

REMAKING
THE AMERICAN
UNIVERSITY
MARKET-SMART AND
MISSION-CENTERED



ROBERT ZEMSKY, GREGORY R. WEGNER, AND WILLIAM F. MASSY

Remaking The American University Market Smart And Mission Centered

Victor N. Shaw



Remaking The American University Market Smart And Mission Centered:

Remaking the American University Robert Zemsky, Gregory R. Wegner, William F. Massy, 2005 At one time universities educated new generations and were a source of social change Today colleges and universities are less places of public purpose than agencies of personal advantage Remaking the American University provides a penetrating analysis of the ways market forces have shaped and distorted the behaviors purposes and ultimately the missions of universities and colleges over the past half century The authors describe how a competitive preoccupation with rankings and markets published by the media spawned an admissions arms race that drains institutional resources and energies Equally revealing are the depictions of the ways faculty distance themselves from their universities with the resulting increase in the number of administrators which contributes substantially to institutional costs Other chapters focus on the impact of intercollegiate athletics on educational mission even among selective institutions on the unforeseen result of higher education s outsourcing a substantial share of the scholarly publication function to for profit interests and on the potentially dire consequences of today s zealous investments in e learning A central question extends through this series of explorations Can universities and colleges today still choose to be places of public purpose In the answers they provide both sobering and enlightening the authors underscore a consistent and powerful lesson academic institutions cannot ignore the workings of the markets The challenge ahead is to learn how to better use those markets to achieve public purposes *Leadership in Academic Libraries Today* Bradford Lee Eden, Jody Condit Fagan, 2014-03-14 Leadership in Academic Libraries highlights model examples of the move from leadership theory into actual practice A consideration of leadership theories provides a working vocabulary to facilitate discussions of abstract concepts while specific topical investigations and case studies illustrate those concepts and show the manner in which theories play out in practice Chapter authors speak from experience as well as theoretical grounding and include practitioners researchers and formal and informal leaders Topics include transformational leadership across generations developing a research agenda in library leadership methodologies for studying library leadership connections between leadership models and library focused research engaging with business psychology and educational administration literature leadership styles organizational culture the role of mentoring in leadership and the role of women in academic library leadership Two chapters highlight the dichotomy between positional leadership and socially constructed leadership roles The research methods used include case study survey and action research Extensive bibliographies for each chapter provide a solid foundation for further research Higher Education at Risk Sandra Featherman, 2023-07-03 Sandra Featherman believes that colleges are in denial about the severity of the threats to the current model of higher education Based on her own experience as a president as a trustee and as a board member who has worked in private and public universities and on interviews with the presidents of major institutions she offers both a trenchant analysis of those threats and clear prescriptions about the painful but necessary decisions that colleges need to make to ensure they remain viable

accessible and affordable and deliver a high quality education Sandra Featherman considers higher education to be at a game changing moment When markets don t function well as is the case with today s college marketplace with offerings that cost too much and return too little it opens the door to new types of suppliers who offer new ways of providing what students are looking for particularly the increasing cohort of mature working students In the face of new competitors for profit education companies technology start ups and foreign universities vying for international students trustees and senior level administrators are generally stuck in a traditional ethos and with decision making processes unsuited to these times They know what used to work and find it easier to follow old ways than to make the difficult transition to new ways of delivering education She lays out a strategy that emphasizes the centrality of students and how to provide them with the most effective learning environment that is clear eyed about focusing on the core missions and abandoning practices that constrain or impede them and that requires constant self monitoring to learn from and act upon what works She offers a blueprint for redesigning institutions for paring away what is unnecessary and cost ineffective and for adopting the best technologies all in the service of developing meaningful degree programs at an affordable price and widening access for under represented groups She ranges over the implications of budget decisions accreditation and MOOCs addresses government regulation and tuition costs presents promising new models and concludes with 11 key recommendations that should be heeded by all higher education administrators and trustees

