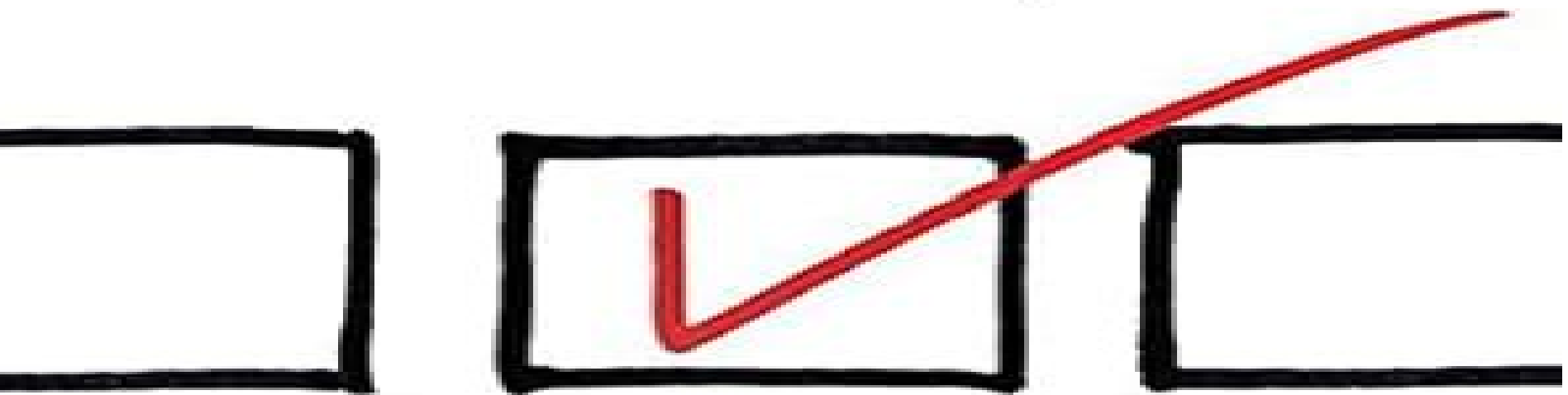


# CHECKLIST FOR CHANGE

Making American Higher Education  
a Sustainable Enterprise



ROBERT ZEMSKY

# Checklist For Change Making American Higher Education A Sustainable Enterprise

**N Noddings**



## **Checklist For Change Making American Higher Education A Sustainable Enterprise:**

*Checklist for Change* Robert Zemsky, 2013-08-20 Almost every day American higher education is making news with a list of problems that includes the incoherent nature of the curriculum the resistance of the faculty to change and the influential role of the federal government both through major investments in student aid and intrusive policies *Checklist for Change* not only diagnoses these problems but also provides constructive recommendations for practical change Robert Zemsky details the complications that have impeded every credible reform intended to change American higher education He demythologizes such initiatives as the Morrill Act the GI Bill and the Higher Education Act of 1972 shedding new light on their origins and the ways they have shaped higher education in unanticipated and not commonly understood ways Next he addresses overly simplistic arguments about the causes of the problems we face and builds a convincing argument that well intentioned actions have combined to create the current mess for which everyone is to blame Using provocative case studies Zemsky describes the reforms being implemented at a few institutions with the hope that these might serve as harbingers of the kinds of change needed the University of Minnesota at Rochester's compact curriculum in the health sciences only Whittier College's emphasis on learning outcomes and the University of Wisconsin Oshkosh's coherent overall curriculum In conclusion Zemsky describes the principal changes that must occur not singly but in combination These include a fundamental recasting of federal financial aid new mechanisms for better channeling the competition among colleges and universities recasting the undergraduate curriculum and a stronger more collective faculty voice in governance that defines not why but how the enterprise must change

**Checklist for Change** Robert Zemsky, 2013 *Checklist for Change* diagnoses the problems in American higher education today and describes principal reforms that must occur in combination in order for it to remain a vital enterprise a fundamental recasting of federal financial aid new mechanisms for better channeling the competition among colleges and universities recasting the undergraduate curriculum and a stronger more collective faculty voice in governance that defines not why but how the enterprise must change

