

## **James C. Hearn**

### CURRENT STATUS

Professor and Associate Director, Institute of Higher Education, University of Georgia

### AREAS OF SPECIALIZATION

Organization of Postsecondary Education, with particular interests in:

- organizational change in colleges and universities
- governance of colleges and universities
- financing and financial management of colleges and universities

Governmental Policy Regarding Education, with particular interests in:

- origins, planning, management, effects, and evaluation of governmental policies and programs
- financing of postsecondary education at the state and federal levels
- policies relating to access, choice, and persistence in postsecondary education

### EDUCATION

- Ph.D. Sociology of Education. Stanford University. 1978.  
M.A. Sociology. Stanford University. 1976.  
M.B.A. Finance. University of Pennsylvania (Wharton School). 1970.  
A.B. Duke University. 1968.

### PROFESSIONAL EXPERIENCE

Professor, Institute of Higher Education, University of Georgia, 1990-1998, 2006-present.

Interim Director, Institute of Higher Education, University of Georgia, 2013-2014, 2018-2019.

Associate Director, Institute of Higher Education, University of Georgia, 2010-present.

Professor (Courtesy Appointment), Sociology, University of Georgia, 2007-present

Professor of Public Policy and Higher Education, Department of Leadership, Policy, and Organizations, Peabody College, Vanderbilt University, 2002-2006.

Professor and Chair, Department of Educational Policy and Administration, College of Education and Human Development, University of Minnesota, 1998-2002.

Director, Postsecondary Education Policy Studies Center, University of Minnesota, 1999-2002 (interim director 1999-2001).

Assistant to Associate Professor, Department of Educational Policy and Administration, College of Education, University of Minnesota, 1982-90.

Principal Analyst and Deputy Program Director, Operations Analysis Directorate, Social Science Operations Center, Advanced Technology Incorporated, Reston, Virginia, 1981-82.

Director of Social and Economic Research, American College Testing Program (ACT), Washington, D.C. Office, 1980-81.

Director of Research Support, Division of Student Assistance Programs, American College Testing Program (ACT), Iowa City, Iowa, 1978-80.

Graduate Research Assistant, Social Ecology Laboratory, School of Medicine, Department of Psychiatry and Behavioral Sciences, Stanford University, 1974-1978.

Director of Institutional Research, Mary Holmes College, West Point, Mississippi, 1971-73.

Financial and Economic Analyst, First National Bank of Atlanta, 1970-71.

## HONORS

Excellence in Public Policy of Higher Education Award, Council on Public Policy in Higher Education, Association for the Study of Higher Education, 2014.

TIAA Institute Fellow, 2005-present.

Distinguished Research Award of Division J of the American Educational Research Association, 1994.

Faculty Summer Research Fellowship, University of Minnesota Graduate School, Summer, 1986.

Administrative Internship Program, Woodrow Wilson National Fellowship Foundation [now the Institute for Citizens and Scholars]: Employed at Mary Holmes College, 1971-73, as part of this program placing selected M.B.A.'s in Foundation-supported positions at developing colleges.

