

The University of Texas at Austin
Course Outline and Syllabus
Fall 2009

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.
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NB: This syllabus is current as of August 31, 2009 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.
(NB: This text is available as an electronic resource via UT Libraries.)
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 UT EID, 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 6th 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, 5th or 6th Edition stylebook.**

There are numerous online sources for both APA as well. One of the best resources on the internet is Purdue University's OWL. The URL is <http://owl.english.purdue.edu/owl/resource/560/01/>

Graduate students should avail themselves of the excellent resources at the UT Libraries (<http://www.lib.utexas.edu/>). (You can friend them on Facebook and follow them on Twitter as well!) They offer courses on using research tools such as Google Scholar, databases, and classes on popular bibliographic management software (EndNote, Zotero). In the 21st century, the challenge is not so much the collection of data as it is the management of it. **I strongly suggest that students investigate these options – some at cost, some free – to facilitate and manage your use of data.**

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 5th 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, UCEA) 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 observe etiquette (it's never appropriate to answer a call in class; in case of an emergency you should leave the room and answer).

Computer and smartphone use is permissible in this course if being used for note-taking and supplemental purposes. Excessive misuse of technology (checking e-mail, Facebooking during class, etc.) may result in a deduction of class participation points. **Please silence phones before the start of class.**

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 Due October 8 – November 12 (except for November 5)	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 Due November 5	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. Submit via Blackboard
Final Paper Due December 3	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 5th 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 unless previously approved by the teaching staff. Students should keep an electronic backup copy of all submitted work, in PDF format, with accurate time/date information. A word of advice – **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. **Font size should be 11 or 12 point, using Times New Roman only.**

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, or ask Dr. Reddick before you submit a paper.
5. Late papers will receive a point deduction each day 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.

Communication

Course updates and information will be distributed via e-mail. You will need to regularly check the Blackboard site, particularly the day of class. Be sure that your e-mail address is up-to-date and one you use on a regular basis.

Slides for lectures will typically be available immediately before class at the Blackboard site. These are the intellectual property of the teaching staff and can be used as sources, cited thusly:

Reddick, R.J. (2009, August 4). Lecture presented in EDA 388E. The University of Texas at Austin.

Be mindful that we will have a number of guest speakers during the course; you should cite them in this manner as well.

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> 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 electronic 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. 27	Introductions Syllabus Walkthrough Expectations Overview
2	Sept. 3	<p>General Economics & Financing of Higher Education</p> <p><i>Course Text:</i></p> <ul style="list-style-type: none"> ▪ <u>Introduction to the Volume, by Michael Paulsen and John Smart</u> ▪ <u>P&S 1, Trends in Revenues and Expenditures for Public/Private Higher Education, by Robert Toukoushian</u> <p><i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ Spellings Commission Report (http://www.ed.gov/about/bdscomm/list/hiedfuture/reports/final-report.pdf) ▪ Measuring Up: National Report Card on Higher Education (http://measuringup2008.highereducation.org/print/NCPPEMUNationalRpt.pdf) ▪ The Most Expensive US Colleges, Wingfield & Indiviglio (http://www.forbes.com/2009/02/03/most-expensive-colleges-business-0203_colleges.html) ▪ Squeeze Play 2009: The Public's Views on College Costs, Immerwahr & Johnson et al. (http://www.highereducation.org/reports/squeeze_play_09/squeeze_play_09.pdf) ▪ The Dangerous Wealth of the Ivy League, by Anthony Bianco (http://www.businessweek.com/magazine/content/07_50/b4062038784589.htm) <p><i>News Articles:</i></p> <ul style="list-style-type: none"> ▪ Cost and the College Trustee, Lederman (http://insidehighered.com/news/2007/03/06/agb) ▪ Trustee Survey Paints Grim Budget Picture for Public Unis, Fain (http://chronicle.com.ezproxy.lib.utexas.edu/article/Trustee-Survey-Paints-Grim-/47204/) ▪ Why Can't a College be More Like a Firm? by Gordon Winston (http://www.williams.edu/wpehe/DPs/DP-42.pdf)