The SAGE Encyclopedia of Quality and the Service Economy Su Mi Dahlgaard-Park, 2015-05-29 Society globally has entered into what might be called the service economy Services now constitute the largest share of GDP in most countries and provide the major source of employment in both developed and developing countries Services permeate all aspects of peoples lives and are becoming inseparable from most aspects of economic activity Quality management has been a dominating managerial practice since World War II With quality management initially associated with manufacturing industries one might assume the relevance of quality management might decrease with the emergence of the service economy To the contrary the emergence of the service economy strengthened the importance of quality issues which no longer are associated only with manufacturing industries but are increasingly applied in all service sectors as well Today we talk not only about product or service quality but have even expanded the framework of quality to quality of life and quality of environment Thus quality and services have emerged in parallel as closely interrelated fields The Encyclopedia of Quality and the Service Economy explores such relevant questions as What are the characteristics nature and definitions of quality and services How do we define quality of products quality of services or quality of life How are services distinguished from goods How do we measure various aspects of quality and services How can products and service quality be managed most effectively and efficiently What is the role of customers in creation of values These questions and more are explored within the pages of this two volume A to Z reference work

When the Pot Boils David A. Paul, When the Pot Boils examines the decline and near bankruptcy of Drexel University in the late 1980s and

early 1990s and its subsequent dramatic turnaround David A Paul provides an in depth analysis of the multiple factors that contributed to this process including the role of the market the academic culture corporate governance and key leaders of the institution Drexel s story of decline through years of student protests faculty conflicts a destructive labor strike and two failed presidencies is a parable of failed corporate governance and a warning of the challenges to colleges and universities in the increasingly competitive world of higher education Paul argues that for schools facing financial difficulties retrenchment strategies must be set aside in favor of the more difficult task of developing organizational missions and programs that matter in the marketplace *Reframing Retention Strategy for Institutional Improvement* David H. Kalsbeek,2013-03-18

Take an in depth look at the difficulty in gaining traction at the institutional level in improving student retention and degree completion rates especially at larger four year institutions where size complexity and multiplicity of structures and processes present particular challenges This volume offers a way for institutional leaders to better focus their time energy and resources in their retention effort by framing the way they think about it using the 4 Ps of retention strategy profile progress process and promise This simple framework challenges long standing traditional assumptions about student retention that can distract and dilute institutional efforts and helps keep those efforts sharply and singularly focused on improving retention and degree completion outcomes This is the 161st volume of this Jossey Bass series Addressed to higher education decision makers on all kinds of campuses New Directions for Higher Education provides timely information and authoritative advice about major issues and administrative problems confronting every institution **Education for Innovation** ,2008-01-01 In Education for Innovation Implications for India China and America distinguished thought leaders explore cutting edge questions such as Can inventiveness and ingenuity be taught and nurtured in schools and colleges What are the most effective educational strategies to promote these abilities How are vibrant economies driven by innovation What is the relationship between education for innovation and national competitiveness or economic development Focusing on the Worlds three most populous countries and largest economies this book provides a forum for international experts to address a range of critically important issues related to higher education and its role in creating innovative societies A wide diversity of educators policymakers and corporate representatives who are dependent on innovation as the well spring of their success will benefit from the perspectives provided by this volume The contributors critical analyses will be of value to higher education faculty and administrators government officials interested in innovation education policy and national economic and workforce development CEOs and other officials from the online education community and high tech corporate industries Recent focus in all three countries on higher education as a resource for national economic advancement makes the book especially timely **Organizing for Social Partnership** David J. Siegel,2010-05-25 Organizing for Social Partnership offers a model and a strategy for universities corporations government agencies nonprofits and other organizations interested in engaging in social partnerships This mode of collaboration provides a potentially powerful

