

**Boston University AP 612 Summer Session I 2010**  
**“Governance and Decision-Making in Higher Education”**

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Texts: Henry Rosovsky THE UNIVERSITY: AN OWNERS MANUAL, Norton, 1990  
(recommended, not required)  
Sol Gittelman, AN ENTREPRENEURIAL UNIVERSITY, Tufts University  
Press, (U Press of New England) 2004 (required reading)

The governance (and control) of higher education differs dramatically from corporate governance, and varies between public and independent colleges and universities. Decision-making often involves faculty, trustees, administrators, students, alumni and other stakeholders, including government agencies. This course explores the challenges, opportunities and dilemmas of higher education leadership. You should assume that you might be asked on short notice to be special assistant to a new president who has never worked on a campus before.

1. Each student must read and review two accreditation self studies, preferably for the New England Association of Schools and Colleges (NEASC, online) to see how a college or university evaluates closely the mission, organization, shared governance, tenure, faculty roles, trustee duties and related issues of responsibilities. Each person will report on the challenges facing the chosen adopted college, or key portions of the self-criticism, in class. **20% of grade**
2. Each student will read, with the approval of the instructor, two books, one on governance and one on higher education leadership. Students will write a 6-12 page critique and commentary. Due dates June 7 and June 16th. One may be Sol Gittleman’s AN ENTREPRENEURIAL UNIVERSITY since the author will address the class June 7. **20% of grade**
3. Each student will work with two others to prepare a ten-minute presentation on a “live contemporary problem” confronting a college. *Requires 1 or 2 meetings outside of class, in lieu of May 28 class.* **20% of grade**
4. Each will read and analyze three (Harvard) college case studies. The key questions are “What is the real issue? What are the available options? What could have been avoided? What should be done next, to whom and why?” Outline a plan of action, including costs. Write all of this up. **15% of grade**
5. You will write a research paper on a decision topic on lowering the cost of education, ideas provided by the instructor the second Monday of class. Due the last day of class, June 23. **25% of grade**

Keep in touch by email. I am at [Edvisors@AOL.COM](mailto:Edvisors@AOL.COM)

AP 612 CLASS SCHEDULE Summer Session I, 2010

May 19 Course Introduction (Katherine Meyer, SED Doctoral Candidate)  
Study Assignments, Definition of terms  
Groups meet to begin planning for presentations

Site visit to New England College of Business  
10 High Street, 2<sup>nd</sup> floor (near South Station)  
Focus on accreditation, new program decisions, outcomes  
assessment

May 24 History of Governance in higher education (public, independent)  
The players in the process. Harvard, Tufts, UMass, BU, others  
Discussion of the college and university presidency  
Background, role, organization and responsibilities  
Legal authority and implications  
Ideas about Institutional Governance  
*Case: Midstate University Business School*

May 26 Governing Boards, Expert, Dan Daly, former Vice Chair Mount  
Ida College. Role of trustees in decision-making, personnel,  
finance.  
**1st presentation due.**

*In lieu of May 28 class, each of the five teams will meet outside class to prepare  
their case presentations.*

June 2 Discussion of faculty service requirements  
Background, roles, organization, responsibilities  
*Case: Crisis at Wesleyan University*  
**2nd presentation due**

June 7 Presidents and provosts. Guest, former Tufts Provost Sol  
Gittleman, author AN ENTREPRENEURIAL UNIVERSITY.  
Planning, fundraising, leadership styles, and emergence of  
Executive VP role  
**FIRST BOOK REPORT DUE**

June 9 *Case: Mascot Debate at Rolling Hills*  
**3rd presentation due**

June 14 Facilities and community conflicts Ken Quigley, President of  
Curry College.  
**4th presentation due**

June 16	Vice-President Paul Clemente, Bentley University CFO (former Comptroller, BU, and former CFO Woods Hole Oceanographic Institute) <b>5th presentation due</b> <b>SECOND BOOK REPORT DUE</b>
June 21 or 22	Mascot Debate at Rolling Hills
June 23	Final Session Other reports. Summary session. Evaluation and reflections.

Advice on reading accreditation self-studies. What to look for:

1. Universities and colleges must have a mission. Is it distinctive? Does it describe a niche different from other schools? How could success be identified?
2. What is the planning process? The structure of evaluation, especially of educational goals and outcomes. How do they know?
3. Do they admit any weaknesses? Acknowledge possible improvements?
4. How much needs to be done to improve student services, facilities, funding?
5. Does the study present ideas on what the next five or ten years might look like or could be? How plausible are the Projections?
6. If you were on a visiting review team, would this document be mildly or very helpful? Will the self- study process help them make resource and program decisions?

Group Presentations Summer Session I 2010

**1st Presentation May 26**

Identify methods that a Board of Trustees might use to evaluate individual performances of board members, and the board as a whole? What questions should be asked? How would you evaluate the responses? How would you correct negative evaluations? Who is responsible for managing the board?

**2nd Presentation June 2**

The struggling liberal arts college continues to operate at a deficit. The faculty has not had a salary increase in three years. The American Garment Workers union has sent in an organizer to collect signature cards. How will the selection of a bargaining unit work? Will unionization affect governance? Is a defense possible?

**3rd Presentation June 9**

The Faculty Senate elections will be held in a few months. At this point candidates have not accepted nominations and faculty members have not

volunteered to serve on committees, except the Social Committee. Why is this crisis? What committees are essential? What can the Dean of Faculty do about it?

**4th Presentation      June 14**

The decision to build a new college dorm has been made. The students like the looks of the eight-story building, the courtyard, basketball and well-lit tennis courts. But the neighbors hear about the plan, and start to protest, taking their concerns to town officials. How does the college plan a response? How long does it take? Describe the process and who is involved?

**5th Presentation      June 21**

Western Governors University needs to prepare for an accreditation self study. All courses are on line. Faculty members from many different colleges teach courses. How would you organize for a self-study? How can you meet the accreditation requirements? What kind of admissions, marketing standards might be imposed? What is unique or special about WGU?

**TOPICS FOR PAPERS**

Select a type of solution to the topic “High Cost of College Education”:

1. Work Colleges (Berea etc.)
2. On Line Degree Programs (Kaplan, Nova, Penn State)
3. Community Colleges for the first two years
4. Military programs, Academies, ROTC, the Guard, GI Bill
5. Corporate Universities (Motorola etc.)
6. Study Abroad, with lower tuition colleges
7. No Frills Colleges (BYU Idaho, SNHU Salem)
8. For Profit Colleges

Starting research questions: What is the format? Why Less Expensive? What are the advantages and disadvantages? Could states or federal agencies encourage these? What decisions required? How big are they now? How large could they grow?