

Course Objectives
Activities
Class Profile
Requirements
Grading
Other Course Policies
Instructor/Office Information
Course Outline

Course Objectives

This course is designed to provide students with an overview of the economics and financing of American higher education. It will provide a broad introduction for students whose primary interests are in other specialty areas of higher education, as well as a base of reference for those planning to proceed further into the area of higher education finance. Specific objectives of this course include providing students with a basic understanding of:

1. The literature on the economics and financing of higher education;
2. The economic value of higher education, including the personal and societal returns from investing in higher education;
3. The methods by which higher education is financed in this country;
4. The costs of higher education and its price;
5. Higher education budgeting concepts and processes as they apply to institutions and to states.

Activities

The primary teaching methods for this course will consist of the following:

1. Lectures by the instructor and guest experts,
2. Assigned readings,
3. Discussions concerning the various topics covered in lectures, assigned readings, and other events,
4. Class presentations by students,
5. An assigned case study,
6. A term paper concerning some area of higher education finance.

Class Profile

The bulk of each class session will be spent discussing the topic(s) assigned. The structure of specific sessions may vary depending on the topic being discussed. However,

an attempt will be made in each class to provide some time for discussion of finance-related topics that may surface as a result of events on campus, at the Capital, or elsewhere. The 81st Texas Legislature will be in session during this semester. Several important issues related to the University of Texas at Austin and Texas higher education in general will be discussed. We will monitor those developments as appropriate.

There will be a break approximately half way through each class.

Requirements

1. Readings:

There is no text book for this course per se. The *EDA 388E Course Packet* contains many of the articles and readings that are required for this course. It has been specially prepared for this class, and is available at Speedway Copying, Printing & More, in Dobie Mall. Other documents that might normally be included in a course packet are listed with their URL in the Course Outline section of this syllabus. Students are expected to access these documents on the web.

Students will also need access to Adobe Acrobat in order to download some reports as PDF files.

Bibliographic references for any additional reading assignments will be provided as appropriate. These materials will either be distributed or made readily available.

Access to or a subscription to [The Chronicle of Higher Education](#) is required.

2. Case Study:

Preparation and in-class discussion of a case study is required. Students will be expected to evaluate situations, identify problems, and recommend solutions based on what they know about higher education economics and finance.

3. Group Exercise:

Preparation and in-class discussion of a group exercise is also required. The class will be divided into groups and each will be assigned a role for the exercise. The groups will be expected to evaluate a situation and make recommendations from the perspective of their roles. One report (i.e. a summary of the recommendations and justification) will be expected from each group. One class session will be devoted to a group simulation where recommendations will be presented and discussed.

4. Term Paper:

Each student is required to prepare a paper concerning a topic selected by the student and approved in advance by the instructor. This paper will be due on the last class day, or at another time agreed to by the instructor.

Topic **Examples** (topics chosen by students in recent terms; should be considered as illustrations only):

- A history of the Permanent University Fund and its role in financing UT
- A history of TIAA/CREF
- Community college fund-raising
- The current economic state of college athletics
- Early retirement and its financial implications
- For-Profit Education in the United States
- Funding private Historically Black Colleges and Universities
- The TEXAS Grant Program
- Tuition Equalization Grants in Texas
- TRIO programs: History and Status
- Higher Education Technology Funding: Structure and Models
- Outsourcing in Higher Education
- Remedial Education: A Good Investment?
- The Financial History of Texas Southern University
- The Economic Impact of the DREAM Act
- Rising Textbook Costs
- Tuition Deregulation
- The Economic Benefits of Institutional Sustainability Programs
- Financial Aid Leveraging

Grading

Students will be evaluated in all facets of this course. The weights will be as follows:

- Weekly Class Participation 35%
- Case Study 20%
- Group Exercise 20%
- Term Paper/Presentation 25%

Incompletes: There are often questions concerning my policy on Incompletes. Simply stated: I do not like them, and I **strongly** encourage students to avoid them. Nevertheless, I will work with students who **for good and valid reasons** find that they cannot finish their assignments on time. However, out of respect for those who complete their assignments on time, the student should understand that there will normally be a penalty assessed when the late work has been completed and the final grade is assigned.

