

William G. Bowen

LESSONS LEARNED

Reflections of a University President



Lessons Learned Reflections Of A University President

William G. Bowen



Lessons Learned Reflections Of A University President:

Lessons Learned William G. Bowen, 2013-04-21 An insider's account of higher education from a legendary university leader *Lessons Learned* gives unprecedented access to the university president's office providing a unique set of reflections on the challenges involved in leading both research universities and liberal arts colleges In this landmark book William Bowen former president of Princeton University and of the Andrew W Mellon Foundation and coauthor of the acclaimed bestseller *The Shape of the River* takes readers behind closed faculty room doors to discuss how today's colleges and universities serve their age-old missions With extraordinary candor clarity and good humor Bowen shares the sometimes hard lessons he learned about working with trustees faculty and campus groups building an effective administrative team deciding when to speak out on big issues and when to insist on institutional restraint managing dissent cultivating alumni and raising funds setting academic priorities fostering inclusiveness eventually deciding when and how to leave the president's office and much more Drawing on more than four decades of experience Bowen demonstrates how his greatest lessons often arose from the missteps he made along the way and how when it comes to university governance there are important general principles but often no single right answer Full of compelling stories insights and practical wisdom *Lessons Learned* frames the questions that leaders of higher education will continue to confront at a complex moment in history [How College Presidents Succeed](#) Michael Nelson, 2025-04-08 Leadership lessons in higher education and what they can teach us about leadership in all walks of life In an era when college presidents serve for on average fewer than six years leaving out of personal ambition for a next post or being forced to leave under fire there is an inspirational counterexample of leaders dedicated to the long-term success of their institutions This book weaves together the stories behind what the Washington Post dubbed Virginia's academic dynasty to determine what makes for sound and effective institutional leadership Here are the lessons of three generations of college presidents from one family the Reveleys who have successfully led major colleges and universities across the commonwealth of Virginia for decades an ongoing legacy unrivaled in modern American higher education All three generations of Reveleys profiled here successfully dealt with the challenges of stewarding varied institutions Hampden Sydney College William Mary and Longwood University in a politically and demographically evolving state embedded within an equally dynamic and complex national economic and cultural environment for higher education Now in the Reveleys own words drawn from more than one hundred hours of oral interviews and thousands of pages of personal papers this book tells their story and offers readers insights into best leadership practices gleaned from their unparalleled cumulative experience **University President's Crisis Handbook** Scott Green, Temple Kinyon, 2023-12-07 Discover the non-traditional leadership techniques that took the University of Idaho from insolvency to international renown In *University President's Crisis Handbook* the President of the University of Idaho C Scott Green and author Temple Kinyon deliver a one-of-a-kind perspective on managing universities through periods of intense turmoil and difficulty The book offers

in depth managerial insights into the three strategic pillars and industry expert guidance that helped Green shepherd the University of Idaho through years of deep deficits and the COVID 19 pandemic You ll find comprehensive discussions of how the university achieved financial solvency soaring enrollments record research awards and record fundraising amid extraordinary challenges You ll also discover Explorations of the strategic touchstones leading to U of I s transformation student success pursuit of R1 Carnegie research classification leading to soaring grant awards and narrative control How the university and its community supported itself in the face of a tragic and outrageous crime against 4 of its students The strategies used by the university and its faculty to safely reopen the school after lengthy closures in the middle of the COVID 19 pandemic Perfect for university administrators University President s Crisis Handbook will also prove invaluable to academics with leadership responsibilities and managers executives board members and other leaders in the public and private sectors

Rethinking the Law School Carel Stolker,2015-10-15 Written by a former dean this book offers a unique understanding of challenges facing legal education research publishing and governance *An Insider's Guide to University Administration* Daniel Grassian,2020-02-25 It s not the dark side if you approach it with insight wit and compassion Most new college and university administrators especially if they come directly from the faculty ranks or from outside academia receive little if any training Rather they try to succeed mostly by stumbling through the semi dark with a combination of their own knowledge and experience as well as on the job learning This can lead to costly for the administrator and the institution mistakes as well as professional failures and campus wide miseries In *An Insider s Guide to University Administration* Daniel Grassian helps those currently in faculty positions or outside academia determine whether a career in college and university administration is right for them and if so how to best position themselves for success Applying theory to real practical examples of university administration Grassian provides both prospective and current administrators with an in depth critical analysis of areas pertinent to college and university administration including leadership management vision diversity ethics and fund raising Drawing on his varied extensive teaching and administrative career Grassian leaves readers with a better understanding of what those in college and university administration do and the important practical political and ethical issues with which they engage

