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| Nota di contenuto | The Higher Education Scene In America; Contents; Preface; Chapter 1 Higher Education in a Free Society; A. The Academic and Employability Missions; B. Sources of Power and their Relationship to the Mission; C. Online Learning and MOOCs as they Relate to the Mission: For-Profit Academic Institutions; Chapter 2 Formal Authority and Diffusion of Power; A. Moral Power and Implementing Decisions; B. Power Centers; C. Formal Authority and Diffusion of Power; D. The Challenge of Achieving Consensus; Chapter 3 The Academic Pecking Order and Unionization of the Academic Staff A. The Doctoral Degree and the Research Mission B. The Teaching Mission; C. Staffing Profiles; D. Academic Snobbery; E. The Arts & Sciences and the Professional Schools; F. The Power of Tenured and Tenure-Track Faculty; G. The Empowered Faculty and Unionization; H. Contingent Faculty and Graduate Teaching Assistants; Chapter 4 The Budgetary Challenge and Fiscal Responsibility; A. Importance; B. Characteristics of a Financially Healthy University or College; C. Budgeting for the Future: The NYU Case; D. Balancing Revenues and Expenditures; E. Mistakes to be Avoided Chapter 5 The Fundraising Challenge A. Fundraising as a "Calling"; B. Fundraising as a Profession; C. Lobbying as a Profession; D. The |

Economic Environment and Fundraising; E. Fundraising Guidelines; F. Tips for Approaching Individual Donors; Chapter 6 Other Aspects of Fundraising; A. Enhancing Revenues through Executive Education; B. Institutes and Centers as Fundraising Instruments; C. Creating Other Resources to Support the Academic Mission; D. Fundraising as a Source of Leadership Power; E. Fundraising from Public Sources
F. Endowments in Public and Private Universities and Colleges: Some Implications
G. The Role of Endowments: A Challenge in Budgetary Policy; H. A Comparative Analysis; Chapter 7 Conflicts of Interest and Division I Sports; A. Conflicts of Interest: Nature and a Guide to Policy; B. Compensation Differences, Perceptions of Inequity, and External Markets; C. External Markets: The Special Challenge of Division I Sports Programs; Chapter 8 Service Functions: A Secondary Source of Threats to the Academic Mission; A. The Need for Support Services: The Growth Picture
B. Using University Support Functions as a Laboratory for Students
C. Outsourcing Service Functions; D. Unionization of Outside Contractors; E. Some Examples of Service Functions; Chapter 9 The University President: The Leader's Job is Critical; A. The University or College President; B. Achieving and Leaving Leadership in the Academy: Stepping Up and Stepping Down; Chapter 10 Conclusion; A. The Criteria Underlying Judgment; B. The Threats Revisited; C. Epilogue; Sources; Index; About the Authors

Sommario/riassunto

Based on the authors' experiences in academe over seventy-five years, The Higher Education Scene in America: Some Observations discusses a number of issues that confront America's higher education scene today.