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Change Leadership in Higher Education Jeffrey L. Buller, 2014-12-02 Initiate innovation and get things done with a guide to the process of academic change Change Leadership in Higher Education is a call to action urging administrators in higher education to get proactive about change The author applies positive and creative leadership principles to the issue of leading change in higher education providing a much needed blueprint for changing the way change happens and how the system reacts Readers will examine four different models of change and look at change itself through ten different analytical lenses to highlight the areas where the current approach could be beneficially altered The book accounts for the nuances in higher education culture and environment and helps administrators see that change is natural and valuable and can be addressed in creative and innovative ways The traditional model of education has been disrupted by MOOCs faculty unions online instruction helicopter parents and much more leaving academic leaders accustomed to managing change Leading change however is unfamiliar territory This book is a guide to being proactive about change in a way that ensures a healthy future for the institution complete with models and tools that help lead the way Readers will learn to lead change instead of simply managing it Examine different models of change and redefine existing approaches Discover a blueprint for changing the process of change Analyze academic change through different lenses to gain a wider perspective Leading change involves some challenges but this useful guide is a strong conceptual and pragmatic resource for forecasting those challenges and going in prepared Administrators and faculty no longer satisfied with the status quo can look to Change Leadership in Higher Education for real actionable guidance on getting change accomplished

*The Design of the University* Heinz-Dieter Meyer, 2016-10-04 What is the reason for the American university's global preeminence How did the American university succeed where the development of the German university from which it took so much stalled In this closely argued book Meyer suggests that the key to the American university's success is its institutional design of self government Where other university systems are dependent on the patronage of state church or market the American university is the first to achieve true autonomy which it attained through an intricate system of engagements with societal actors and institutions that simultaneously act as amplifiers of its impact and as checks on the university's ever present corrosive tendencies Built on a searching analysis of the design thinking of Wilhelm von Humboldt and Adam Smith and closely tracing the learning process by which Americans adapted the German model The Design of the

University dismisses efforts to copy superficial features of the American university in order to achieve world class rank  
Calling attention to the design details of the university and the particulars of its institutional environment this volume identifies the practices and choices that produced the gold standard for today's world class higher education     **Beyond the Conservatory Model** Michael Stepniak, Peter Sirotnin, 2019-09-05 Amid enormous changes in higher education audience and music listener preferences and the relevant career marketplace music faculty are increasingly aware of the need to reimagine classical music performance training for current and future students But how can faculty and administrators under urgent pressure to act be certain that their changes are effective strategic and beneficial for students and institutions In this provocative yet measured book Michael Stepniak and Peter Sirotnin address these questions with perspectives rooted in extensive experience as musicians educators and arts leaders Building on a multidimensional analysis of core issues and drawing upon interviews with leaders from across the performing arts and higher education music fields Stepniak and Sirotnin scrutinize arguments for and against radical change illuminating areas of unavoidable challenge as well as areas of possibility and hope An essential read for education leaders contemplating how classical music can continue to thrive within American higher education     **American Higher Education** Christopher Roellke, Jennifer King Rice, 2022-03-01 This series provides a scholarly forum for interdisciplinary research on the financing of public private and higher education in the United States and abroad The series is committed to disseminating high quality empirical studies policy analyses and literature reviews on contemporary issues in fiscal policy and practice Each themed volume is intended for a diversity of readers including academic researchers students policy makers and school practitioners The first volume in the series Fiscal Policy in Urban Education addressed the continuing challenge of large complex urban school systems to operate both equitably and efficiently Guest edited by Faith Crampton and David Thompson the second volume in our series Saving America's School Infrastructure examined the relationship between the physical environment of schools and student achievement The third volume High Stakes Accountability in Education Implications for Resources and Capacity compiled a diversity of research studies focused local state and national efforts to respond to the reauthorization of the federal Elementary and Secondary Education Act commonly referred to as No Child Left Behind NCLB In this fourth volume attention is turned to both theoretical and pragmatic concerns in American higher education During the final stages of the preparation of this manuscript our schools colleges and universities have been confronted with what can be referred to as a once in a century set of challenges As the global COVID 19 pandemic penetrated the United States in early 2020 colleges and universities have scrambled to address this ongoing public health crisis Emergency task forces were established campuses were shut down faculty moved their instruction to virtual formats and the entire higher education industry braced itself for the financial fallout In addition to having to invest additional resources in classroom technology ventilation and personal protective equipment colleges and universities continue to respond to revenue shortfalls including reductions in both tuition and room