Other Course Policies

Class Attendance: The nature of this class is such that attendance is **very important**. Attendance policies as stated in the University's General Information catalog will be followed. Students are expected to attend **every class and to be on time**. If you need to miss a class, please let me know as soon as possible-- ideally no later than 24 hours prior to class. You should make arrangements with another student to get notes and any materials handed out during the class. You will also be responsible for proposing an arrangement whereby you are able to make up any significant assignment missed as a result of your absence. Multiple absences may impact your course grade.

Course Evaluation: At the conclusion of the course, students will be asked to evaluate the course and the instructor in two ways. First, the University's Course Instructor Survey will be administered. Second, an evaluation instrument prepared by the instructor will be distributed to obtain additional information to guide future course improvements. Anonymity will be guaranteed.

Academic Accommodation: The University of Texas at Austin provides, upon request, appropriate academic accommodations for qualified students with disabilities. For information, contact the Office of the Dean of Students (Services for Students with Disabilities) at 471-6259, VP (512) 232-2937, or by email, ssd@uts.cc.utexas.edu.

Scholastic Dishonesty: Students are expected to be above reproach in scholastic activities. Those who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and dismissal from the University. According to the Regents Rules, "Scholastic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an exam for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts." (Regent's Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22) Scholastic dishonesty harms the individual, students in general, and the integrity of the University as a whole. It will not be tolerated in this course. For further information, please contact Student Judicial Services, <http://deanofstudents.utexas.edu/sjs/scholdis.php>

Cell Phones: It is discourteous to everyone when a cell phone rings during class. Therefore, **all cell phones should be turned off during class**. If there is some emergency situation that will require you to receive or make a call during class you should: 1) inform me before class, and 2) leave the classroom during the call. If you will be receiving an emergency call, your phone should be set on **Silent Mode**.

Instructor/Office Information

Instructor: Dr. William F. Lasher, Professor
Department of Educational Administration
Higher Education Administration Program
Community College Leadership Program

Office: SZB 348E

Office Hours: By appointment only: I will generally be available
Tuesdays: 10:00-12:00 a.m.
Thursdays: 1:30-3:30 p.m.

E-mail: blasher@mail.utexas.edu

Telephone: 471-1663

Methods of Communication: E-mail and voice mail are the best ways to communicate with me outside of class.
We will establish a class listserv for blanket communications.

Course Outline

Assignments: (Note: CP = Course Packet)

Jan. 22 Introduction: Course Objectives, Expectations, Current Overview

Jan. 29 General Economics \$ Financing of Higher Education

Assignments

What Colleges Can Learn From Recessions Past, by David Breneman

<http://chronicle.com/weekly/v55/i07/07a11201.htm>

ACE Analysis of Higher Education Act Reauthorization

<http://www.acenet.edu/AM/Template.cfm?Section=Governme nt Relations and Public Policy&Template=/CM/ContentDisp lay.cfm&ContentID=29218>

A Test of Leadership: Charting the Future of U.S. Higher Education (The Spellings Commission Report)

<http://www.ed.gov/about/bdscomm/list/hiedfuture/reports/final-report.pdf>

- Measuring Up: The National Report Card on Higher Education,
NCPPE,
<http://measuringup2008.highereducation.org/print/NCPPEMUNationalRpt.pdf>
- Trends in College Spending: Where does the money come from?
Where does it go? By the Delta Cost Project
http://deltacostproject.org/resources/pdf/trends_in_spending-report.pdf
- Squeeze Play: How Parents and the Public Look at Higher Education Today, by John Immerwahr and Jean Johnson,
NCPPE
http://www.highereducation.org/reports/squeeze_play/squeeze_play.pdf
- The Dangerous Wealth of the Ivy League: Higher education is increasingly a tale of two worlds, with elite schools getting richer and buying up all the talent, by Anthony Bianco & Sonal Rupani
http://www.businessweek.com/magazine/content/07_50/b4062038784589.htm
- CP 1: Privatization and Federal Funding for Higher Education, by Edward P. St. John & Ontario S. Wooden, in Privatization and Public Universities, Douglas M. Priest & Edward P. St. John (ed.)
- The Changing Relationship between Higher Education and the States, by Larry R. Faulkner
http://www.utexas.edu/president/speeches/ace_021305.html
- Five Reasons Politicians Hate Us, by Peter O'neal
<http://chronicle.com/jobs/news/2007/10/2007100201c/careers.html>
- Per Capita Income of U.S. Workforce Projected to Decline *IF* Education Doesn't Improve, by NCPPE
<http://www.ed.gov/about/bdscomm/list/hiedfuture/reports/equity.pdf>
- CP 2: The Balance Wheel: A Report on Tuition, Appropriations and the Affordability of Texas Public Higher Education, by Billy Hamilton, January 2008
- Colleges Protect Workers and Cut Elsewhere, by Goldie Blumenstyk
<http://chronicle.com/weekly/v55/i18/18a00102.htm>