3	Sept. 10	<p>Higher Education as a Financial Organization, Fund Accounting Guest Speaker: Dr. William Lasher, Professor Emeritus, UT Austin <i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ College Costs: Subsidies, Intuition, and Policy, by Gordon Winston (http://www.williams.edu/wpehe/DPs/DP-45.pdf) ▪ Fund Accounting, by Richard Meisinger & Leroy Dubeck (.pdf document via Blackboard) <p><i>News Articles:</i></p> <ul style="list-style-type: none"> ▪ What Colleges Can Learn from Recessions Past, Breneman (http://chronicle.com.ezproxy.lib.utexas.edu/article/What-Colleges-Can-Learn-Fro/16846/) ▪ A Lifetime of Student Debt? Not Likely, Wilson (http://chronicle.com.ezproxy.lib.utexas.edu/article/A-Lifetime-of-Student-Debt-/44374/) ▪ Tuition Runs Out Today, by Elizabeth Redden (http://www.insidehighered.com/layout/set/dialog/news/2007/02/20/albright) ▪ Why For-Profit Colleges Are Like Health Clubs, by Goldie Blumenstyk (http://chronicle.com.ezproxy.lib.utexas.edu/article/Why-For-Profit-Colleges-Are/19963/)
4	Sept. 17	<p>The Role of the States in Financing Higher Education <i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ States and College Affordability, by Michael Mumper with Kevin Mohr (.pdf document via Blackboard) ▪ State Funds for Higher Education: Fiscal Decisions and Policy Implications, by Harold Hovey (.pdf document via Blackboard) ▪ State Higher Education Finance FY2008 (http://www.sheeo.org/finance/shef_fy08.pdf) <p><i>News Articles:</i></p> <ul style="list-style-type: none"> ▪ The Higher Education Funding Disconnect: Spending More, Getting Less, Wellman (http://www.changemag.org/Archives/Back%20Issues/November-December%202008/full-funding-disconnect.html) ▪ State finances expected to dip, by Pamela M. Prah & Eric Keiderman (http://www.stateline.org/live/details/story?contentId=230975) ▪ Looking for Dollars in Unusual Places: Governors seek unorthodox sources to pay for higher education, by Karihn Fischer (http://chronicle.com.ezproxy.lib.utexas.edu/article/Looking-for-Dollars-in-Unus/14298/)
5	Sept. 24	<p>Formula Funding, Performance Funding Guest Speaker: Dr. Harrison Keller, Vice Provost for Higher Education Policy, UT Austin <i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ Introduction to the Texas Public University Funding Formula, Texas Higher Education Coordinating Board (.ppt via Blackboard) ▪ Texas Formulas: Formula Funding Recommendations for 2008-09 (http://www.thecb.state.tx.us/Reports/PDF/1192.PDF) ▪ Formula Funding Recommendations for the 2010-2011 Biennium (http://www.education-gogetit.com/reports/PDF/1511.PDF?CFID=2496715&CFTOKEN=80148388) ▪ Performance Reporting: “Real” Accountability or Accountability “Lite”, by Joseph Burke & Henrik Minassians (http://www.rockinst.org/pdf/education/2003-performance_reporting_real_accountability_or_accountability_lite_seventh_annual_survey_2003.pdf) ▪ Gov. Rick Perry’s Higher Education Reform Proposal: 80th Texas Legislature (http://www.thecb.state.tx.us/reports/PDF/1389.PDF?CFID=1917315&CFTOKEN=90620215)

