

# Contents

---

<b>Executive Summary</b>	<b>vii</b>
<b>Foreword</b>	<b>xi</b>
<b>Acknowledgments</b>	<b>xiii</b>
<b>Identification, Equity, and Culture</b>	<b>1</b>
Institutional Identification	3
Brand Equity	4
Institutional Culture	5
Using Institutional Culture	6
An Illustration: Tusculum College	8
<b>Using Culture to Strengthen Institutional Identification</b>	<b>15</b>
Identifying with Institutions	16
Framing Institutional Identification	18
Strengthening Institutional Identification	21
Benefiting from Institutional Identification	23
<b>Using Culture to Build Brand Equity</b>	<b>27</b>
Institutions as Brands	28
Brand Equity	30
Building Brand Equity	34

---

<b>Understanding Institutional Culture</b>	<b>39</b>
Defining Institutional Culture	39
Disciplinary Foundations and Conceptual Frameworks	41
Foundational Work and Contemporary Approaches	44
Institution Types and Institutional Culture	47
Subcultures in Higher Education	50
<b>Institutional Culture in Substance and Form</b>	<b>55</b>
The Substance of Institutional Culture	56
The Forms of Institutional Culture	59
<b>Using Institutional Culture to Strengthen Institutional Identification and Build Brand Equity</b>	<b>75</b>
<b>References</b>	<b>79</b>
<b>Name Index</b>	<b>97</b>
<b>Subject Index</b>	<b>103</b>