Feb 5

Higher Education as a Financial Organization, Fund Accounting

Assignments:

CP 3: Subsidies, Hierarchy and Peers: The Awkward Economics of Higher Education, by Gordon Winston

College Costs: Subsidies, Intuition, and Policy, by Gordon Winston

<http://www.williams.edu/wpehe/DPs/DP-45.pdf>

CP 4: What Determines the Cost of Higher Education? by Howard Bowen

CP 5: Explaining increases in higher education costs, by Robert Archibald & David Feldman

How Much Is Too Much?: Soaring costs have driven the price of colleges like Bates above \$40,000, but officials worry that at some point people will no longer pay, by Jeffrey Selingo

<http://chronicle.com/weekly/v52/i09/09a03001.htm>

Tuition Runs Out Today, by Elizabeth Redden

<http://insidehighered.com/news/2007/02/20/albright>

Why For-Profit Colleges Are Like Health Clubs: They spend more on recruiting and less on instruction than their nonprofit counterparts do, a scholar's model shows, by Goldie Blumenstyk

<http://chronicle.com/weekly/v52/i35/35a03501.htm>

CP 6: Fund Accounting, by Richard Meisinger & Leroy Dubeck

Feb. 12 The Role of the States in Financing Higher Education

Assignments:

Determinants of State Appropriations for Higher Education from 1985-2005: An Organizational Theory Analysis

<http://www.wiscap.wisc.edu/publications/attachments/WP013.pdf>

State Higher Education Finance FY2007

http://www.sheeo.org/finance/shef_fy07.pdf

CP 7: State Tax Fund Appropriations for Higher Education: FY 1961 to FY 2008, by Thomas Mortenson (OPPORTUNITY)

Colleges See Slowest Growth in State Aid in 5 Years, by Eric Kelderman

http://chronicle.com/daily/2009/01/9373n.htm?utm_source=at&utm_medium=en

State Shortfalls Projected to Continue Despite Economic Gains; Long-Term Prospects for Higher Education No Brighter, by Dennis Jones

<http://www.ed.gov/about/bdscomm/list/hiedfuture/reports/jones.pdf>

- CP 8: Financing Community Colleges for a New Century, by Richard Voorhees, in *The Finance of Higher Education*, Michael B. Paulsen & John C. Smart (eds.)
- CP 9: State Funding of Community Colleges: A 50-State Survey, Education Commission of the States
- State Budgets Are Likely to Squeeze 2-Year Colleges, by Jeffrey Selingo
<http://chronicle.com/weekly/v55/i11/11a00103.htm>
- Funding and Access Issues in U.S. Community Colleges: Selected Summary Data Files from a Survey of State Directors of Community Colleges, by Stephen G. Katsinas and Terrence A. Tollefson
http://chronicle.com/weekly/documents/v55/i11/2008_state_directors_survey.pdf
- Checks and Balances at Work: The Restructuring of Virginia's Public Higher Education System, by Lara K. Couturier
http://www.highereducation.org/reports/checks_balances/virginia.pdf
- Is it a Shell Game? Colorado's controversial new way of handing out its higher education money,
<http://www.highereducation.org/crosstalk/ct0107/news0107-colorado.shtml>
- "Shared Responsibility": Oregon's governor supports a new model for financing public higher education, by Kay Mills
<http://www.highereducation.org/crosstalk/ct0107/news0107-oregon.shtml>

Feb. 19 Formula Funding, Performance Funding

Assignments:

CP 10: Formula Funding Use in Higher Education, by MGT of America

Texas Formulas: Formula Funding Recommendations for the 2010-11 Biennium
<http://www.theccb.state.tx.us/reports/PDF/1511.PDF>

CP 11: Performance Reporting: "Real" Accountability or Accountability "Lite", by Joseph Burke & Henrik Minassians
 Performance Funding 2.0, by Doug Lederman
<http://www.insidehighered.com/news/2008/12/17/perform>

Case Study Distributed

Feb. 26 Case Study Discussion, Catch-up

Mar. 5 Planning & Budgeting Concepts

Assignments:

CP 12: Follow the Money: The Changing World of Budgeting in Higher Education, by William Lasher & Charlotte Sullivan

CP 13: College and University Budgeting, by Larry Goldstein

CP 14: Incentive-Based Budgeting Systems in the Emerging Environment, by Douglas M. Priest & Rachel Dykstra Boon, in Privatization and Public Universities, Douglas M. Priest & Edward P. St. John (ed.)