Staying the Course Alice W. Brown,2013-11-26 *Staying the Course* is about a college that many describe as being the way colleges used to be beautiful well maintained buildings and grounds caring capable faculty administrators who manage frugally and compassionately a bright energetic president willing to dedicate his life to assuring a solid future for the institution and students who study hard and work hard to serve those in need Still the college struggles to maintain what it has built and to increase its endowment small by comparison to many private institutions at the same time it continues to hold tuition low and provide funding to students who even with Pell grants need extra help to go to and stay in college How the college is managing to build a sustainable financial base is described in chapters focusing on the kinds of students who attend the faculty who teach the administrators who

oversee the multiple programs that support the students as well as design new courses and new ways of teaching the trustees who guide the college and the president who has stayed long enough to see many of his dreams for the college realized to shape new dreams and to raise the funding that makes those dreams realities The college still struggles in many ways but its struggles are far less than they would be without the lessons the institution has learned and is offering to other small private colleges facing similar difficult circumstances With the many stories about the sad state of higher education today this book contradicts those stories with its description of how merging the values of the past with the information and strategies available today can enable a small college in a region of poverty and with a population of students with limited financial resources to rise above those threats and limitations to become a model for the future of such institutions

Higher Education in the Digital Age William G. Bowen, 2015-01-25 How online learning could help control the exploding cost of higher education Two of the most visible and important trends in higher education today are its exploding costs and the rapid expansion of online learning Could the growth in online courses slow the rising cost of college and help solve the crisis of affordability In this short and incisive book William G Bowen one of the foremost experts on the intersection of education and economics explains why despite his earlier skepticism he now believes technology has the potential to help rein in costs without negatively affecting student learning As a former president of Princeton University an economist and author of many books on education including the acclaimed bestseller *The Shape of the River* Bowen speaks with unique expertise on the subject Surveying the dizzying array of new technology based teaching and learning initiatives including the highly publicized emergence of massive open online courses MOOCs Bowen argues that such technologies could transform traditional higher education allowing it at last to curb rising costs by increasing productivity while preserving quality and protecting core values But the challenges which are organizational and philosophical as much as technological are daunting They include providing hard evidence of whether online education is cost effective in various settings rethinking the governance and decision making structures of higher education and developing customizable technological platforms Yet Bowen remains optimistic that the potential payoff is great Based on the 2012 Tanner Lectures on Human Values delivered at Stanford University the book includes responses from Stanford president John Hennessy Harvard University psychologist Howard Gardner Columbia University literature professor Andrew Delbanco and Coursera cofounder Daphne Koller [How Boards Lead Small Colleges](#) Alice Lee Williams Brown, 2019-04-23 A college is only as strong as its board of trustees While the media frequently report on threats facing colleges and universities no sector of higher education is in more danger than private colleges with small endowments and low enrollments Numerous small private liberal arts colleges could benefit from careful consideration of characteristics and practices of successful trusteeship In *How Boards Lead Small Colleges* Alice Lee Williams Brown and Elizabeth Richmond Hayford focus on small colleges the kind that seldom attract the attention of researchers Integrating case studies with theoretical analyses of college governance they explain the basic responsibilities of

boards while demonstrating how some develop practices that fulfill these responsibilities more effectively than others The book emphasizes strategic planning and collaboration between the board and central administration advice useful to those governing colleges and universities of all sizes and strengths For decades the authors led consortia of small colleges and served on boards of multiple nonprofit organizations Here they interview trustees and presidents at dozens of small colleges across multiple states to identify the role governing boards play in building strong private colleges Encouraging presidents to consider new approaches for working with their boards based on mutual dedication to strengthening institutions Brown and Hayford also urge trustees to challenge new thinking from their presidents without interfering in internal operations How Boards Lead Small Colleges is designed to appeal to anyone with a special interest in the future of small private colleges which play a critical role in the world of higher education