## AFFILIATIONS

Member, American Educational Research Association

Member, American Sociological Association

Member, Association for the Study of Higher Education

REFEREED JOURNAL ARTICLES

- Hearn, J.C. (in press). Contingent faculty employment and financial stress in public universities. *Journal of Higher Education*.
- Gándara, D. & Hearn, J.C. (2019). College completion, the Texas way: An examination of the development of college completion policy in a distinctive political culture. *Teachers College Record*, 121 (1), 1-40.
- Rosinger, K.O., Belasco, A. & Hearn, J.C. (2019). A boost for the middle class: An evaluation of no-loan policies and elite private college enrollment. *Journal of Higher Education*, 90 (1), 27-55.
- Rubin, P. & Hearn, J.C. (2018). The policy filtering process: Understanding distinctive state responses to the national college completion agenda in the United States. *Education Policy Analysis Archives*, 26 (60). <http://dx.doi.org/10.14507/epaa.26.3447>.
- Hearn, J.C., Warshaw, J.B., & Ciarimboli, E.B. (2016). Privatization and accountability trends and policies in U.S. public higher education. *Education and Science*, 41 (184), 1-26.
- Belasco, A., Rosinger, K.O., & Hearn, J.C. (2015). The test-optional movement at America's selective liberal arts colleges: A boon for equity or something else? *Educational Evaluation and Policy Analysis*, 37 (2), 206-223. (Reprinted in *Measuring Success: Testing, grades, and the future of college admissions*, pp. 260-287, by J. Buckley, L. Letukas, and B. Wildavsky, Eds. 2018, Baltimore: Johns Hopkins University Press).
- Hearn, J.C. & Belasco, A. (2015). Commitment to the core: A longitudinal analysis of humanities degree production in four-year colleges. *Journal of Higher Education*, 86 (3), 387-416.
- Hearn, J.C. & Rosinger, K.O. (2014). Socioeconomic diversity in selective private colleges: An organizational analysis. *Review of Higher Education*, 38 (1), 71-104.
- Warshaw, J. & Hearn, J.C. (2014). Leveraging university research to serve economic development: An analysis of policy dynamics in and across three U.S. States. *Journal of Higher Education Policy and Management*, 36 (2), 196-211.
- Hearn, J.C., Lacy, T.A., & Warshaw, J. (2014). State research and development tax credits: The historical emergence of a distinctive economic policy instrument. *Economic Development Quarterly*, 28 (2), 166-181.
- Levine, A.D., Lacy, T.A., & Hearn, J.C. (2013). The origins of human embryonic stem cell policies in the U.S. states. *Science and Public Policy*, 40 (4), 544-558.
- Hearn, J.C., McLendon, M.K., & Lacy, T.A. (2013). State-funded "Eminent Scholars" programs: University faculty recruitment as an emerging policy instrument. *Journal of Higher Education*, 84 (5), 601-639.
- Doyle, W., McLendon, M.K., & Hearn, J.C. (2010). The adoption of prepaid tuition and savings plans in the American states. *Research in Higher Education*, 51 (7), 659-686.
- McLendon, M.K., & Hearn, J.C. (2010). State law, policy, and access to information: The case of mandated openness in higher education. *Teachers College Record*, 112 (10), 2649-2663.
- McLendon, M.K., Hearn, J.C., & Mokher, C. (2009). Partisans, professionals, and power: The role of political factors in state higher education funding. *Journal of Higher Education*, 80 (6), 686-713.
- Hearn, J.C., McLendon, M.K., & Mokher, C. (2008). Accounting for student success: An empirical analysis of the origins and spread of state student unit-record systems. *Research in Higher Education*, 50 (1), 665-683. (Reprinted in *The ASHE Reader on Public Policy and Higher Education*, 2<sup>nd</sup> Ed., pp. 551-567, by C.D. Lovell, T.E. Larson, D.R. Dean, and D.L. Longanecker, Eds., 2010, New York: Learning Solutions).

- McLendon, M.K., Deaton, R., & Hearn, J.C. (2007). The enactment of reforms in state governance of higher education: Testing the political-instability hypothesis. *Journal of Higher Education*, 78 (6), 645-675.
- McLendon, M.K. & Hearn, J.C. (2006). Mandated openness in public higher education: A field study of state sunshine laws and institutional governance. *Journal of Higher Education*, 77 (4), 645-683.
- McLendon, M.K., Hearn, J.C., & Deaton, R. (2006). Called to account: Analyzing the origins and spread of state performance-accountability policies for higher education. *Educational Evaluation and Policy Analysis*, 28 (1), 1-24. (Reprinted in *The ASHE Reader on Public Policy and Higher Education*, 2<sup>nd</sup> Ed., pp. 596-620, by C.D. Lovell, T.E. Larson, D.R. Dean, and D.L. Longanecker, Eds., 2010, New York: Learning Solutions).
- Hearn, J.C., Lewis, D.R., Kallsen, L., Holdsworth, J.M., & Jones, L.M. (2006). "Incentives for Managed Growth": A case study of incentives-based planning and budgeting in a large public research university. *Journal of Higher Education*, 77 (2), 286-316.
- McLendon, M.K. & Hearn, J.C. (2004). Why "sunshine" laws matter: Emerging issues for university governance, leadership, and policy. *Metropolitan Universities*, 15 (1), 67-83.
- McLendon, M.K. & Hearn, J.C. (2003). Introduction: The politics of higher education. In M.K. McLendon & J.C. Hearn (Guest Eds.). *The Politics of Education Yearbook Special Issue: The Politics of Higher Education*. *Educational Policy*, 17 (1), 3-11.
- Hearn, J.C. & Anderson, M.S. (2002). Conflict in academic departments: An analysis of disputes over faculty promotion and tenure. *Research in Higher Education*, 43 (5), 503-529.
- Hearn, J.C. & Holdsworth, J.M. (2002). Influences of state-level policies and practices on college students' learning. *Peabody Journal of Education*, 73 (3), 6-39.
- Hearn, J.C. & Holdsworth, J.M. (2002). The societally responsive university: Public ideals, organizational realities, and the possibility of engagement. *Tertiary Education and Management*, 80 (2), 127-144.
- Hearn, J.C. (1999). Pay and performance in the university: An examination of faculty salaries. *Review of Higher Education*, 22 (4), 391-410. (Reprinted in *The ASHE reader on finance in higher education*, pp. 378-390, by J.L. Yeager, G.M. Nelson, A. Potter, J.C. Weidman, & T.G. Zullo, Eds., Boston, MA: Pearson Custom Publishing, 2001).
- Frost, S.H., Hearn, J.C. & Marine, G.M. (1997). State policy and the public research university: A case study of manifest and latent tensions. *Journal of Higher Education*, 68 (4), 363-397.
- Hearn, J.C. (1996). Transforming higher education: An organizational perspective. *Innovative Higher Education*, 21 (2), 141-154.
- Hearn, J.C., Griswold, C.P. & Marine, G.M. (1996). Region, resources, and reason: A contextual analysis of state tuition and student-aid policies. *Research in Higher Education*, 37 (3), 241-278.
- Hearn, J.C. & Griswold, C.P. (1994). State-level centralization and policy innovation in U.S. postsecondary education. *Educational Evaluation and Policy Analysis*, 16 (2), 161-190. (Reprinted in *The ASHE reader on public policy and higher education*, pp. 421-452, by L. Goodchild, C.D. Lovell, E.R. Hines, & J.I. Gill, Eds., Needham Heights, MA: Simon and Schuster, 1997).
- Hearn, J.C., Clugston, R. & Heydinger, R. (1993). Five years of strategic environmental assessment efforts at a research university: A case study of an organizational innovation. *Innovative Higher Education*, 18 (1), 7-36.
- Lewis, D.R., Hearn, J.C. & Zilbert, E.E. (1993). Efficiency and equity effects of vocationally focused postsecondary education. *Sociology of Education*, 66, 188-205.
- Hearn, J.C., Lewis, D.R. & Zilbert, E.E. (1993). The effects of keyboarding coursework on employment, earnings, and educational attainment. *Journal of Education for Business*, 68 (3), 147-151.