arrangement for addressing large scale social issues of interest to higher education and other sectors **Handbook of Strategic Enrollment Management** Don Hossler, Bob Bontrager, 2014-10-20 Improve student enrollment outcomes and meet institutional goals through the effective management of student enrollments Published with the American Association for Collegiate Registrars and Admissions Officers AACRAO the Handbook of Strategic Enrollment Management is the comprehensive text on the policies strategies practices that shape postsecondary enrollments This volume combines relevant theories and research with applied chapters on the management of offices such as admissions financial aid and the registrar to provide a comprehensive guide to the complex world of Strategic Enrollment Management SEM SEM focuses on achieving enrollment goals and sustaining institutional revenue and serving the needs of students It provides insights into the ways SEM is practiced across four year institutions community colleges and professional schools More than just an enhanced approach to admissions and financial aid SEM examines the student's entire educational cycle From entry through graduation this volume helps SEM professionals and graduate students interested in enrollment management to anticipate change and balancing the goals of revenue access diversity and prestige The Handbook of Strategic Enrollment Management Provides an overview of the thinking of leading practitioners that comprise SEM organizations including marketing recruitment and admissions tuition pricing financial aid the registrar's role academic advising and retention Includes up to date research on current issues in SEM including college choice financial aid student persistence and the effective use of technology Guides readers creating strategic enrollment organizations that fit the unique history culture and policy context of your campus Strategic enrollment management has become one of the most important administrative areas in postsecondary education and it is being adopted in countries around the globe The Handbook of Strategic Enrollment Management is for anyone in enrollment management admissions financial aid registration and records orientation marketing and institutional research who wish to enhance the health and vitality of his or her institution It is also an excellent text for graduate programs in higher education and student affairs *College Made Whole* Chris W. Gallagher, 2019-09-24 How can universities shape creative adaptive integrated learners ready to confront the world This book's clear eyed optimism is a challenge to everyone in higher education American higher education is being torn apart Institutions curricula courses and faculty roles are being unbundled broken into constituent parts in the name of efficiency and cost savings As a result the college learning experience is fragmented and incoherent leaving graduates less and less equipped to confront the dire social problems that cause those divisions in the first place In *College Made Whole* Chris W. Gallagher lays bare the dangers of the dis integration of the college experience and shows how we can put higher education back together again The successful colleges and universities of the future Gallagher argues will be integrated coherently and cohesively designed to help students achieve a lifelong learning experience that is more than the sum of its parts Pushing back against pernicious dichotomies that frame much discussion of US higher education Gallagher critiques many of the

hottest educational trends including the overhyping of technological solutions rampant adjunctification the promotion of nondegree credentials as a suitable replacement for college degrees and the increasingly narrow focus on the vocational aims of a college education Investigating the purposes of higher education historically and today he suggests audacious proposals to enhance learning including reorganizing institutions reordering institutional priorities redesigning curricula and courses and rethinking edtech and learning technologies Lucidly written and packed with practical recommendations and real student stories *College Made Whole* will challenge higher education professionals and policy makers as well as anyone with a stake in the future of US higher education which is to say all of us who inhabit this fragile planet *Saving Alma Mater* James C. Garland, 2009-10-15 America's public universities educate 80% of our nation's college students But in the wake of rising demands on state treasuries changing demographics growing income inequality and legislative indifference many of these institutions have fallen into decline Tuition costs have skyrocketed class sizes have gone up the number of courses offered has gone down and the overall quality of education has decreased significantly Here James C Garland draws on more than thirty years of experience as a professor administrator and university president to argue that a new compact between state government and public universities is needed to make these schools more affordable and financially secure *Saving Alma Mater* challenges a change resistant culture in academia that places too low a premium on efficiency and productivity Seeing a crisis of campus leadership Garland takes state legislators to task for perpetuating the decay of their public university systems and calls for reforms in the way university presidents and governing boards are selected He concludes that the era is long past when state appropriations can enable public universities to keep their fees low and affordable *Saving Alma Mater* thus calls for the partial deregulation of public universities and a phase out of their state appropriations Garland's plan would tie university revenues to their performance and exploit the competitive pressures of the academic marketplace to control costs rein in tuition and make schools more responsive to student needs A much needed blueprint for reform based on Garland's real life successes as the head of Miami University of Ohio *Saving Alma Mater* will be essential for anyone concerned with the costs and quality of higher education in America today **Precipice or Crossroads?** Daniel Mark Fogel, Elizabeth Malson-Huddle, 2012-06-29 President Lincoln signed the Morrill Land grant Act in 1862 launching a nationwide project in public higher education that would build democracy prosperity and competitiveness to levels undreamed of 150 years ago As student costs skyrocket driven by steep drops in public funding the viability of that project like the nation itself is under threat In *Precipice or Crossroads* top experts in higher education address a broad range of issues central to the question of whether the quality of these institutions and of American life and democracy can be sustained *Affective Capitalism in Academia* Daniel Nehring, Kristiina Brunila, 2023-01-16 Drawing on affect theory and research on academic capitalism this book examines the contemporary crisis of universities Moving through 11 international and comparative case studies it explores diverse features of contemporary academic life from the colonality of academic