CP 15: Why Linking Budgets to Plans Has Proven Difficult in Higher Education, by Frank Schmidlein

Vision for Excellence: Isn't that what all strategic plans are called? Successful college plans also share other common elements., by Paul Fain

<http://chronicle.com/weekly/v54/i06/06a02601.htm?=&attw>

Group Exercise Distributed

Mar. 12 Higher Education as Investment in Human Capital:
as a Private Benefit, as a Public Benefit

Assignments

CP 16: The Economics of Human Capital and Investment in Higher Education, by Michael B. Paulsen, in The Finance of Higher Education, Michael B. Paulsen & John C. Smart (eds.)

CP 17: The Economics of the Public Sector: The Nature and Role of Public Policy in the Finance of Higher Education, in The Finance of Higher Education, Michael B. Paulsen & John C. Smart (eds.)

Education Pays 2007 College Board

http://www.collegeboard.com/prod_downloads/about/news_info/cbsenior/yr2007/ed-pays-2007.pdf

The Impact of the State Higher Education System on the Texas Economy, Texas Comptroller of Public Accounts

<http://www.window.state.tx.us/specialrpt/highered05/>

A Tale of Two States, Texas Higher Education Coordinating Board

<http://www.thecb.state.tx.us/reports/PDF/1345.PDF>

The Socioeconomic Benefits Generated by 50 Community College Districts in Texas, by Kjell Christophersen & M. Henry Robison

<http://www.tacc.org/pdf/ExecSummaryFinal.pdf>

Career Colleges Release First-Ever Economic-Impact Study, by

Goldie Blumenstyk

<http://chronicle.com/daily/2007/06/2007062806n.htm?=&atn>

UT Contributes Nearly \$8 Billion to Texas Economy, Study Shows

<http://media.www.dailytexanonline.com/media/storage/paper410/news/2008/03/25/StateLocal/Ut.Contributes.Nearly.8.Billion.To.Texas.Economy.Study.Shows-3281656.shtml>

The Economic Impact of Colleges and Universities, by John J. Siegfried, Allen R. Sanderson, and Peter McHenry

<http://www.carnegiefoundation.org/change/sub.asp?key=98&subkey=2552>

- Mar. 19 Spring Break
- Mar. 26 Group Exercise Presentations & Discussion
- Apr. 2 & 9 Tuition, Financial Aid, Affordability

Assignments:

The Economics of Tuition and Fees in American Higher Education, by Ronald G. Ehrenberg

http://www.ilr.cornell.edu/cheri/workingPapers/upload/cheri_wp106.pdf

Trends in College Pricing, 2008

<http://professionals.collegeboard.com/profdownload/trends-in-college-pricing-2008.pdf>

<http://www.collegeboard.com/html/costs/pricing/>

Un-Guaranteeing Tuition Prices, by Doug Lederman

<http://www.insidehighered.com/news/2008/12/19/northwestern>

Paying by the Program, by Elizabeth Redden

<http://insidehighered.com/news/2007/03/26/tuition>

An Ivory Tower of Pricing, by Steven Pearlstein, Washington Post

<http://www.washingtonpost.com/wp-dyn/content/article/2007/11/13/AR2007111302166.html>

State Tuition, Fees, and Financial Assistance Policies for Public Colleges and Universities, 2005-06, by Angela Boatman & Hans L-Orange, SHEEO

<http://www.sheeo.org/finance/tuitionfee06.pdf>

Trends in Student Aid, 2008

<http://professionals.collegeboard.com/profdownload/trends-in-student-aid-2008.pdf>