- Hearn, J.C. (1992). Emerging variations in postsecondary attendance patterns: An investigation of part-time, delayed, and non-degree enrollment. *Research in Higher Education*, 33(6), 657-687.
- Zilbert, E.E., Hearn, J.C. & Lewis, D.R. (1992). Selection bias and the earnings effects of postsecondary vocational education. *Journal of Vocational Education Research*, 17 (1), 11-34.
- Lewis, D.R., Hearn, J.C. & Zilbert, E.E. (1991). Keyboarding as general education: Post-school equity, efficacy, and efficiency effects. *Economics of Education Review*, 10 (4), 333-342.
- Hearn, J.C. (1991). Academic and nonacademic influences on the college destinations of 1980 high school graduates. *Sociology of Education*, 63 (4), 158-171.
- Hearn, J.C. (1988). Determinants of postsecondary education attendance: Some implications of alternative specifications of enrollment. *Educational Evaluation and Policy Analysis*, 10 (2), 172-185.
- Hearn, J.C. & Corcoran, M. (1988). Factors behind the proliferation of the institutional research enterprise. *Journal of Higher Education*, 59 (6), 634-651.
- Hearn, J.C. (1988). Attendance at higher-cost colleges: Ascribed, socioeconomic, and academic influences on student enrollment patterns. *Economics of Education Review*, 7 (1), 65-76.
- Hearn, J.C. (1987). Impacts of undergraduate experiences on aspirations and plans for graduate and professional education. *Research in Higher Education*, 27 (2), 119-141.
- Holbrook, S. & Hearn, J.C. (1986). Origins of academic freedom litigation. *Review of Higher Education*, 10 (1), 47-62.
- Hearn, J.C. (1985). Determinants of college students' overall evaluations of their academic programs. *Research in Higher Education*, 23 (4), 413-437.
- Hearn, J.C., Fenske, R. & Curry, D. (1985). Unmet financial need among postsecondary students: A statewide study. *Journal of Student Financial Aid*, 15 (3), 31-44.
- Hearn, J.C. & Longanecker, D. (1985). Enrollment effects of alternative postsecondary pricing policies. *Journal of Higher Education*, 56 (5), 485-508. (Reprinted in *The ASHE reader on finance in higher education*, by D.W. Breneman, L.L. Leslie & R.E. Anderson, Eds., Lexington, MA: Ginn, 1993).
- Hearn, J.C. & Heydinger, R.B. (1985). Scanning the external environment of a university: Objectives, constraints, and possibilities. *Journal of Higher Education*, 56 (4), 419-445.
- Hearn, J.C. (1984). The relative roles of academic, ascribed, and socioeconomic characteristics in college destinations. *Sociology of Education*, 57 (1), 22-30.
- Hearn, J.C. & Olzak, S. (1981). The role of major departments in the reproduction of sexual inequality. *Sociology of Education*, 54, 195-205.
- Hearn, J.C. (1980). Major choice and well-being of college men and women: An examination from developmental, organizational, and structural perspectives. *Sociology of Education*, 53, 167-178.
- Hearn, J.C. & Moos, R. (1977). Subject matter and classroom climate: A test of Holland's environmental propositions. *American Educational Research Journal*, 15, 111-124.
- Hearn, J.C. & Moos, R. (1976). Social climate and major choice: A test of Holland's theory in university student living groups. *Journal of Vocational Behavior*, 8, 293-305.

