

**The University of Texas at Austin**  
**Course Outline and Syllabus**  
**Fall 2008**

Course: Economics and Finance of Higher Education (EDA 388E)  
Meeting times: Thursdays 4-7, SZB 364  
Instructor: Richard J. Reddick, Ed.D.  
Office: SZB 374E  
Office hours: Tuesdays 2-4 pm; please e-mail so I know to expect you.  
Telephone: (512) 475-8587  
E-mail: [richard.reddick@mail.utexas.edu](mailto:richard.reddick@mail.utexas.edu)  
TA: Jason Kovac ([jason.kovac@gmail.com](mailto:jason.kovac@gmail.com))

**NB: NB: This syllabus is current as of August 27, 2008 and is a working document. Please ensure you have the most recent version from the Blackboard site.**

### **Description**

In this course, students will gain an overview of the mechanisms and theories regarding the economics and financing of U.S. higher education. While this course is not limited to students in the higher education doctoral program, this course is grounded in literature, theories, and examples specific to higher education.

### **Course Objectives and Themes**

1. To review the literature regarding the development, implementation, and evaluation of policies related to the economics and finance of higher education (Paulsen & Smart, 2001).
2. To examine the individual and societal returns to higher education in the U.S.
3. To understand how higher education is financed in the U.S.
4. To unpack the true costs and price of higher education
5. To understand how higher education budgets are configured on the institutional and state level

### **Textbooks**

1. Paulsen, M.B. and Smart, J.C. (Eds.) (2001). *The finance of higher education: Theory, research, policy, and practice*. Edison, NJ: Agathon Press.
2. EDA 388E Course Packet. (This is a combination of online materials and journal articles that will be available at the start of the semester. I plan on working as hard as possible to make this reader free via journal access.)
3. There will be a large amount of readings via *The Chronicle of Higher Education*, *Inside Higher Education*, and various newspapers. If you are logged in with your UTEID, you can access the *Chronicle* website and its archives. *Inside Higher Education* is a free website, and news articles can be accessed through Lexis-Nexus, provided by The University of Texas Library.

It is further strongly suggested that all students purchase a copy of the American Psychological Association's Publication Manual (now in its 5th edition). This is an essential reference for graduate students in education. There are numerous online sources for the APA stylebook as well. **All assignments submitted in this course should be written incorporating the APA Publication Manual, 5<sup>th</sup> Edition stylebook.**

I further recommend that students invest in a copy of Thomson Software's EndNote program, available for Windows and Mac OS X. This is a purchase that will be helpful not only for this course, but for your entire doctoral career. Several other bibliographic programs exist – however, EndNote will not only automatically format your citations and bibliography, but it will also format your paper using APA 5<sup>th</sup> format, automatically.

## Course Requirements

### *Attendance:*

Because of the hands-on and discussion-orientation of this course, students are expected to attend all course meetings. It is understood that professional responsibilities and medical emergencies may require students to miss one or two classes in the semester. **If you anticipate missing more than two class meetings, you should seriously consider taking EDA 388E at a time when you can commit to the class meeting schedule.** In instances of illness or emergency, students should contact Dr. Reddick via e-mail and arrange to borrow lecture notes or materials from a classmate. (It is your responsibility to “catch up.”) Due to the higher education conference schedule (ASHE) and holiday schedule (Thanksgiving) there will be two weeks in the semester where EDA 388E does not meet, so attendance is of paramount importance.

Please make every effort to be in class on time. The interactive nature of the course means that arriving late will be disruptive to other participants. Please be mindful and silence phones during class, and observe etiquette (it's never appropriate to answer a call in class; in case of an emergency you should leave the room and answer).

### *Participation:*

Students should come to each class meeting having read the course materials for the week and willing to share ideas, analysis, and questions. It is a good rule of thumb to share at least one idea or observation in every class. Simply coming to class prepared and participating is an easy way to earn the full ten points for participation. Conversely, it will be difficult to earn a high mark in the course without making a conscious effort to participate in each course meeting.

I understand that class participants will have different levels of comfort regarding participation. If you are finding it difficult to contribute to class discussions, schedule time to talk with Dr. Reddick.