6	Oct. 1	<p>Economics & Finance of Higher Education in the Media/Planning for Presentations Guest Speaker: Mary Knight, Associate Vice President and Budget Director, UT Austin</p> <p><i>News Article:</i></p> <ul style="list-style-type: none"> ▪ Rich Harvard, Poor Harvard, by Nina Munk (http://www.vanityfair.com/politics/features/2009/08/harvard200908) <p><i>Tasks</i></p> <ul style="list-style-type: none"> ▪ Assign & decide groups for group presentations ▪ Submit brief memo with group's top three choices for presentation
7	Oct. 8	<p>Planning & Budgeting Concepts</p> <p><i>Course Text:</i></p> <ul style="list-style-type: none"> ▪ <u>Follow the Money</u>, by William Lasher & Charlotte Sullivan <p><i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ Budgeting and Costing Methodologies in Higher Education, Manoa Budget Advisory Group http://manoa.hawaii.edu/ovcafo/newprocess/MBAGfinalreport.pdf ▪ The Philosophy and Psychology of Effective Institutional Budgeting, Peter A. Facione http://www.insightassessment.com/pdf_files/Budgeting%20&%20Governance.pdf ▪ Finding Financial Freedom, by Laura Phillips, Charles Carroll, and Kurt Buttleman, <i>University Business</i>, January 2007 http://www.thefreelibrary.com/Finding+financial+freedom:+with+unique+financial+circumstances,+...-a0157031994 <p>Presentation Opportunity #1</p>
8	Oct. 15	<p>Higher Education as Investment in Human Capital: as a Private Benefit, as a Public Benefit Guest Speaker: John Carroll, University of Phoenix</p> <p><i>Course Text:</i></p> <ul style="list-style-type: none"> ▪ <u>P&S 4: The Economics of the Public Sector: The Nature and Role of Public Policy in the Finance of Higher Education</u>, by Michael Paulsen <p><i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ Why Is a High School Diploma No Longer Enough?, by Geske & Cohn (.pdf document via Blackboard) ▪ Earnings Gap Highlighted by Census Bureau Data on Educational Attainment, U.S. Census Bureau http://www.census.gov/Press-Release/www/releases/archives/education/009749.html ▪ Education Pays 2007 College Board http://www.collegeboard.com/prod_downloads/about/news_info/cbsenior/yr2007/ed-pays-2007.pdf ▪ The Investment Payoff: A 50-State Analysis of the Public and Private Benefits of Higher Education http://www.ihep.org/assets/files/publications/G-L/InvestmentPayoff.pdf ▪ Is More Better: The Impact of Postsecondary Education on the Economic & Social Well-being of America, by Adriane Williams & Watson Swail http://educationalpolicy.org/pdf/gates.pdf ▪ The Parent Gap, by Scott Jaschik http://www.insidehighered.com/news/2009/08/10/parents ▪ University Tuition, Consumer Choice, and College Affordability, McPherson & Shulenburg https://www.aplu.org/NetCommunity/Document.Doc?id=1296 ▪ The Impact of the State Higher Education System on the Texas Economy, Texas Comptroller of Public Accounts

		<p>http://www.window.state.tx.us/specialrpt/highered05/</p> <ul style="list-style-type: none"> ▪ A Tale of Two States, Texas Higher Education Coordinating Board http://www.theceb.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 <p><i>News Articles:</i></p> <ul style="list-style-type: none"> ▪ The University As Economic Savior: As higher education replaces industry in some cities, colleges face both support and unrealistic expectations, by Karin Fischer http://chronicle.com.ezproxy.lib.utexas.edu/article/The-University-As-Economic-/7492/ <p>Presentation Opportunity #2</p>
9	Oct. 22	<p>Catch-Up Day Review and revisit topics from earlier in the semester</p>
10	Oct. 29	<p>Tuition, Financial Aid, Affordability Guest Speaker: Dr. Tom Melecki, Director of Student Financial Services, The University of Texas at Austin</p> <p><i>Course Text:</i></p> <ul style="list-style-type: none"> ▪ <u>P&S 6: Economic Perspectives on Rising College Tuition: A Theoretical and Empirical Exploration</u>, by Michael Paulsen ▪ <u>P&S 2: College Education: Who Can Afford It?</u>, by Sandy Baum <p><i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ Trends in College Pricing, College Board 2008 http://professionals.collegeboard.com/profdownload/trends-in-college-pricing-2008.pdf ▪ Tuition Rising: Why College Costs So Much, by Ronald Ehrenberg http://net.educause.edu/ir/library/pdf/ffp0005s.pdf http://net.educause.edu/ir/library/pdf/ffp0005.pdf ▪ Fixed Tuition Pricing: A Solution that may be Worse than the Problem, by Christopher C. Morpew, Change January/February 2007 http://find.galegroup.com.ezproxy.lib.utexas.edu/gtx/retrieve.do?contentSet=IAC-Documents&qrySerId=&inPS=true&tabID=T002&prodId=AONE&searchId=R1&retrieveFormat=PDF&currentPosition=5&userGroupName=txshracd2598&resultListType=RESULT_LIST&sort=DateDescend&docId=A158397175&noOfPages=6 ▪ 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://professionals.collegeboard.com/profdownload/trends-in-student-aid-2008.pdf ▪ Tuition Discounting: Not Just a Private College Practice, 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/borrowers.pdf <p><i>News Articles:</i></p> <ul style="list-style-type: none"> ▪ Paying by the Program, by Elizabeth Redden http://insidehighered.com/news/2007/03/26/tuition ▪ The Selling of Student Loans, by Kelly Field http://chronicle.com.ezproxy.lib.utexas.edu/article/The-Selling-of-Student-Loans/12437/ ▪ Inflation Eats Into Recent Growth in State Spending on Student Aid by Peter Schmidt http://chronicle.com.ezproxy.lib.utexas.edu/article/Inflation-Eats-Into-Recent-/22504/ ▪ The Impact of Merit Scholarships, by Scott Jaschik http://insidehighered.com/news/2007/03/27/merit ▪ Tuition-Discounting Rate Holds Steady, by Audrey Williams June http://chronicle.com.ezproxy.lib.utexas.edu/article/Tuition-Discount-Rate-Holds/1679/

