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Nota di contenuto	Intro -- CONTENTS -- LIST OF FIGURES AND TABLES -- PREFACE -- ACKNOWLEDGMENTS -- ABBREVIATIONS -- I. HIGHER EDUCATION MERGERS: WHAT THEY ARE AND WHY THEY HAPPEN -- 1. Introduction -- Mergers in Higher Education -- The Cases -- 2. Why Mergers Happen -- The Motivation to Merge -- The Political Economy of Merger -- The Paradigms of Merger -- The Two Cases in Context -- II. THE CASES -- 3. The Merger of Dalhousie University and the Technical University of Nova Scotia -- The Deep Background -- The Attempt to Rationalize in the 1990s -- Dal/TUNS Amalgamation -- Amalgamation: Why in 1997? -- 4. The Merger of the Ontario Institute for Studies in Education and the University of Toronto -- Teacher Training and Educational Research in Ontario, 1900-1965 -- The Boom Years -- Years of Retrenchment -- Integration: The 1980s Attempts -- Reversal

of Fortune -- Integration, '90s Style -- 5. The Cases in Context -- The Cases Compared -- That Which Might Have Been: Types of Mergers -- Mergers as Partnerships in Change -- The Cases as Partnerships in Change -- III. REFLECTIONS ON EXPERIENCE -- 6. On Dynamics and Structure -- Size and Power in Higher Education Merger -- The Perils of Uniqueness -- Dynamics of Negotiation -- Fit between Mission, Structure, and Resources -- Unit-Level Transition Planning -- Conditions for Constructive Grassroots Participation -- On Organizational Redesign and Staff Redeployment -- 7. On Roles and Behaviour -- The Players -- Human Factors -- 8. On Dollars and Data -- The Dynamics of Size and Specialization -- Economies of Scale -- Due Diligence -- Transition Costs -- Information and Information Systems -- Libraries -- 9. The Steps to Merger -- The Process Steps -- The Substantive Steps -- Putting It All Together -- A Path to Merger -- Combining Substance with Process -- Staging and Sequencing of Issues -- Transition Scheduling.

10. Concluding Observations -- The Role of Government Confirmed -- The Importance of Institutional Characteristics -- Do Process and Leadership Matter? -- A Contingency Theory of Higher Education Merger Management -- Balancing Planning and Incrementalism -- The Paradigms Revisited -- The Future of Mergers in Higher Education -- Appendices -- 1. Agreement Between The Province of Nova Scotia, Technical University of Nova Scotia, Dalhousie University -- 2. University of Toronto/Ontario Institute for Studies in Education Integration Agreement -- BIBLIOGRAPHY -- INDEX -- A -- B -- C -- D -- E -- F -- G -- H -- I -- J -- K -- L -- M -- N -- O -- P -- Q -- R -- S -- T -- U -- V -- W -- Z.

Sommario/riassunto

In a comparative study of two Canadian higher education mergers, Julia Eastman and Daniel Lang examine why and how universities merge and why some mergers succeed while others fail.
