cathy N Davidson Candace Thille Ray Schroeder James Hilton and Jonathan R Cole **Change We Must** is a must read for anyone wanting American higher education to succeed and thrive in these challenging times *Development and Society*, 2002 **Resources in Education**, 1998

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