

Contents

Preface	vii
PART I: Environmental Issues	1
1 Introduction: Challenges, Solutions, and Themes	3
2 Challenges Facing Public Research Universities	9
PART II: Practices, Procedures, and Strategies	23
3 A Framework for Defining, Creating, and Distributing Value	25
4 Tuition Setting in Practice	49
5 Basic Financial Structure of Public Universities	67
6 Two Prominent Models for Resource Allocation: Central-Administration Management and Responsibility- Centered Management	80
PART III: Policy and Analysis	107
7 Subsidies to Public Higher Education	109
8 An Efficiency-Based Subsidy and Tuition Policy	134
9 The Quality of Education	153

	PART IV: Culture and Governance	169
10	Cultural Impediments to Change	171
11	Templates for Change and Lost Opportunities	194
12	Public No More	213
	Notes	223
	References and Selected Bibliography	243
	Index	257