	<ul style="list-style-type: none"> ▪ 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://joestalentsearchpage.blogspot.com/ - (Scroll $\frac{3}{4}$ down for Wednesday, August 30, 2006) ▪ Texas Higher Education Coordinating Board Loan Repayment Programs http://www.hhloans.com/cfbin/tofa.cfm?Kind=LRP ▪ Draft of the Simplified FAFSA http://www.nasfaa.org/PDFs/2008/DraftFAFSA.pdf <p>Presentation Opportunity #3</p>
11	<p>Nov. 5</p> <p>No Class – ASHE Conference Final Paper Proposal Due – submit via e-mail by 5 pm CST to Dr. Reddick and copy Danielle Alsandor</p>
12	<p>Nov. 12</p> <p>Development; Endowment Management <i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ Private Donations to Colleges Rise for Fourth Consecutive Year, by Brad Wolverton http://chronicle.com.ezproxy.lib.utexas.edu/article/Private-Donations-to-Colleg/9872/ ▪ The New Philanthropists, by Richard Lee Colvin http://educationnext.org/thenewphilanthropists/ ▪ University of Texas Investment Management Company (UTIMCO) http://www.utimco.com/scripts/internet/about.asp <p><i>News Articles:</i></p> <ul style="list-style-type: none"> ▪ 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.ezproxy.lib.utexas.edu/article/Its-300-Million-but-Don/24464/ ▪ \$50-Million Donor to U. of Michigan Will Review Performance as Part of Gift, CHE, 6/25/07 http://chronicle.com.ezproxy.lib.utexas.edu/article/50-Million-Donor-to-U-of-/39110/ ▪ Unusual Strings Attached to 2 Gifts, by Debra Blum http://chronicle.com.ezproxy.lib.utexas.edu/article/Unusual-Strings-Attached-to/28818/ ▪ Princeton U. Returns \$782,000 Donation, by Erin Strout Returns-782000-/6205/">http://chronicle.com.ezproxy.lib.utexas.edu/article/Princeton>Returns-782000-/6205/ ▪ A Gift for Athletics From a Wealthy Oilman Triggers a Furor at Oklahoma State U., by Caroline Preston http://philanthropy.com/free/articles/v18/i09/09001601.htm ▪ At a Growing Number of Community Colleges, Fund Raising Is No Longer Optional, by Ben Gose http://chronicle.com.ezproxy.lib.utexas.edu/article/At-a-Growing-Number-of-Comm/26509/ ▪ Community Colleges Struggle When It Comes to Soliciting Private Donations http://chronicle.com.ezproxy.lib.utexas.edu/article/Community-Colleges-Struggle/17638/ ▪ The College as Real-Estate Tycoon http://chronicle.com.ezproxy.lib.utexas.edu/article/The-College-as-Real-Estate-/26604/ ▪ A Call for Faculty Fund Raisers by Erin Strout http://chronicle.com.ezproxy.lib.utexas.edu/article/A-Call-for-Faculty-Fund-Rai/25923/ ▪ Courting Female Donors by Erin Strout http://chronicle.com.ezproxy.lib.utexas.edu/article/Courting-Female-Donors/7396/ ▪ Scholars of Altruism Explain What Works and What Does Not at Conference on Philanthropy, by Caroline Preston http://blogs.csp.edu/riddle/files/2007/07/scholarly-evidence-of-motivators.pdf ▪ Chronicle of Higher Education Endowment Glossary http://chronicle.com/article/Key-Investment-Terms-a-Glo/18926/ ▪ Endowments Celebrate a Streak: For the fourth year in a row, college investments show positive returns, by Martin Van Der Werf http://chronicle.com.ezproxy.lib.utexas.edu/article/Endowments-Celebrate-a-Streak/20851/