*Assignments & Grading:*

Attendance and Participation	10%	It's fully expected that all students should earn these points by simply being present (physically and mentally).
Advisory Memo	20%	During the semester, you will write an advisory memo to key stakeholders (presidents, deans, parents, students, policymakers) on a topic pertaining to economics and/or finance. Utilizing theories and concepts from course readings, you will give advice to this group. However, you should be cognizant of opposing ideas in your advocacy.
Group Presentation <b>Due October 9 – November 20</b>	25%	Students will be assigned to work in groups of four on a presentation on one of the topics in the course. The parameters of the presentation will be discussed at length in class.
Proposal for Final Paper <b>Due November 6</b>	15%	You will be required to propose a final paper topic. This assignment will be assessed on the appropriateness of the topic, writing style, and adherence to APA formatting
Final Paper <b>Due December 4</b>	30%	Incorporating the feedback received from the final paper proposal, the final paper is a product analyzing an issue related to the economics and finance of higher education. The final paper should incorporate course readings as well as independent research. This assignment is due on the final day of class.

*Incomplete Policy:*

I will not grant incompletes as a matter of course; they will be discussed only in extenuating circumstances. If you anticipate difficulty in completing the course requirements in time, you should reconsider taking this course.

*Guidelines for Submitting Assignments*

Please read this section carefully. Written work is due at the start of class on the due date and should adhere to the following format. (Please note that EndNote has APA 5<sup>th</sup> templates that you can use):

1. Printed single-sided on 8.5" x 11" white paper (printer or copier paper, 20 lb.), with 1" margins on the top, left, and bottom. The right margin should be 1.5" (to allow space for instructor comments). All assignments, with the exception of memos, should have a cover sheet with your name, the title of the assignment, and the date. The student's name should appear in the upper-right hand corner of the first page of the paper (or on a coversheet if you prefer). All papers should have the date of submission and a title. Page numbers (if submitting more than one page) should appear in the upper-right hand corner, and multiple pages should be stapled in the upper-left hand corner. Absolutely no submissions will be accepted via fax or as attachments to e-mail. Students should keep an electronic backup copy of all submitted work, in PDF format, with accurate time/date information. Do not wait until just before class to print your paper!
2. Laser- or inkjet-printed at a quality of 300 dpi or better for clarity to the reader. Font size should be 11 or 12 point, using either Times New Roman or Arial. (No use of Arial Narrow or novelty fonts.)

3. Proofread by at least one other person to check for spelling and grammatical errors. (Using Word's spellcheck and grammar check is not sufficient!) For this reason, it is a good idea to work with a study group or at least one peer to exchange drafts before they are submitted.
4. Correct citation, in APA style. All papers should have a references section citing all works used, and cites should appear in text. Poor or spotty citations can often lead to charges of plagiarism. Be certain that you cite, even in drafts. If you have any questions about the use of APA style consult the APA Publication Manual, 5th edition, or ask Dr. Reddick before you submit a paper.
5. Late papers will receive a point deduction each day they are overdue. It is acceptable to ask a classmate to submit a paper on your behalf if you are running late; however, do this at your own risk.

## University Policies

**Students with Disabilities:** The University of Texas at Austin provides upon request appropriate academic accommodations for qualified students with disabilities. For more information, contact the Office of the Dean of Students at 471-6259, 471.4641 TTY. For additional information, please refer to the Services for Students with Disabilities Web site at:

<http://deanofstudents.utexas.edu/ssd/>

**Scholastic Dishonesty:** Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University. Policies on scholastic dishonesty will be strictly enforced. When in doubt, always err on the side of caution – consult the instructor if you have a question about an issue. For further information, please visit the Student Judicial Services Web site at:

<http://deanofstudents.utexas.edu/sjs/>

**Sexual Discrimination and Sexual Harassment:** Students who believe they have experienced sexual harassment in the academic environment should consult the following Web site:

<http://www.utexas.edu/policies/hoppm/04.B.02html>

Interested students are also encouraged to call the Office of the Dean of Students at 471-5017 and ask to speak to the Associate Dean of Students.

**University Electronic Mail Student Notification Policy:** Official communication with students in this class will be conducted through e-mail. Course announcements and updates will be posted on the Blackboard site. Students are expected to check e-mail on a frequent and regular basis in order to stay current on class activities and assignments. Unless otherwise notified, the instructor will use the e-mail provided to the University as the official address. For more information read:

<http://www.utexas.edu/its/policies/emailnotify.html>

**Course Evaluation:** You will be asked to provide the professor with informal feedback regarding aspects of the course that should be changed for future semesters. At the conclusion of the class, you will have the opportunity to evaluate the course and the instructor using the Standard University Course and Instructor Survey.