Cautionary Tales Alice W. Brown, 2023-07-03 Scarcely a week goes by without a headline about the unsustainability of higher education as we know it under threat from new models for profits or online education Most threatened are small liberal arts colleges with commentators predicting the demise of colleges with fewer than 1 000 or even 1 500 students Are these trends inevitable or can they be overcome Through a unique case study approach to examining and analyzing colleges that have struggled Alice Brown reveals the steps that can lead to a sustainable operation and when closure is inevitable the steps to do so with orderliness and dignity Rather than expounding on trends or management theory and prescriptions Brown focuses on narrative examples of survival and closure recounted by real people in actual colleges and reports the lessons they learned Here are examples of strategies involving mergers partnerships or going it alone and their outcomes that illustrate principles that can serve as guides for fragile colleges struggling to address their social and economic challenges Added to Brown's six carefully researched and extended case studies her own insights and analyses of decisions made and actions taken this book offers guidance by seasoned scholars and administrators on issues as varied as leadership the roles of the president governing boards faculty and staff in articulating and implementing mission and strategies for survival and on the changing landscape of higher education The references to the literature on college survival strategies constitute an education in themselves While this book is of immediate practical value for trustees and leaders of small colleges as they look toward and plan for the future and for anyone aspiring to an administrative positions in higher education the examples constitute a microcosm of the interplay between the external constituencies governance structures and internal forces that sustain or undermine institutional health and which are hard to observe clearly in larger more decentralized environments

Postwar Higher Education in America Richard B. Schwartz, 2018-09-15 The twenty million students now pursuing higher education in America are paying more than history culture and the consumer price index can possibly justify while the product they are purchasing is one that has become systematically debased General education has been depreciated core curricula eroded expectations at all levels reduced Slightly above half of the currently enrolled students are graduating and only half of those are finding employment

commensurate with what was once understood to be an authentic college education Many are saddled with crippling debt a particularly cruel reality for those who are unemployed or underemployed and unable to remove their debts via bankruptcy Commentators now refer to the college campus as a country club or a daycare facility one that is populated by a host of counselors tutors and hand holders who serve an often unprepared or underprepared student body Remedial courses are commonplace even with the systematic reduction of expectations Among competing nations international tests place our 15 year olds no higher than 19th in three critical categories Many now speak of K 16 education as our colleges replicate the atmosphere and behaviors of our grammar and high schools How did we reach this point How did the erosion of faculty and curricular authority occur within our institutions of higher learning What roles were played by the radical students of the 1960s How did our colleges of education contribute to the problem How did corporatist administrators replace academic leaders and leverage ideologies to extend bureaucracy attract and secure tuition dollars at any intellectual cost and create self serving career paths for individuals running across the cracking ice of ineptitude and a lack of personal commitment Most important how can we reverse this process recapture the relevant strengths of past practices escape the gray vocationalism we now encounter at every turn and return to principles and standards that can legitimately be termed authentic How can we save the previously marginalized students who suffer the most within the current system These are the questions posed by this book

[The Leader's Checklist, Expanded Edition](#) Michael Useem, 2011-09-20 From the award winning author of *The Leadership Moment* comes a definitive checklist to help today's leaders act decisively when it counts the most In this fast reading and illuminating book world renowned leadership expert Michael Useem provides 15 guiding principles that form the core of the Leader's Checklist He helps you to personalize your checklist to the unique needs and demands of your organization To demonstrate the power of the Leader's Checklist Useem examines accounts of extraordinary leadership including the triumphant rescue of 33 miners in Chile Based on solid research and **The Power of Collegiality** Nadja Bieletzki, 2017-12-16 Nadja Bieletzki explores how university presidents lead universities She provides insights into the upper echelons of higher education management and focuses especially on university presidents in Germany Special attention is given to the career background of university presidents and the way they conduct reform projects Based on the results from semi structured expert interviews and their qualitative analysis the author shows that university presidents do not use all their formal power although their position has been strengthened by law This can be explained by the collegial characteristics of universities which drive and restrict presidential actions Nadja Bieletzki was awarded the Ulrich Teichler Prize for Excellent Dissertations 2016

