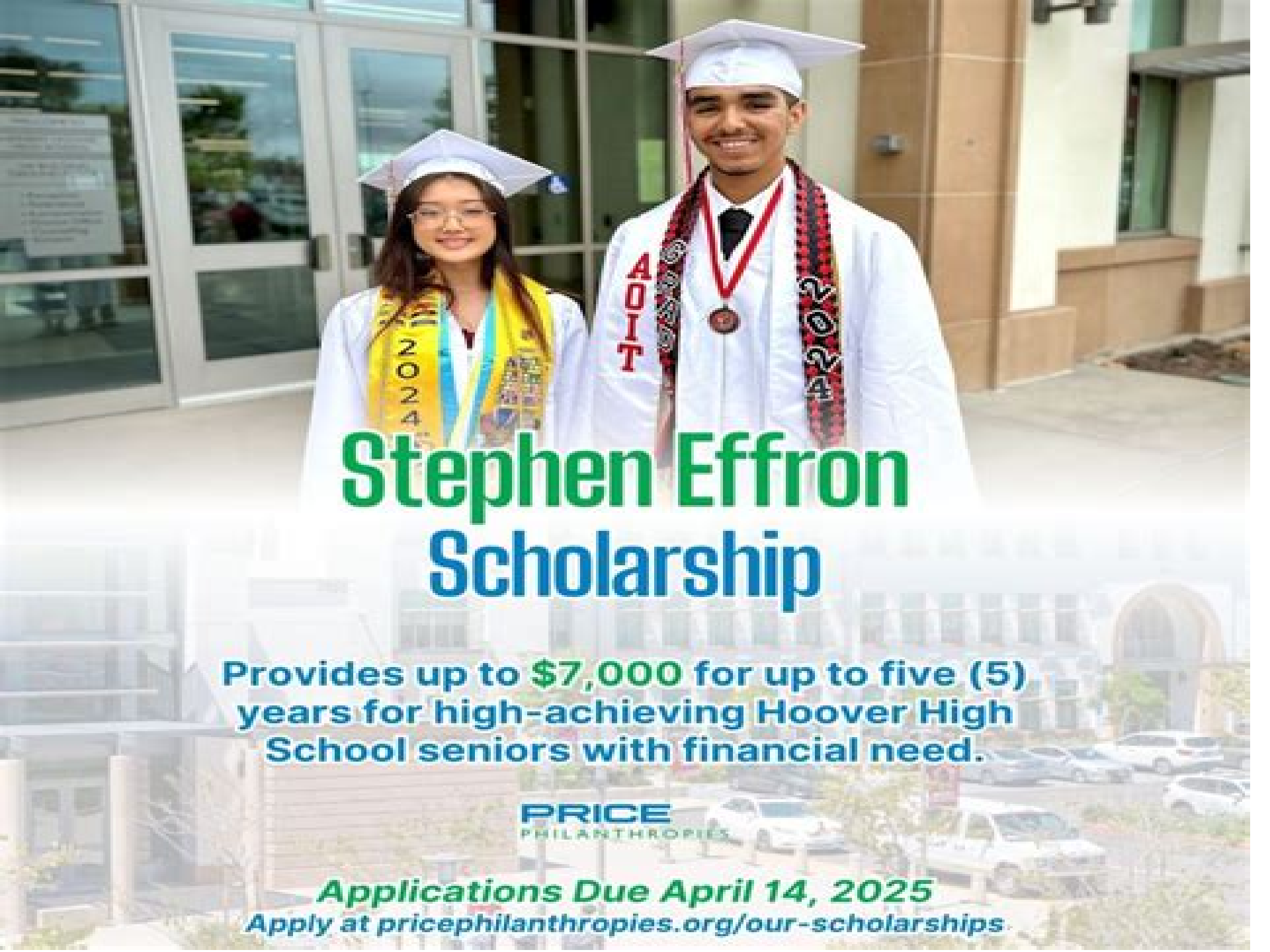




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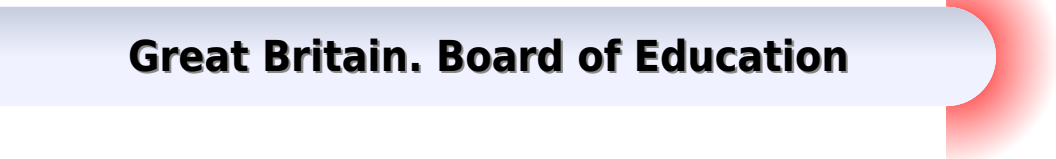
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increasing cohort of mature working students In the face of new competitors for profit education companies technology start ups and foreign universities vying for international students trustees and senior level administrators are generally stuck in a traditional ethos and with decision making processes unsuited to these times They know what used to work and find it easier to follow old ways than to make the difficult transition to new ways of delivering education She lays out a strategy that emphasizes the centrality of students and how to provide them with the most effective learning environment that is clear eyed about focusing on the core missions and abandoning practices that constrain or impede them and that requires constant self monitoring to learn from and act upon what works She offers a blueprint for redesigning institutions for paring away what is unnecessary and cost ineffective and for adopting the best technologies all in the service of developing meaningful degree programs at an affordable price and widening access for under represented groups She ranges over the implications of budget decisions accreditation and MOOCs addresses government regulation and tuition costs presents promising new models and concludes with 11 key recommendations that should be heeded by all higher education administrators and trustees

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