**EDA 388E Course Outline**

*This syllabus is adapted from the work of Dr. Bill Lasher of The University of Texas at Austin and Dr. Bridget Terry Long of Harvard University.*

1	Aug. 28	Introductions Syllabus Walkthrough Expectations Overview
2	Sept. 4	<p><b>General Economics &amp; Financing of Higher Education</b></p> <p><i>Course Text:</i></p> <ul style="list-style-type: none"> <li>• <u>Introduction to the Volume</u>, by Michael Paulsen and John Smart</li> <li>• <u>P&amp;S 1, Trends in Revenues and Expenditures for Public/Private Higher Education</u>, by Robert Toukoushian</li> </ul> <p><i>Reports, Chapters, &amp; Journal Articles:</i></p> <ul style="list-style-type: none"> <li>• Spellings Commission Report (<a href="http://www.ed.gov/about/bdscomm/list/hiedfuture/reports/final-report.pdf">http://www.ed.gov/about/bdscomm/list/hiedfuture/reports/final-report.pdf</a>)</li> <li>• Measuring Up: National Report Card on Higher Education (<a href="http://measuringup.highereducation.org/docs/2006/NationalReport_2006.pdf">http://measuringup.highereducation.org/docs/2006/NationalReport_2006.pdf</a>)</li> <li>• The \$200,000 College Diploma, Peter Hong</li> <li>• Squeeze Play: How Parents and the Public Look at Higher Education Today, by John Immerwahr and Jean Johnson, NCPPHE (<a href="http://www.makingopportunityaffordable.org/pdfs/solution_papers/squeeze_play.pdf">http://www.makingopportunityaffordable.org/pdfs/solution_papers/squeeze_play.pdf</a>)</li> </ul> <p><i>News Articles:</i></p> <ul style="list-style-type: none"> <li>• Cost and the College Trustee, Lederman (<a href="http://insidehighered.com/news/2007/03/06/agb">http://insidehighered.com/news/2007/03/06/agb</a>)</li> <li>• Trustees: More Willing than Ready, by Jeffrey Selingo (<a href="http://chronicle.com/weekly/v53/i36/36a01101.htm">http://chronicle.com/weekly/v53/i36/36a01101.htm</a>)</li> <li>• Economic Research Now Shows That Higher Ed is Not Just Another Business, by Gordon Winston</li> </ul>
3	Sept. 11	<p><b>Higher Education as a Financial Organization, Fund Accounting</b></p> <p><i>Reports, Chapters, &amp; Journal Articles:</i></p> <ul style="list-style-type: none"> <li>• College Costs: Subsidies, Intuition, and Policy, by Gordon Winston</li> <li>• Fund Accounting, by Richard Meisinger &amp; Leroy Dubeck</li> </ul> <p><i>News Articles:</i></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Tuition Runs Out Today, by Elizabeth Redden</li> <li>• 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</li> </ul>

4	Sept. 18	<p><b>The Role of the States in Financing Higher Education</b>  <i>Reports, Chapters, &amp; Journal Articles:</i></p> <ul style="list-style-type: none"> <li>• States and College Affordability, by Michael Mumper with Kevin Mohr</li> <li>• State Funds for Higher Education: Fiscal Decisions and Policy Implications, by Harold Hovey</li> <li>• State Higher Education Finance FY2007</li> <li>• State Budgets Post Gains in FY 2007: Revenues eclipse estimates in most states, but sales tax growth slows, NCSL</li> </ul> <p><i>News Articles:</i></p> <ul style="list-style-type: none"> <li>• Governors' Plans Offer Good News for Higher Education, by Peter Schmidt</li> <li>• State Shortfalls Projected to Continue Despite Economic Gains; Long-Term Prospects for Higher Education No Brighter, by Dennis Jones</li> <li>• State finances expected to dip, by Pamela M. Prah &amp; Eric Keiderman</li> <li>• Looking for Dollars in Unusual Places: Governors seek unorthodox sources to pay for higher education, by Karihn Fischer</li> <li>• In Oregon, Regional Colleges Struggle to Overcome Shortfalls: When budgets tighten, far-flung institutions are often the hardest hit, by Karin Fischer</li> </ul>
5	Sept. 25	<p><b>Formula Funding, Performance Funding</b>  <i>Reports, Chapters, &amp; Journal Articles:</i></p> <ul style="list-style-type: none"> <li>• Introduction to the Texas Public University Funding Formula, Texas Higher Education Coordinating Board (PowerPoint presentation)</li> <li>• Texas Formulas: Formula Funding Recommendations for 2008-09</li> <li>• Formula Funding Recommendations for the 2010-2011 Biennium</li> <li>• Performance Reporting: “Real” Accountability or Accountability “Lite”, by Joseph Burke &amp; Henrik Minassians</li> <li>• Gov. Rick Perry’s Higher Education Reform Proposal: 80th Texas Legislature</li> </ul>
6	Oct. 2	<p><b>Half Course Meeting (4-5 pm)</b></p> <ul style="list-style-type: none"> <li>• Assign &amp; decide groups for group presentations</li> <li>• Submit brief memo with group’s top three choices for presentation</li> </ul>
7	Oct. 9	<p><b>Planning &amp; Budgeting Concepts</b>  <i>Course Text:</i></p> <ul style="list-style-type: none"> <li>• <u>P&amp;S 14: College and University Budgeting: What do we know? What do we need to know?, by William Lasher &amp; Deborah Greene</u></li> </ul> <p><i>Reports, Chapters, &amp; Journal Articles:</i></p> <ul style="list-style-type: none"> <li>• Budgeting and Costing Methodologies in Higher Education, Manoa Budget Advisory Group</li> <li>• The Philosophy and Psychology of Effective Institutional Budgeting, Peter A. Facione</li> <li>• Finding Financial Freedom, by Laura Phillips, Charles Carroll, and Kurt Buttleman, <i>University Business</i>, January 2007</li> </ul> <p><b>Presentation Opportunity #1</b></p>