and board revenue This financial landscape requires judicious policy making and research informed practice With this in mind contributing authors were asked to pay specific attention to contemporary challenges and opportunities during a pivotal period in America s colleges and universities The contributing authors were asked to think of policymakers and practitioners at local state and national levels as the intended audiences for their work Our contributors responded with a collection of studies examining the impact of federal and state policymaking on higher education finance and on specified educational outcomes and practices Throughout the volume particular attention is paid to issues of equity and adequacy in American higher education including the deployment of incentives and structures that support the access and achievement of traditionally underrepresented students

*Making Sense of the College Curriculum* Robert Zemsky, Gregory R Wegner, Ann J. Duffield, 2018-06-08 No detailed description available for Making Sense of the College Curriculum

*The University Unfettered* Ian F. McNeely, 2025-05-13 The public university as we once knew it is gone and never coming back After generations of fickle state support public universities behave more and more like their private counterparts charging what the market will bear offering what consumers demand competing relentlessly with peers and managing their own priorities But looking back on how we got here offers surprising reassurance U S public universities emerged largely intact after a decade of disruption bookended by a financial crisis and a pandemic Resisting widespread calls for corporate reinvention or disruptive innovation they hewed to their core missions If anything exposure to the rigors of competition only enhanced their longstanding commitments to the public good The University Unfettered tells the story of a single public research university that was a generation ahead of its peers in repositioning itself for an independent future It answers eight fundamental questions about how any contemporary university balances competing missions questions about how money is spent how education and knowledge are pursued and how decisions get made Each chapter blends deeply informed reconstruction of strategic decisions at one university with concise analyses of the entire sector An unparalleled account of how a typical public university really works this book makes a timely and distinctive case for the nonelite institutions that educate the vast majority of America s college students Rebutting critiques from both left and right it offers a refreshingly optimistic outlook on higher education today

**Disability and Equity in Higher Education Accessibility** Alphin, Jr., Henry C., Lavine, Jennie, Chan, Roy Y., 2017-03-24 Education is the foundation to almost all successful lives It is vital that learning opportunities are available on a global scale regardless of individual disabilities or differences and to create more inclusive educational practices Disability and Equity in Higher Education Accessibility is a comprehensive reference source for the latest scholarly material on emerging methods and trends in disseminating knowledge in higher education despite traditional hindrances Featuring extensive coverage on relevant topics such as higher education policies electronic resources and inclusion barriers this publication is ideally designed for educators academics students and researchers interested in expanding their knowledge of disability inclusive global education

**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

**Reshaping the University** David Palfreyman, Ted Tapper, 2014-06-12 The global economic crisis has required governments across the globe to reconsider their spending priorities It is within this demanding economic context that higher education systems have been steadily restructured with in many ways the English model in the vanguard of change This book focuses in particular upon the policy of removing almost entirely public support for the payment of student fees This has emerged from a steady process of change which has broad political support and is underwritten by the idea that higher education is now seen more as a private than a public good As this shift has occurred not a new innovation but rather a return to what once prevailed as more of a market in English higher education so the relationship between government and the higher education has evolved with the latter now attempting to steer the development of the system through a state regulated market The book has a strong comparative dimension that draws upon US higher education to illustrate both the possible advantages and potential hazards to the marketization strategy It concludes that any such strategy needs to be accompanied by state regulation if it is to function effectively particularly to stimulate price competition encourage innovation from new entrants and provide

consumer protection for students paying high fees

**Higher Education in the Digital Age** Annika Zorn, Jeff

Haywood, Jean-Michel Glachant, 2018 The European higher education sector is moving online but to what extent Are the digital disruptions seen in other sectors of relevance for both academics and management in higher education How far are we from fully seizing the opportunities that an online transition could offer This insightful book presents a broad perspective on existing academic practices and discusses how and where the move online has been successful and the lessons that can be learned