<http://www.collegeboard.com/html/costs/aid/>

The Credit Crisis Goes to College: Upheaval in the student-loan business leaves students and parents scrambling, by Susan C. Thomson

http://www.highereducation.org/crosstalk/ct0408/news0408-cc_crisis.shtml

Tuition Ammunition: a Happy Lesson on Lending: The U.S. Government's Effort to Save Student Loans Has Been One Bright Spot in a Season of Crises and Bailouts
http://online.wsj.com/article/SB123119963504555547.html?mod=todays_us_page_one

Tuition Discounting: Not Just a Private College Practice,
http://www.collegeboard.com/prod_downloads/press/tuition-discounting.pdf

CP 18: College Education: Who Can Afford It?, by Sandy Baum, in *The Finance of Higher Education*, Michael B. Paulsen & John C. Smart (eds.)

College Affordability: Colleges, States Increase Financial Burdens on Students and Families, by Patrick M. Callan in *Measuring UP 2006*, pp. 19-22

<http://measuringup.highereducation.org/>

The Changing Face of Student Aid: Affordability becomes an issue as many colleges try to keep pace with the new generosity of the wealthiest ones, by Elizabeth F. Farrell

<http://chronicle.com/weekly/v54/i30/30a02301.htm>

College Affordability: The Wolf in Sheep's Clothing, by Anthony P. Carnevale

<http://www.insidehighered.com/views/2009/01/12/carnevale>

Student Debt and the Class of 2007, Project on Student Debt

<http://projectonstudentdebt.org/files/pub/classof2007.pdf>

How Much Debt Is Too Much?: Defining Benchmarks for Manageable Student Debt, by Sandy Baum & Saul Schwartz

<http://professionals.collegeboard.com/research/pdf/06-0869.DebtPpr060420.pdf>

Apr. 16

Development; Endowment Management

Assignments:

CP 19: Philanthropy, by Aaron Conley & Eugene R. Tempel, in *Privatization and Public Universities*, Douglas M. Priest & Edward P. St. John (ed.)

Private Donations to Colleges Rise for 4th Consecutive Year," by Brad Wolverton

<http://chronicle.com/weekly/v54/i25/25a01601.htm>

It's \$300-Million, but Don't Call It a Gift: Sam Walton's heirs, who gave the U. of Arkansas the largest donation ever made to a public institution, view it as an investment -- and they expect results, by Erin Strout

<http://chronicle.com/prm/weekly/v50/i38/38a02401.htm>

\$50-Million Donor to U. of Michigan Will Review Performance as Part of Gift, CHE, 6/25/07

<http://chronicle.com/news/index.php?id=2565>

Oil Tycoon Gives \$50-Million Each to 2 Medical Universities in Texas -- With Strings Attached, by Debra Blum

<http://chronicle.com/daily/2007/05/2007051705n.htm>

Settlement Ends Dispute Between Princeton and Donors' Heirs, by Kathryn Masterson and Ben Gose

<http://chronicle.com/weekly/v55/i18/18a01202.htm>

The Changing Community College President, by Elizabeth Redden

<http://insidehighered.com/news/2007/10/03/lfcc>

Endowments Savor Big Gains but Lower Their Sights," by Goldie Blumenstyk,

<http://chronicle.com/weekly/v54/i21/21a00101.htm>

Harvard's Sort-of Divestment, by Scott Jaschik

<http://insidehighered.com/news/2007/07/02/harvard>

Wealthy Colleges Must Make Themselves More Affordable, by Charles Grassley

<http://chronicle.com/weekly/v54/i38/38a03601.htm>

Endowments Are Both Vital and Misunderstood: Taxpayers must realize how much the funds help students afford college. By Molly Corbett Broad

<http://chronicle.com/weekly/v55/i13/13a03201.htm>

University of Texas Investment Management Company (UTIMCO)

<http://www.utimco.com/scripts/internet/about.asp>

See especially, Permanent University Fund, PUF Timeline, PUF Legislative History

Apr. 23 & 30 Higher Education Costs & Expenditures: Salaries, Research, Information Technology, Facilities, Intercollegiate Athletics

Assignments:

Cost of Instruction: Research and Praxis, by John Milam

<http://highered.org/docs/milam-costofinstructionsynthesis.pdf>

Michael F. Middaugh. 2005. Understanding Higher Education Costs. *Planning for Higher Education*. 33(3): 5–18.