<p><b>8</b></p>	<p>Oct. 16</p>	<p><b>Higher Education as Investment in Human Capital: as a Private Benefit, as a Public Benefit</b></p> <p><i>Course Text:</i></p> <ul style="list-style-type: none"> <li>• <u>P&amp;S 4: The Economics of the Public Sector: The Nature and Role of Public Policy in the Finance of Higher Education, by Michael Paulsen</u></li> </ul> <p><i>Reports, Chapters, &amp; Journal Articles:</i></p> <ul style="list-style-type: none"> <li>• Why Is a High School Diploma No Longer Enough?, Geske &amp; Cohn</li> <li>• UC Means Business</li> <li>• Earnings Gap Highlighted by Census Bureau Data on Educational Attainment, U.S. Census Bureau <a href="http://www.census.gov/Press-Release/www/releases/archives/education/009749.html">http://www.census.gov/Press-Release/www/releases/archives/education/009749.html</a></li> <li>• Education Pays 2006 College Board <a href="http://www.collegeboard.com/prod_downloads/press/cost06/education_pays_06.pdf">http://www.collegeboard.com/prod_downloads/press/cost06/education_pays_06.pdf</a></li> <li>• The Investment Payoff: A 50-State Analysis of the Public and Private Benefits of Higher Education <a href="http://www.ihep.org/assets/files/publications/G-L/InvestmentPayoff.pdf">http://www.ihep.org/assets/files/publications/G-L/InvestmentPayoff.pdf</a></li> <li>• Is More Better: The Impact of Postsecondary Education on the Economic &amp; Social Well-being of America, by Adriane Williams &amp; Watson Swail <a href="http://educationalpolicy.org/pdf/gates.pdf">http://educationalpolicy.org/pdf/gates.pdf</a></li> <li>• Sticker Shock, by David Epstein <a href="http://insidehighered.com/news/2006/03/21/cost">http://insidehighered.com/news/2006/03/21/cost</a></li> <li>• Shaping the Future: The Economic Impact of Public Universities, NASULGC <a href="http://www.nasulgc.org/pubs_affairs.htm">http://www.nasulgc.org/pubs_affairs.htm</a></li> <li>• The Impact of the State Higher Education System on the Texas Economy, Texas Comptroller of Public Accounts <a href="http://www.window.state.tx.us/specialrpt/highered05/">http://www.window.state.tx.us/specialrpt/highered05/</a></li> <li>• A Tale of Two States, Texas Higher Education Coordinating Board <a href="http://www.theccb.state.tx.us/reports/PDF/1345.PDF">http://www.theccb.state.tx.us/reports/PDF/1345.PDF</a></li> <li>• The Socioeconomic Benefits Generated by 50 Community College Districts in Texas, by Kjell Christophersen &amp; M. Henry Robison <a href="http://www.tacc.org/pdf/ExecSummaryFinal.pdf">http://www.tacc.org/pdf/ExecSummaryFinal.pdf</a></li> <li>• The Upside of Income Inequality, by Gary S. Becker and Kevin M. Murphy, The American, May/June 2007 <a href="http://www.american.com/archive/2007/may-june-magazine-contents/the-upside-of-income-inequality">http://www.american.com/archive/2007/may-june-magazine-contents/the-upside-of-income-inequality</a></li> </ul> <p><i>News Articles:</i></p> <ul style="list-style-type: none"> <li>• Career Colleges Release First-Ever Economic-Impact Study, by Goldie Blumenstyk <a href="http://chronicle.com/daily/2007/06/2007062806n.htm?=&amp;attn">http://chronicle.com/daily/2007/06/2007062806n.htm?=&amp;attn</a></li> <li>• The University As Economic Savior: As higher education replaces industry in some cities, colleges face both support and unrealistic expectations, by Karin Fischer <a href="http://chronicle.com/weekly/v52/i45/45a01801.htm">http://chronicle.com/weekly/v52/i45/45a01801.htm</a></li> </ul> <p><b>Presentation Opportunity #2</b></p>
<p><b>9</b></p>	<p>Oct. 23</p>	<p><b>Catch-Up Day</b></p> <ul style="list-style-type: none"> <li>• Review and revisit topics from earlier in the semester</li> </ul>