	<ul style="list-style-type: none"> ▪ The Rich Get Richer — Again, by Scott Jaschik http://insidehighered.com/news/2006/12/14/nacubo ▪ Billionaire colleges don't sweat the small stuff (AP) http://pittsburghlive.com/x/tribune-review/trib/newssummary/s_336730.html ▪ University Endowments: The Ivory Trade, from The Economist (January 2007) Access via Academic Onefile Gale and search by title http://find.galegroup.com.ezproxy.lib.utexas.edu/gtx/quickSearch.do?inPS=true&prodId=AONE&userGroupName=txshracd2598 ▪ A Different Approach to Divestment, by Scott Jaschik http://insidehighered.com/news/2006/06/16/sudan ▪ Harvard's Sort-of Divestment, by Scott Jaschik http://insidehighered.com/news/2007/07/02/harvard <p>Presentation Opportunity #4</p>
13	<p>Nov. 19 No Class – UCEA Conference Substantial reading load for December 3. Recommend that students use this time to start reviewing articles.</p>
14	<p>Nov. 26 No Class – Thanksgiving Week Hook 'Em Horns</p>
15	<p>Dec. 3 Higher Education Costs & Expenditures: Salaries, Research, Information Technology, Facilities, Intercollegiate Athletics <i>Reports, Chapters, & Journal Articles:</i></p> <ul style="list-style-type: none"> ▪ Cost of Instruction: Research and Praxis, by John Milam http://highered.org/docs/milam-costofinstructionsynthesis.pdf ▪ 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 ▪ Final Report of the Gender Equity Task Force, by Moore and Ritter (Sections I-IV only) http://www.utexas.edu/news/attach/2008/3133_Gender_Equity_Report.pdf ▪ Making the Most of our Faculties, by Timothy Ryan http://www.american.com/archive/2007/january-0107/making-the-most-of-our-faculties/ ▪ Capital Budgeting Practices in Public Higher Education by Derrick A. Manns and Stephen G. Katsinas http://www.appa.org/FacilitiesManager/article.cfm?ItemNumber=2551&parentid=2540 ▪ Will Sustainability Take Root?, by Karla Hignite http://www.nacubo.org/Business_Officer_Magazine/Magazine_Archives/April_2006/Will_Sustainability_Take_Root.html <p><i>News Articles:</i></p> <ul style="list-style-type: none"> ▪ Colleges Rely on Consortia, Contractors, and Ingenuity to Cut Costs by Ben Gose http://chronicle.com.ezproxy.lib.utexas.edu/article/Colleges-Rely-on-Consortia/12420/ ▪ The Companies That Colleges Keep, by Ben Gose http://chronicle.com.ezproxy.lib.utexas.edu/article/The-Companies-That-Colleges/12899/ ▪ 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 by Sierra Millman http://chronicle.com.ezproxy.lib.utexas.edu/article/For-the-First-Time-in-3-Yea/21002/ ▪ Salaries Rise 3.8 Percent for Professors by Scott Smallwood http://chronicle.com.ezproxy.lib.utexas.edu/article/Salaries-Rise-38-Percent-f/23239/ ▪ Beneficial Benefits: Colleges and universities are expanding employee benefits, by 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.ezproxy.lib.utexas.edu/article/Administrators-Pay-Rises-4/24114/ ▪ Presidential Pay Tops \$160,000 at 2-Year Colleges, Survey Finds, by Elyse Ashburn http://chronicle.com.ezproxy.lib.utexas.edu/article/Presidential-Pay-at-2-Year-/23123/

- Where the Federal Research Funds Flow, by Scott Jaschik <http://insidehighered.com/news/2007/08/03/scitech>
- The State of Campus Computing, by Doug Lederman <http://insidehighered.com/news/2006/10/10/computing>
- A Texas-sized building boom, Austin American-Statesman, <http://www.statesman.com/news/content/sports/stories/archive/utspending/buildingboom.html>
- Bricks, Mortar, and Vision: a Guide for Campus Planning, by Roger K. Lewis <http://chronicle.com.ezproxy.lib.utexas.edu/article/Bricks-MortarVision-/11942/>
- Facilities Can Play Key Role in Students' Enrollment Decisions, Study Finds, by Audrey Williams June <http://chronicle.com.ezproxy.lib.utexas.edu/article/Facilities-Play-a-Key-Role-/26924/>
- Come Early. Be Loud. Cash In., by S.C. Gwynne <http://www.texasmonthly.com/2008-11-01/feature.php>
- High Stakes in the Horseshoe, by Paul Fain <http://chronicle.com.ezproxy.lib.utexas.edu/article/High-Stakes-in-the-Horseshoe/27432/>
- Despite Small Gains, Women and Minority-Group Members Still Land Few Jobs, by Brad Wolverton <http://chronicle.com.ezproxy.lib.utexas.edu/article/Despite-Small-Gains-Women-/11250/>
- To Increase Enrollment, Community Colleges Add More Sports by Elyse Ashburn <http://chronicle.com.ezproxy.lib.utexas.edu/article/To-Increase-Enrollment-Com/2420/>

Course Conclusion

Final Paper Due