Contents

Preface vii
Acknowledgments xv
Introduction: Ripe for Disruption—and Innovation xix

Part One: Reframing the Higher Education Crisis

Chapter 1 The Educational Innovator’s Dilemma: Threat of Danger, Reasons for Hope 3

Part Two: The Great American University

Chapter 2 Puritan College 33
Chapter 3 Charles Eliot, Father of American Higher Education 46
Chapter 4 Pioneer Academy 72
Chapter 5 Revitalizing Harvard College 80
Chapter 6 Struggling College 98
Chapter 7 The Drive for Excellence 110
Chapter 8 Four-Year Aspirations in Rexburg 139
Chapter 9 Harvard’s Growing Power and Profile 148
Chapter 10 Staying Rooted 157
Contents

Part Three: Ripe for Disruption

Chapter 11 The Weight of the DNA 171
Chapter 12 Even at Harvard 185
Chapter 13 Vulnerable Institutions 192
Chapter 14 Disruptive Competition 206

Part Four: A New Kind of University

Chapter 15 A Unique University Design 223
Chapter 16 Getting Started 238
Chapter 17 Raising Quality 249
Chapter 18 Lowering Cost 276
Chapter 19 Serving More Students 301

Part Five: Genetic Reengineering

Chapter 20 New Models 325
Chapter 21 Students and Subjects 347
Chapter 22 Scholarship 358
Chapter 23 New DNA 379
Chapter 24 Change and the Indispensable University 396

Notes 403
The Authors 445
Innosight Institute 447
Index 449