http://www1.scup.org/PHE/FMPro?-db=PubItems.fp5&-lay=ART&-format=read_full.htm&-error=error.htm&ID_pub=PUB-OIIXzUpni3l6833VwI&t_Pub_PgNum=5&-SortField=t_Pub_PgNum&-Find

Colleges Curtail Costs but Rarely Count How Much They Have Saved, Report Says, by JJ Hermes

<http://chronicle.com/weekly/v54/i31/31a02002.htm>

The Companies That Colleges Keep: From food services to bookstores to campus security, outsourcing has become the way to do business, by Ben Gose

<http://chronicle.com/prm/weekly/v51/i21/21b00101.htm>

Where Are the Priorities? The Annual Report on the Economic Status of the Profession, 2007-08

<http://www.aaup.org/AAUP/comm/rep/Z/ecstatreport2007-08/survey2007-08.htm>

Law, Business, and Engineering Professors Are Found to Be Highest-Paid, by Audrey Williams June

<http://chronicle.com/weekly/v54/i27/27a01001.htm>

Explaining the Gender Gap in Pay, by Scott Jaschik

<http://insidehighered.com/news/2006/04/13/gender>

A Satisfied Full-Time Faculty, by Scott Jaschik

<http://insidehighered.com/news/2007/11/01/faculty>

Administrators' Pay Rises 4%, Beating Inflation for the 11th Consecutive Year, by Beckie Supiano

<http://chronicle.com/weekly/v54/i25/25a02001.htm>

Median Pay Increase for Colleges' Midlevel Workers Beats Inflation, by Hurley Goodall

<http://chronicle.com/weekly/v54/i29/29a01901.htm>

As Economy Sours, Presidential Pay Draws Increased Scrutiny

<http://chronicle.com/weekly/v55/i13/13b00301.htm>

Presidential Pay and Benefits: By the Numbers

<http://chronicle.com/weekly/v55/i13/13b01001.htm>

California's Community Colleges Struggle to Recruit and Retain President: As many 2-year chiefs near retirement, the leadership void could become a national problem, by Kate Moser

<http://chronicle.com/weekly/v55/i13/13b00701.htm>

Survey of Top Research Universities Shows Downturn in Federal Spending, by Jeffrey Brainard

<http://chronicle.com/weekly/v55/i02/02a03202.htm>

Colleges Invest in Emergency Notification: The 2008 National Survey of Information Technology in U.S. Higher Education, by The Campus Computing Project
<http://www.campuscomputing.net/content-item/new-2008-campus-computing-survey-executive-summary-29-oct-2008>

Bricks, Mortar, and Vision: a Guide for Campus Planning, by Roger K. Lewis
<http://chronicle.com/prm/weekly/v50/i29/29b02001.htm>

Facilities Can Play Key Role in Students' Enrollment Decisions, Study Finds, by Audrey Williams June
<http://chronicle.com/daily/2006/05/2006053002n.htm>

Capital Budgeting Practices in Public Higher Education by Derrick A. Manns and Stephen G. Katsinas
<http://www.appa.org/files/PDFs/Capital%20Budgeting%20Practices.pdf>

Will Sustainability Take Root?, by Karla Hignite
<http://www.nacubo.org/x7977.xml>

Colleges Get Greener in Operations, but Teaching Sustainability Declines, by Scott Carlson
<http://chronicle.com/weekly/v55/i02/02a02501.htm>

As Campuses Crumble, Budgets Are Crunched, by Scott Carlson
<http://chronicle.com/weekly/v54/i37/37a00101.htm>

The Longhorn Economy, A/AS, 9/30/07, to be provided by WFL
Refined Reporting Shines Brighter Light on Spending," by Gary T. Brown, 4/18/08, to be provided by WFL

Athletes' Hours Renew Debate Over College Sports, by Brad Wolverton
<http://chronicle.com/weekly/v54/i20/20a00101.htm>

Sharp Growth in Athletics Fund Raising Leads to Decline in Academic Donations on Some Campuses, by Brad Wolverton
<http://chronicle.com/daily/2007/09/2007092501n.htm?=-attn>

To Increase Enrollment, Community Colleges Add More Sports: Institutions in at least 4 states are trying to attract students who want a more traditional college experience, by Elyse Ashburn
<http://chronicle.com/free/v53/i44/44a03101.htm>

May 7

Wrap-Up
What Did We Learn?
Primary Take-Aways

Papers Due

Course Evaluations