capitalism to performance management and the experience of being performance managed Affect has emerged as a major analytical lens of social research However it is rarely applied to universities and their marketisation Offering a unique exploration of the contemporary role of affect in academic labour and the organisation of scholarship this book considers modes of subjectivation professional and personal relationships and organisational structures and their affective charges Chapter 9 is available Open Access via OAPEN under CC BY NC ND licence

Revenue Generation Strategies: Leveraging Higher Education Resources for Increased Income Jeffrey W. Alstete, 2014-12-31 Achieving successful financial viability by broadening revenue sources is one of the most important issues facing colleges and universities today Increasing operating costs along with the reliance on traditional student tuition government support and philanthropy are challenging universities One way administration leaders and faculty are meeting this challenge is to establish supplemental revenue streams from a variety of other sources such as continuing education credit and noncredit certificates degree completion and upgrade programs study abroad domestic and international branch campuses distance education auxiliary services technology transfer and partnerships or alliances with other organizations These types of activities formerly considered secondary ventures are now integral to lasting and responsible financial strategic planning This monograph examines a wide variety of supplemental income options and opportunities as well as examples of restructuring financial planning schema While not negating the value of traditional college education these new revenue sources in fact lead to greater institutional effectiveness This is the 1st issue of the 41th volume of the Jossey Bass series ASHE Higher Education Report Each monograph is the definitive analysis of a tough higher education issue based on thorough research of pertinent literature and institutional experiences Topics are identified by a national survey Noted practitioners and scholars are then commissioned to write the reports with experts providing critical reviews of each manuscript before publication

Getting Sociology Right Neil J. Smelser, 2014-04-12 Neil J Smelser one of the most important and influential American sociologists traces the discipline of sociology from 1969 to the early twenty first century in *Getting Sociology Right A Half Century of Reflections* Examining sociology as a vocation and building on the work of Talcott Parsons Smelser discusses his views on the discipline of sociology and shows how his perspective of the field evolved in the postwar era

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* unmask 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 *Publicly Engaged Scholars* Margaret A. Post, Elaine Ward, Nicholas V. Longo, John Saltmarsh, 2023-07-03 The concern that the democratic purposes of higher education and its conception as a public good are being undermined with the growing realization that existing structures are unsuited to addressing today's complex societal problems and that our institutions are failing an increasingly diverse population all give rise to questioning the current model of the university This book presents the voices of a new generation of scholars educators and practitioners who are committed to civic renewal and the public purposes of higher education They question existing policies structures and practices and put forward new forms of engagement that can help to shape and transform higher education to align it with societal needs The scholars featured in this book make the case for public scholarship and argue that in order to strengthen the democratic purposes of higher education for a viable future that is relevant to the needs of a changing society we must recognize and support new models of teaching and research and the need for fundamental changes in the core practices policies and cultures of the academy These scholars act on their values through collaboration inclusiveness participation task sharing and reciprocity in public problem solving Central to their approach is an authentic respect for the expertise and experience that all stakeholders contribute to education knowledge generation and community building This book offers a vision of the university as a part of an ecosystem of knowledge production addressing public problems with the purpose of advancing a more inclusive deliberative democracy and explores the new paradigm for teaching learning and knowledge creation necessary to make it a reality **Ethics at the Heart of Higher Education** C. R. Crespo, Rita Kirk, 2020-08-26 Today's college students have more knowledge available to them than can be absorbed mastery of a subject area creates siloes where nearly every course is tailored to comprehending subject matter that may be outdated before they graduate But learning is more than subject matter expertise Our fast paced environment requires instantaneous reactions to complex questions Our instant messaging age champions quick response over reflection or thought even the president governs by Twitter Yet the ethical dilemmas are no less complex than the subject matter cyber security prison reform labor rights abortion artificial intelligence or gun laws are common table topics over lunch Struggling through that complexity is central to understanding its implications for our culture This book brings together some of the leading ethicists in the country to consider the rightful place of ethics in the university today The authors make the case that higher education has a special duty to empower students to cultivate their character ethically assess situations and prepare them for an increasingly complex world With contributions from Mary Camp Alexander Cole Charles E Curran Robert J Howell D Stephen Long Robin Lovin Richard O Mason William F May Thomas Wm Mayo John Sadler *In View of Academic Careers and Career-Making Scholars* Victor N. Shaw, 2008-03-01 This volume connects career making to the general social context in which it takes place career making individuals to the large institutional establishment in which they operate and specifically career academicians