10

Oct. 30

**Tuition, Financial Aid, Affordability***Course Text:*

- P&S 6: Economic Perspectives on Rising College Tuition: A Theoretical and Empirical Exploration, by Michael Paulsen
- P&S 2: College Education: Who Can Afford It?, by Sandy Baum
- P&S 10: The Role of Finances in Student Choice: A Review of Theory and Research, by Edward St. John & Eric Asker

*Reports, Chapters, & Journal Articles:*

- Trends in College Pricing, College Board [http://www.collegeboard.com/prod\\_downloads/press/cost06/trends\\_college\\_pricing\\_06.pdf](http://www.collegeboard.com/prod_downloads/press/cost06/trends_college_pricing_06.pdf)
- Tuition Rising: Why College Costs So Much, by Ronald Ehrenberg
- In the Tuition Game, Popularity Rises With Price, by Jonathan D. Glater And Alan Finder
- Fixed Tuition Pricing: A Solution that may be Worse than the Problem, by Christopher C. Morphey, Change January/February 2007
- 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, College Board [http://www.collegeboard.com/prod\\_downloads/press/cost06/trends\\_aid\\_06.pdf](http://www.collegeboard.com/prod_downloads/press/cost06/trends_aid_06.pdf)
- Tuition Discounting: Not Just a Private College Practice, [http://www.collegeboard.com/prod\\_downloads/press/tuition-discounting.pdf](http://www.collegeboard.com/prod_downloads/press/tuition-discounting.pdf)
- Borrowers Who Drop Out :A Neglected Aspect of the College Student Loan Trend, by Lawrence Gladieux and Laura Perna (NCPPE) <http://www.highereducation.org/reports/borrowing/index.shtml>

*News Articles:*

- Paying by the Program, by Elizabeth Redden <http://insidehighered.com/news/2007/03/26/tuition>
- College-Lender Controversy: The Selling of Student Loans-- How 20 years of lenders' marketing strategies, from free toasters to kickbacks, gave birth to a scandal, by Kelly Field <http://chronicle.com/weekly/v53/i39/39a01501.htm>
- Inflation Eats Into Recent Growth in State Spending on Student Aid: Loan and loan-forgiveness programs accounted for many of the additional dollars awarded in 2005-6, by Peter Schmidt <http://chronicle.com/weekly/v53/i45/45a02001.htm>
- The Impact of Merit Scholarships, by Scott Jaschik <http://insidehighered.com/news/2007/03/27/merit>
- Tuition-Discounting Rate Holds Steady Over Past 3 Years, Survey Finds, by Audrey Williams June <http://chronicle.com/daily/2006/08/2006082303n.htm>
- Colleges Seek to Address Affordability: As Tuition Continues to Soar, Some Offer More Grants, Ease Aid Formulas, Lock In Fees, by Jane J. Kim & Anjali Athavaley
- Beyond the Flagships, by Elizabeth Redden <http://insidehighered.com/news/2006/12/22/texas>
- Public-College Graduates Accrue Almost as Much Student-Loan Debt as Private-College Peers, Report Says, by Stephen Burd <http://chronicle.com/daily/2006/08/2006083003n.htm>
- Student-Loan Debt May Deter College Graduates From Public-Service Careers, Report Says, by Amy Rainey <http://chronicle.com/daily/2006/04/2006040606n.htm>
- Congress and the Education Department Move to Simplify the Student-Aid Process, by Josh Keller & Lauren Smith <http://chronicle.com/weekly/v53/i30/30a02401.htm>