**Unprofitable Schooling** Todd J. Zywicki, Neal P. McCluskey, 2019-02-12 Most economies advance by simultaneously decreasing costs and increasing quality Unfortunately when it comes to higher education this has been turned on its head Costs keep rising while quality declines How has this happened What can be done This exceptional volume looks at the issues facing higher education from the perspective of both economics and history Each chapter explores how the lessons learned from market competition in other sectors of the economy can be applied to higher education in order to bring about innovation improved quality and lower costs The opening section offers a history of for profit education before the Morrill Act the federal legislation that funded land grant universities reviews the Act s impact and concludes with an exploration of federal student aid and how it prevents new funding options from entering the market Section two examines higher education as it stands today what is driving up college prices tenure administrative bloat and university governance And the concluding third section shows how robust competition in higher education can be energized and takes a deep look at for profit vs non profit institutions Unprofitable Schooling provides a sober and informative assessment of the state of higher education critically covering historical assumptions increasing government involvement reflexive aversion to profit and other maybe unexpected conclusions

*The University of Chicago* John W. Boyer, 2015-09-23 One of the most influential institutions of higher learning in the world the University of Chicago has a powerful and distinct identity and its name is synonymous with intellectual rigor With nearly 170 000 alumni living and working in more than 150 countries its impact is far reaching and long lasting With *The University of Chicago A History* John W Boyer Dean of the College since 1992 presents a deeply researched and comprehensive history of the university Boyer has mined the archives exploring the school s complex and sometimes controversial past to set myth and hearsay apart from fact The result is a fascinating narrative of a legendary academic community one that brings to light the nature of its academic culture and curricula the experience of its students its engagement with Chicago s civic community and the conditions that have enabled the university to survive and sustain itself through decades of change Boyer s extensive research shows that the University of Chicago s identity is profoundly interwoven with its history and that history is unique in the annals of American higher education After a little known false start in the mid nineteenth century it achieved remarkable early successes yet in the 1950s it faced a collapse of undergraduate enrollment which proved fiscally debilitating for decades Throughout the university retained its fierce commitment to a distinctive intense academic culture marked by intellectual merit and free debate allowing it to rise to



international acclaim Today it maintains a strong obligation to serve the larger community through its connections to alumni to the city of Chicago and increasingly to its global community Published to coincide with the 125th anniversary of the university this must have reference will appeal to alumni and anyone interested in the history of higher education of the United States

**Shared Governance in Higher Education** Sharon F. Cramer, 2017-11-01 Offers valuable insights into the governance process in higher education Shared Governance in Higher Education Set Volumes 1 2 and 3 Building on the resources offered in the first volume of this series this second volume offers governance members leaders and other academics valuable insights into the governance process in higher education In a chapter drawn from his keynote address at the March 2015 SUNY Voices conference Steven Bahls president of Augustana College provides a critical study of institutions of higher education Nine additional chapters offer a thorough analysis of academic processes that are usually hidden from view including development of a sexual assault policy faculty review of administrators and successful use of task forces Contributors describe subtle considerations and compromises which effective governance leaders can incorporate into collaborations leading to effective outcomes Readers of this volume will better understand how to avoid pitfalls of their own as contributors illustrate hard earned wisdom and lessons learned Practical insights and guidelines on leadership development budget development involving governance leaders and mentoring are provided This volume will provide readers faculty staff students and administrators with the pragmatic resources they need to recognize and resolve governance challenges on their own campuses