Making Policy in Turbulent Times Paul Axelrod, Roopa Desai Trilokekar, Theresa Shanahan, Richard Wellen, 2013-09-01 How is policy made in higher education particularly in the wake of recent economic turbulence Has policy development converged internationally and if so what impact has this had on academic life and institutions What role does policy oriented research play in shaping the direction of higher education Are

universities grappling in common ways with issues of access and equity Making Policy in Turbulent Times provides a historically informed and nuanced response to these and other questions Distinguished scholars and administrators from across the globe identify economic challenges and pressures facing universities compare policy developments in numerous jurisdictions and demonstrate the ways in which networks and lobbyists achieve results Cogently argued Making Policy in Turbulent Times contributes significantly to new research and will be of great interest to scholars and practitioners alike

Changing the Game Nancy Weiss Malkiel, 2023-11-14 How a visionary university and foundation president tackled some of the thorniest problems facing higher education As provost and then president of Princeton University William G Bowen 1933 2016 took on the biggest and most complex challenges confronting higher education cost disease inclusion affirmative action college access and college completion Later as president of the Andrew W Mellon Foundation he took his vision for higher education and the strategies for accomplishing that vision to a larger arena Along the way he wrote a series of influential books including the widely read The Shape of the River coauthored with Derek Bok which documented the success of policies designed to increase racial diversity at elite institutions In Changing the Game drawing on deep archival research and hundreds of interviews Nancy Weiss Malkiel argues that Bowen was the most consequential higher education leader of his generation Bowen who became Princeton's president in 1972 at the age of 38 worked to shore up the university's financial stability implement coeducation and create a more inclusive institution Breaking through the traditional Ivy League demographics of white Protestant and male he embraced equal access in admissions for women and men and actively sought to enroll Black Hispanic and Asian American students To increase the intellectual muscle of the faculty he used targeted recruiting and enforced higher scholarly standards In 1988 Bowen moved on to Mellon where among many other accomplishments he developed digital research tools most notably JSTOR and promoted racial diversity through the Mellon Mays Undergraduate Fellowship Attacking problems with tenacity insight and deep knowledge Bowen showed the world of higher education how a visionary leader can transform an institution

Ever the Teacher William G. Bowen, 2014-07-14 In one of his commencement talks as President of Princeton University William G Bowen called upon the assembled graduates to find ways in their lives to blend the powers of the mind and the promptings of the heart This collection of his presidential writings drawn from annual reports opening exercises addresses commencement remarks and other speeches and essays reflects a blend of analysis and advocacy that speaks both to public policy issues affecting all of American higher education and to the deeper meanings and values of Princeton The writings selected for inclusion here represent roughly half of the total archive annotated in Appendix B They range from brief extracts to complete documents and they are organized under such topics as the university in society purposes of education liberal education graduate education scholarship and research faculty diversity opportunity and financial aid the economics of the private research university and a final chapter titled simply Reflections Throughout his fifteen year tenure President Bowen remained a teacher in the introductory economics

course at Princeton and his principal identification was always as a member of the faculty His writings as he saw them were an extension of his teaching an opportunity to communicate important ideas in ways that would sharpen his own understanding at the same time that they provoked others to think hard about the questions being raised As such his writings were a source of insight and illumination for many students of various descriptions who listened and read and learned from what he had to say Originally published in 1988 The Princeton Legacy Library uses the latest print on demand technology to again make available previously out of print books from the distinguished backlist of Princeton University Press These editions preserve the original texts of these important books while presenting them in durable paperback and hardcover editions The goal of the Princeton Legacy Library is to vastly increase access to the rich scholarly heritage found in the thousands of books published by Princeton University Press since its founding in 1905

Ever the Leader William G. Bowen, 2017-10-31 Ever the Leader gathers together selected speeches and writings from one of the great scholars and commentators of higher education William G Bowen s career at Princeton University from economics professor to provost to a sixteen year tenure as president was marked by extraordinary accomplishments during times of great change both at the university and in the country But it was in Bowen s second act as president of the Andrew W Mellon Foundation and founding chairman of ITHAKA that he took the lessons he learned as a highly productive leader of one of the nation s most esteemed universities and applied them to a broader set of problems in higher education This volume of work from Bowen s later career captures this expansion of his thought and influence Comprising remarks and articles on the subjects of university values educational opportunity college sports technology and colleagues and peers in higher education leadership Ever the Leader is more than just a concise distillation of Bowen s research and thinking on some of the most urgent issues of the day it is a portrait of leadership in action The selected papers talks and articles exemplify Bowen s commitment and singular ability to communicate strong persuasive arguments for change and to motivate others to engage with the truly hard questions facing higher education leaders Filled with formidable insights Ever the Leader will be required reading for university presidents policymakers and all those who carry on the struggle for equity and excellence in higher education