**Presentation Opportunity #3**

11	Nov. 6*	<p><b>No Class – ASHE Conference</b> Final Paper Proposal Due – submit to either Jason Kovac or Linda Overton by 5 pm</p>
12	Nov. 13	<p><b>Development; Endowment Management</b> <i>Reports, Chapters, &amp; Journal Articles:</i></p> <ul style="list-style-type: none"> <li>• Private Donations to Colleges Increase for Third Consecutive Year, by Erin Strout <a href="http://chronicle.com/daily/2007/02/2007022202n.htm">http://chronicle.com/daily/2007/02/2007022202n.htm</a></li> <li>• The New Philanthropists, by Richard Lee Colvin <a href="http://www.educationnext.org/20054/34.html">http://www.educationnext.org/20054/34.html</a></li> <li>• University of Texas Investment Management Company (UTIMCO) <a href="http://www.utimco.com/scripts/internet/about.asp">http://www.utimco.com/scripts/internet/about.asp</a></li> </ul> <p><i>News Articles:</i></p> <ul style="list-style-type: none"> <li>• 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 <a href="http://chronicle.com/prm/weekly/v50/i38/38a02401.htm">http://chronicle.com/prm/weekly/v50/i38/38a02401.htm</a></li> <li>• \$50-Million Donor to U. of Michigan Will Review Performance as Part of Gift, CHE, 6/25/07 <a href="http://chronicle.com/news/index.php?id=2565">http://chronicle.com/news/index.php?id=2565</a></li> <li>• Oil Tycoon Gives \$50-Million Each to 2 Medical Universities in Texas -- With Strings Attached, by Debra Blum <a href="http://chronicle.com/daily/2007/05/2007051705n.htm">http://chronicle.com/daily/2007/05/2007051705n.htm</a></li> <li>• Princeton U. Returns \$782,000 to Robertson Foundation as Legal Battle With Heirs Continues, by Erin Strout <a href="http://chronicle.com/daily/2007/03/2007031303n.htm">http://chronicle.com/daily/2007/03/2007031303n.htm</a></li> <li>• A Gift for Athletics From a Wealthy Oilman Triggers a Furor at Oklahoma State U., by Caroline Preston <a href="http://chronicle.com/daily/2006/02/2006022005n.htm">http://chronicle.com/daily/2006/02/2006022005n.htm</a></li> <li>• At a Growing Number of Community Colleges, Fund Raising Is No Longer Optional, by Ben Gose <a href="http://chronicle.com/weekly/v53/i10/10b00501.htm">http://chronicle.com/weekly/v53/i10/10b00501.htm</a></li> <li>• Community Colleges Struggle When It Comes to Soliciting Private Donations: As government support lags, 2-year colleges face challenges as they increase development efforts, by Erin Strout <a href="http://chronicle.com/weekly/v52/i23/23a02501.htm">http://chronicle.com/weekly/v52/i23/23a02501.htm</a></li> <li>• The College as Real-Estate Tycoon: More institutions are taking gifts of property, despite the risks, and cashing in on a boom, by Martin Van Der Werf <a href="http://chronicle.com/weekly/v53/i12/12a02601.htm">http://chronicle.com/weekly/v53/i12/12a02601.htm</a></li> <li>• A Call for Faculty Fund Raisers: Professors are being recruited to drum up donations, but many are reluctant to get involved, by Erin Strout <a href="http://chronicle.com/weekly/v53/i30/30a01001.htm">http://chronicle.com/weekly/v53/i30/30a01001.htm</a></li> <li>• Courting Female Donors: As women become wealthier, colleges learn to solicit gifts from them, by Erin Strout <a href="http://chronicle.com/weekly/v53/i44/44a02101.htm?=&amp;attw">http://chronicle.com/weekly/v53/i44/44a02101.htm?=&amp;attw</a></li> <li>• Scholars of Altruism Explain What Works and What Does Not at Conference on Philanthropy, by Caroline Preston <a href="http://chronicle.com/daily/2007/07/2007071904n.htm?=&amp;attn">http://chronicle.com/daily/2007/07/2007071904n.htm?=&amp;attn</a></li> <li>• Chronicle of Higher Education Endowment Glossary <a href="http://chronicle.com/prm/weekly/v50/i38/38b02201.htm">http://chronicle.com/prm/weekly/v50/i38/38b02201.htm</a></li> <li>• Endowments Celebrate a Streak: For the fourth year in a row, college investments show positive returns, by Martin Van Der Werf <a href="http://chronicle.com/weekly/v53/i21/21a00101.htm">http://chronicle.com/weekly/v53/i21/21a00101.htm</a></li> <li>• The Rich Get Richer — Again, by Scott Jaschik <a href="http://insidehighered.com/news/2006/12/14/nacubo">http://insidehighered.com/news/2006/12/14/nacubo</a></li> <li>• Billionaire colleges don't sweat the small stuff (AP) <a href="http://pittsburghlive.com/x/tribune-review/trib/newssummary/s_336730.html">http://pittsburghlive.com/x/tribune-review/trib/newssummary/s_336730.html</a></li> <li>• University Endowments: The Ivory Trade, from The Economist (January 2007)</li> <li>• A Different Approach to Divestment, by Scott Jaschik <a href="http://insidehighered.com/news/2006/06/16/sudan">http://insidehighered.com/news/2006/06/16/sudan</a></li> <li>• Harvard's Sort-of Divestment, by Scott Jaschik <a href="http://insidehighered.com/news/2007/07/02/harvard">http://insidehighered.com/news/2007/07/02/harvard</a></li> </ul> <p><b>Presentation Opportunity #4</b></p>