*Strategic Transformation of Higher Education* Stewart E. Sutin, W. James Jacob, 2016-09-23 Strategic Transformation of Higher Education examines the broken revenue driven business model characteristic of higher education in an environment that demands greater access more affordable tuition accountable leaders and faculty who deliver a consistently high quality of relevant education The authors demonstrate that enduring business models must support institutional academic missions and that they are integral to systemic and strategic transformation by diagnosing the case for change and offering a practitioners guide for reform This book surveys deficient government education policies practices and funding formulas of select countries and offers remedies It identifies impediments to change along with ways to develop and deliver evidence based solutions to improve institutional effectiveness and operating efficiencies and it cites exemplars of change in these areas Special attention is given to leadership attributes requisite of driving institutional redesign and to a paradigm shift that calls for transition from knowledge creation to plan implementation Strategic Transformation of Higher Education emphasizes a collective need for reflection a will to consistently question prevailing assumptions and the courage to afford practical application to innovation

Shared Governance in Higher Education, Volume 2 Sharon F. Cramer, 2017-10-26 Offers valuable insights into the governance process in higher education Building on the resources offered in the first volume of this series this second volume offers governance members leaders and other academics valuable insights into the governance process in higher

education In a chapter drawn from his keynote address at the March 2015 SUNY Voices conference Steven Bahls president of Augustana College provides a critical study of institutions of higher education Nine additional chapters offer a thorough analysis of academic processes that are usually hidden from view including development of a sexual assault policy faculty review of administrators and successful use of task forces Contributors describe subtle considerations and compromises which effective governance leaders can incorporate into collaborations leading to effective outcomes Readers of this volume will better understand how to avoid pitfalls of their own as contributors illustrate hard earned wisdom and lessons learned Practical insights and guidelines on leadership development budget development involving governance leaders and mentoring are provided This volume will provide readers faculty staff students and administrators with the pragmatic resources they need to recognize and resolve governance challenges on their own campuses

**The Instruction Myth** John Tagg, 2019-04-05 Higher education is broken and we haven't been able to fix it Even in the face of great and growing dysfunction it seems resistant to fundamental change At this point can anything be done to save it The Instruction Myth argues that yes higher education can be reformed and reinvigorated but it will not be an easy process In fact it will require universities to abandon their central operating principle the belief that education revolves around instruction easily measurable in course syllabi credits and enrollments Acclaimed education scholar John Tagg presents a powerful case that instruction alone is worthless and that universities should instead be centered upon student learning which is far harder to quantify and standardize Yet as he shows decades of research have indicated how to best promote student learning but few universities have systematically implemented these suggestions This book demonstrates why higher education must undergo radical change if it hopes to survive More importantly it offers specific policy suggestions for how universities can break their harmful dependence on the instruction myth In this extensively researched book Tagg offers a compelling diagnosis of what's ailing American higher education and a prescription for how it might still heal itself

**The College Stress Test** Robert Zemsky, Susan Shaman, Susan Campbell Baldrige, 2020-02-25 Provides an insightful analysis of the market stresses that threaten the viability of some of America's colleges and universities while delivering a powerful predictive tool to measure an institution's risk of closure In The College Stress Test Robert Zemsky Susan Shaman and Susan Campbell Baldrige present readers with a full frank and informed discussion about college and university closures Drawing on the massive institutional data set available from IPEDS the Integrated Postsecondary Education Data System they build a stress test for estimating the market viability of more than 2 800 undergraduate institutions They examine four key variables new student enrollments net cash price student retention and major external funding to gauge whether an institution is potentially at risk of considering closure or merging with another school They also assess student body demographics to see which students are commonly served by institutions experiencing market stress The book's appendix includes a powerful do it yourself tool that institutions can apply using their own IPEDS data to understand their level of risk The book's underlying statistical analysis makes clear

that closings will not be nearly as prevalent as many prognosticators are predicting and will in fact impact relatively few students. The authors argue that just 10 percent or fewer of the nation's colleges and universities face substantial market risk while 60 percent face little or no market risk. The remaining 30 percent of institutions the authors find are bound to struggle. To thrive, the book advises, these schools will need to reconsider the curricula they deliver, the prices they charge, and their willingness to experiment with new modes of instruction. The College Stress Test provides an urgently needed road map at a moment when the higher education terrain is shifting. Those interested in and responsible for the fate of these institutions will find in this book a clearly defined set of risk indicators, a methodology for monitoring progress over time, and an evidence-based understanding of where they reside in the landscape of institutional risk.

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