

---

# Contents

---

<b>Foreword</b>	<b>ix</b>
<b>Acknowledgments</b>	<b>xiii</b>
<b>Introduction</b>	<b>1</b>
<b>Trends in University Governance</b>	<b>11</b>
<b>Challenges to University Governance Structures</b>	<b>21</b>
Governance Structures in Historical Perspective	21
Governance, Management, and Leadership	24
Depicting Institutional Structure	28
Shared Governance	30
AAUP Versus AGB Perceptions	32
Accountability and Program Review	35
<b>Structural and Cultural Elements of Governance</b>	<b>41</b>
Organizational Culture	41
Trustees' Perspectives	43
Organizational Culture and Governance	45
<b>Competing Perspectives and Expectations</b>	<b>49</b>
Expectations of Faculty, Administrators, and Trustees	49
Facing the Fundamental Challenges	53
Governance from a Presidential Perspective	53
Evolving Issues in the Twenty-First-Century University	55
A Port for Every Pillow	56

---

---

Organizational Learning, Leadership, and Change	58
The George Mason Case	60
The Case of the Institutes of Business at the University of the West Indies	61
Governance: State and Campus Surveys	63
Toward a More Effective System	65
Governance: Attitudes and Perceptions	65
Emphases Emerging from the Literature	69
<b>Governance and Teaching and Learning</b>	<b>73</b>
The Environmental Context for Education	73
Organizational Culture and Learning	75
<b>Governance, Information Technology, and Distance Education</b>	<b>83</b>
The Impact of Information Technologies	83
New Models of Higher Education	84
Governance Structures and Educational Technologies	89
E-Learning: Policy Issues and Impact	92
<b>Resource Allocation and Governance</b>	<b>97</b>
Responsibility-Centered Management	97
Performance-Based Program Budgeting: The Basic Questions	98
Caveats and Adjustments to Responsibility-Centered Management	102
<b>A Revised Model of Governance Structure in the Twenty-First-Century University</b>	<b>107</b>
<b>Appendix A:</b> Public and Private University Enrollments, 1998	115
<b>Appendix B:</b> Survey of University Governance	117
<b>Appendix C:</b> Organizational Culture and Governance	119
<b>References</b>	<b>121</b>
<b>Name Index</b>	<b>133</b>
<b>Subject Index</b>	<b>137</b>

---

---

Organizational Learning, Leadership, and Change	58
The George Mason Case	60
The Case of the Institutes of Business at the University of the West Indies	61
Governance: State and Campus Surveys	63
Toward a More Effective System	65
Governance: Attitudes and Perceptions	65
Emphases Emerging from the Literature	69
<b>Governance and Teaching and Learning</b>	<b>73</b>
The Environmental Context for Education	73
Organizational Culture and Learning	75
<b>Governance, Information Technology, and Distance Education</b>	<b>83</b>
The Impact of Information Technologies	83
New Models of Higher Education	84
Governance Structures and Educational Technologies	89
E-Learning: Policy Issues and Impact	92
<b>Resource Allocation and Governance</b>	<b>97</b>
Responsibility-Centered Management	97
Performance-Based Program Budgeting: The Basic Questions	98
Caveats and Adjustments to Responsibility-Centered Management	102
<b>A Revised Model of Governance Structure in the   Twenty-First-Century University</b>	<b>107</b>
<b>Appendix A:</b> Public and Private University Enrollments, 1998	115
<b>Appendix B:</b> Survey of University Governance	117
<b>Appendix C:</b> Organizational Culture and Governance	119
<b>References</b>	<b>121</b>
<b>Name Index</b>	<b>133</b>
<b>Subject Index</b>	<b>137</b>