13

Nov. 20-  
Dec. 4**Higher Education Costs & Expenditures: Salaries, Research, Information Technology, Facilities, Intercollegiate Athletics***Reports, Chapters, & Journal Articles:*

- 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-OIIXzUpni316833VwI&t\\_Pub\\_PgNum=5&-SortField=t\\_Pub\\_PgNum&-Find](http://www1.scup.org/PHE/FMPro?-db=PubItems.fp5&-lay=ART&-format=read_full.htm&-error=error.htm&ID_pub=PUB-OIIXzUpni316833VwI&t_Pub_PgNum=5&-SortField=t_Pub_PgNum&-Find)
- Financial Inequality in Higher Education: The Annual Report on the Economic Status of the Profession, 2006-07: AAUP <http://www.aaup.org/NR/rdonlyres/B25BFE69-BCE7-4AC9-A644-7E84FF14B883/0/zreport.pdf>
- Making the Most of our Faculties, by Timothy Ryan <http://www.american.com/archive/2007/january-0107/making-the-most-of-our-faculties/>
- Survey of Changes in Faculty Retirement Policies 2007, by Valerie Martin Conley <http://www.aaup.org/NR/rdonlyres/36818073-DDAE-4CFC-B158-41A1524D62E3/0/AAUP2007RetirementReport.pdf>
- Capital Budgeting Practices in Public Higher Education, by Manns & Katsinas <http://www.appa.org/FacilitiesManager/article.cfm?ItemNumber=2551&parentid=2540>
- Will Sustainability Take Root?, by Karla Hignite <http://www.nacubo.org/x7977.xml>

*News Articles:*

- Colleges Rely on Consortia, Contractors, and Ingenuity to Cut Costs: Forget that climbing wall in the new gym and the health-insurance company, too, by Ben Gose <http://chronicle.com/weekly/v52/i21/21b00101.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>
- 101 Smart Revenue Generators (and Money-saving Ideas) Readers share their successful strategies to start earning--and avoid burning—money, *University Business*, December 2006 <http://www.universitybusiness.com/ViewArticle.aspx?articleid=623>
- For the First Time in 3 Years, Faculty Salaries Beat Inflation: Underlying financial inequalities trouble the AAUP <http://chronicle.com/weekly/v53/i33/33a01001.htm>
- Salaries Rise 3.8 Percent for Professors <http://chronicle.com/weekly/v53/i28/28a01301.htm>
- Explaining the Gender Gap in Pay, by Scott Jaschik <http://insidehighered.com/news/2006/04/13/gender>
- Beneficial Benefits: Colleges and universities are expanding employee benefits to attract and retain talent, by Carol Patton <http://www.universitybusiness.com/viewarticle.aspx?articleid=844&p=1#0>
- Administrators' Pay Rises 4%, Beating Inflation for the 10th Consecutive Year <http://chronicle.com/weekly/v53/i26/26a03001.htm>
- Midlevel Administrators See Median Pay Increase of 3.8%, by Erin Strout <http://chronicle.com/weekly/v53/i30/30a03401.htm>
- Presidential Pay Tops \$160,000 at 2-Year Colleges, Survey Finds, by Elyse Ashburn <http://chronicle.com/daily/2007/04/2007041601n.htm>
- Industry Support for Academic Research Rebounds in 2005, After 3-Year Slump <http://chronicle.com/weekly/v53/i23/23a02401.htm>
- Where the Federal Research Funds Flow, by Scott Jaschik <http://insidehighered.com/news/2007/08/03/scitech>
- U. of California Yet Again Wins the Most Patents of Any University, by G. Blumenstyk <http://chronicle.com/daily/2006/04/2006040705n.htm>
- The State of Campus Computing, by Doug Lederman <http://insidehighered.com/news/2006/10/10/computing>
- Spending on Technology Rebounds at Colleges and Could Set a Record This Year, by Vincent Kiernan <http://chronicle.com/daily/2006/02/2006022701t.htm>
- Locking Down Departmental Data, by Doug Lederman <http://insidehighered.com/news/2006/05/02/hack>
- Managing IT From the Top Down?? <http://chronicle.com/weekly/v53/i18/18b01601.htm>
- America's universities in building boom, by Jason Szep, *Boston Globe* [http://www.boston.com/news/local/massachusetts/articles/2006/12/20/americas\\_universities\\_in\\_building\\_boom/?page=1](http://www.boston.com/news/local/massachusetts/articles/2006/12/20/americas_universities_in_building_boom/?page=1)