The New Princeton Companion Robert K. Durkee, 2022-04-05 The definitive single volume compendium of all things Princeton The New Princeton Companion is the ultimate reference book on Princeton University s history and traditions personalities and key events and defining characteristics and idiosyncrasies Robert Durkee brings a unique insider s perspective to the school s dramatic transformation over the past five decades showing how it has become more multicultural multiracial and multinational all the while advancing its distinctive academic mission Featuring more than 400 entries presented alphabetically this wide ranging collection covers topics from academic departments cultural resources and student organizations hoaxes and pranks to athletic teams the town of Princeton and university presidents There are entries on coeducation women people of color traditionally underrepresented groups the diversification of campus iconography and

the protest activity that helped to usher in many of these changes This marvelous compendium also includes annotated maps tracing the growth of the campus over more than two and a half centuries lists ranging from prizewinners of many kinds to Olympic medalists and an illustrated calendar that highlights something that happened in Princeton's history on every day of the year Now completely updated revised and expanded from the classic 1978 edition The New Princeton Companion tells you virtually everything there is to know about this remarkable institution of higher learning revealing what it stands for what it aspires to and how it evolved from a tiny colonial college to one of the most acclaimed research universities in the world

Student Diversity at the Big Three Marcia Synnott, 2017-09-08 Strengthening affirmative action programs and fighting discrimination present challenges to America's best private and public universities US college enrollments swelled from 2.6 million students in 1955 to 17.5 million by 2005 Ivy League universities specifically Harvard Yale and Princeton face significant challenges in maintaining their professed goal to educate a reasonable number of students from all ethnic racial religious and socio-economic groups while maintaining the loyalty of their alumni College admissions officers in these elite universities have the daunting task of selecting a balanced student body Added to their challenges the economic recession of 2008-2009 negatively impacted potential applicants from lower income families Evidence suggests that high Standard Aptitude Test SAT scores are correlated with a family's socioeconomic status Thus the problem of selecting the best students from an ever increasing pool of applicants may render standardized admissions tests a less desirable selection mechanism The next admissions battle may be whether well endowed universities should commit themselves to a form of class based affirmative action in order to balance the socioeconomic advantages of well to do families Such a policy would improve prospects for students who may have ambitions for an education that is beyond their reach without preferential treatment As in past decades admissions policies may remain a question of balances and preferences Nevertheless the elite universities are handling admission decisions with determination and far less prejudice than in earlier eras

Practice for Life Lee Cuba, Nancy Jennings, Suzanne Lovett, Joseph Swingle, 2016-08-15 Cover Title Copyright Dedication Contents Preface Chapter 1 Restarting College Chapter 2 Time Chapter 3 Connection Chapter 4 Home Chapter 5 Advice Chapter 6 Engagement Chapter 7 Practice for Life Appendix Notes Acknowledgments Index

Keeping Faith at Princeton Frederick Houk Borsch, 2012-02-26 An inside look at how religious diversity came to Princeton In 1981 Frederick Houk Borsch returned to Princeton University his alma mater to serve as dean of the chapel at the Ivy League school In Keeping Faith at Princeton Borsch tells the story of Princeton's journey from its founding in 1746 as a college for Presbyterian ministers to the religiously diverse institution it is today He sets this landmark narrative history against the backdrop of his own quest for spiritual illumination first as a student at Princeton in the 1950s and later as campus minister amid the turmoil and uncertainty of 1980s America Borsch traces how the trauma of the Depression and two world wars challenged the idea of progress through education and religion the very idea on which Princeton was founded Even as the numbers of students

gaining access to higher education grew exponentially after World War II student demographics at Princeton and other elite schools remained all male predominantly white and Protestant Then came the 1960s Campuses across America became battlegrounds for the antiwar movement civil rights and gender equality By the dawn of the Reagan era women and blacks were being admitted to Princeton So were greater numbers of Jews Catholics and others Borsch gives an electrifying insider's account of this era of upheaval and great promise With warmth clarity and penetrating firsthand insights Keeping Faith at Princeton demonstrates how Princeton and other major American universities learned to promote religious diversity among their students teachers and administrators

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