to the overall knowledge enterprise from which they draw their intellectual inspiration on which they build their career achievements and to which they contribute their personal talents The main purpose is to explore what academic institutions the knowledge enterprise and the society as a whole can and ought to do to enhance productivity facilitate performance and improve experience of individual academicians in their career making endeavor Although various innovative ideas are presented to improve normal procedures or standard processes throughout academia answers to this focal question often lie in different levels of organizational units involved in academic operation That is what should a department do for its faculty a college for its departments a university for its colleges an association for its member organizations or a government for its academic institutions in the best interest of the latter Similarly although reformative measures are proposed to the attention of established entities or institutionalized systems change within the existing situation or practice to a large degree depends upon how people in various social roles relate to each other in attitude as well as in behavior when they perform their specific job In other words what should a professor do for graduate students a senior scholar for junior colleagues a chair for faculty members a dean for chairs a university chancellor for deans an editor for authors or an association president for the general membership from the due perspective of the latter The logic or legitimacy of examining this focal question and its organizational unit and social role is clear a shining academician owes much to the support of his or her assistants students and followers a rising university builds on the productivity of its individual divisions and a thriving knowledge enterprise depends upon the success of individual career making scholars Beyond its own functionality and success by division of labor the higher level or the larger system has an inescapable responsibility to ensure that individual players or components therein grow develop and perform to the best of their potential In content this volume consists of sixteen chapters Chapter 1 identifies main pathways and stages in academic careers Chapters 2 5 focuses on the career process exploring major requirements that an academician has to work on and fulfill in his or her career making endeavor These requirements include educational preparation job search institutional placement and professional networking Chapters 6 15 centers on the career structure examining essential elements that a scholar has to build and maintain in his or her career identity These elements range from the academic degree position publication teaching presentation service grants awards and membership in academic associations to tenure The last chapter capitalizes on the curriculum vitae as a miniature of the academic personality that a career professional must present to the community of scholarship

Reconstructing the “Uni-versity”

Harvey J. Graff, 2025-09-14 Slogans myths and isolated anecdotes are inadequate substitutes for documented history and contextual understanding Literature on the history of higher education is dominated by ahistorical and contextually ignorant slogans Seldom acknowledged in discussions of the decline or failure of the modern university is 1 how long it has been going on at least since the 1960s and 2 universities own complicity in this long complicated and contradictory process Myths intertwine inseparably with slogans to echo yet another lost cause Our collective as well as individual pasts provide essential

lessons if we know how to read and learn from them More complicated is imagining a plausible better future for universities
In *Reconstructing the University From the Ashes of the Mega and Multi university to the Futures of Higher Education* Harvey J
Graff bringing experience from over 50 years as a professor provides an accurate history of higher education redefining the
issues and terms to establish a new agenda

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