13	Nov 20- Dec.4 (con't)	<ul style="list-style-type: none"> <li>• America's universities in building boom, by Jason Szep, Boston Globe <a href="http://www.boston.com/news/local/massachusetts/articles/2006/12/20/americas_universities_in_building_boom/?page=1">http://www.boston.com/news/local/massachusetts/articles/2006/12/20/americas_universities_in_building_boom/?page=1</a></li> <li>• Bricks, Mortar, and Vision: a Guide for Campus Planning, by Roger K. Lewis <a href="http://chronicle.com/prm/weekly/v50/i29/29b02001.htm">http://chronicle.com/prm/weekly/v50/i29/29b02001.htm</a></li> <li>• Facilities Can Play Key Role in Students' Enrollment Decisions, Study Finds, by Audrey Williams June <a href="http://chronicle.com/daily/2006/05/2006053002n.htm">http://chronicle.com/daily/2006/05/2006053002n.htm</a></li> <li>• High Stakes in the Horseshoe: As lawmakers ask whether college sports deserves a tax exemption, the season's most-hyped football game offers some answers, by Paul Fain <a href="http://chronicle.com/weekly/v53/i17/17a03801.htm">http://chronicle.com/weekly/v53/i17/17a03801.htm</a></li> <li>• A Better Look at Sports Budgets, by Doug Lederman <a href="http://insidehighered.com/news/2006/06/23/ncaa">http://insidehighered.com/news/2006/06/23/ncaa</a></li> <li>• Success in College Sports Has Only a Tenuous Tie to More Gifts and Applicants, Report Says, by Jennifer Jacobson <a href="http://chronicle.com/prm/daily/2004/09/2004090801n.htm">http://chronicle.com/prm/daily/2004/09/2004090801n.htm</a></li> <li>• Despite Small Gains, Women and Minority-Group Members Still Land Few Jobs in College Sports, Report Says, by Brad Wolverton <a href="http://chronicle.com/daily/2006/12/2006121404n.htm">http://chronicle.com/daily/2006/12/2006121404n.htm</a></li> <li>• College Sports' \$4 Million Man, by Elia Powers <a href="http://insidehighered.com/news/2007/01/11/saban">http://insidehighered.com/news/2007/01/11/saban</a></li> <li>• Experts Urge Knight Commission to Try to Cap Coaches' Salaries and Curtail Recruiting, ?? by Brad Wolverton &amp; Sara Lipka <a href="http://chronicle.com/daily/2007/01/2007012303n.htm">http://chronicle.com/daily/2007/01/2007012303n.htm</a></li> <li>• Oklahoma State U. to Raise \$280-Million for Athletics Through Insurance Policies on Boosters, Brad Wolverton <a href="http://chronicle.com/daily/2007/03/2007030205n.htm">http://chronicle.com/daily/2007/03/2007030205n.htm</a></li> <li>• 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 <a href="http://chronicle.com/free/v53/i44/44a03101.htm">http://chronicle.com/free/v53/i44/44a03101.htm</a></li> </ul> <p><b>Presentation Opportunity #5</b></p>
14	Nov. 27	<p><b>No Class – Thanksgiving Week</b> Hook ‘Em Horns</p>
15	Dec. 4	<p><b>Higher Education Costs &amp; Expenditures: Salaries, Research, Information Technology, Facilities, Intercollegiate Athletics (Continued)</b></p> <p><i>Course Conclusion</i></p> <p><i>Final Paper Due</i></p>