#### MONOGRAPHS AND REPORTS

- Suggs Jr., D.W., May-Trifiletti, J., & Hearn, J.C. (2020). *Pass or run: The impact of football on independent colleges*. Report prepared for the Council of Independent Colleges. Washington, DC: Council of Independent Colleges. Available at <https://www.cic.edu/r/cd/Reports/CIC-College-Football-2020.pdf>.

- Suggs Jr., D.W., May-Trifiletti, J., Hearn, J.C., & O'Connell, J. (2020). *Esports and independent colleges: Ready Player 509 (and counting)*. Report prepared for the Council of Independent Colleges. Washington, DC: Council of Independent Colleges. Available at <https://www.cic.edu/r/cd/Reports/CIC-Esports-2020.pdf>.
- Hearn, J.C., Suggs Jr., D.W., & May-Trifiletti, J. (2018). *Taking the field: Intercollegiate athletics on CIC campuses*. Report prepared for the Council of Independent Colleges. Washington, DC: Council of Independent Colleges. Available at <https://www.cic.edu/r/cd/Reports/CIC-Athletics-Report-2018.pdf>.
- Hearn, J.C., Burns, R.A., & Riffe, K.A. (2017). Academic workforce flexibility and strategic outcomes in four-year colleges and universities. *TIAA Trends and Issues Report*, Advancing Higher Education Series, December. New York, NY: TIAA Institute. Available at <https://www.tiaainstitute.org/index.php/publication/academic-workforce-flexibility-and-strategic-outcomes>.
- Hearn, J.C., Burns, R.A., & Riffe, K.A. (2017). Academic workforce flexibility and strategic outcomes in four-year colleges and universities. *TIAA Research Dialogue*, Number 138, December. New York, NY: TIAA Institute. Available at <https://www.tiaainstitute.org/index.php/publication/academic-workforce-flexibility-and-strategic-outcomes>.
- Hearn, J.C., (2017). *Sunshine laws in higher education*. AGB Policy Brief. Washington, DC: Association of Governing Boards of Universities and Colleges. Available at <https://www.agb.org/reports/2017/sunshine-laws-in-higher-education>.
- Hearn, J.C., Warshaw, J.B., & Ciarimboli, E.B. (2016). *Strategic change and innovation in independent colleges: Nine mission-driven campuses*. Report prepared for the Council of Independent Colleges. Washington, DC: Council of Independent Colleges. Available at <https://www.cic.edu/r/r/Documents/CIC-Hearn-Report-2016.pdf>.
- Hearn, J.C. (2015). *Outcomes-based funding in historical and comparative contexts*. A Lumina Issue Paper prepared for HCM Strategists. Indianapolis, IN: Lumina Foundation. Available at <https://www.luminafoundation.org/files/resources/hearn-obf-full.pdf>.
- Hearn, J.C. & Warshaw, J.B. (2015). *Mission-driven innovation: An empirical study of adaptation and change among independent colleges*. Report prepared for the Council of Independent Colleges. Washington, DC: Council of Independent Colleges. Available at <https://www.cic.edu/r/r/Documents/CIC-Hearn-Report-2015.pdf>.
- Hearn, J.C. & Deupree, M.M. (2013). Here today, gone tomorrow?: The increasingly contingent faculty workforce. A report prepared for the *Advancing Higher Education* publication series of the TIAA-CREF Institute, March. New York, NY: TIAA-CREF Institute. Available at <https://www.tiaainstitute.org/publication/here-today-gone-tomorrow-increasingly>.
- Hearn, J.C., Milan, M.C., & Lacy, T.L. (2012). The contingency movement: A longitudinal analysis of changing employment patterns in U.S. higher education. *TIAA-CREF Research Dialogue*, No. 105, September. New York, NY: TIAA-CREF Institute. Available at <https://origin-www.tiaainstitute.org/publication/contingency-movement-longitudinal-analysis>.
- Hearn, J.C. (2008). *Higher education's new economics: The risks and rewards of emerging operational reforms*. Report for the American Council on Education. Washington, DC: American Council on Education. Available at [http://ihe.uga.edu/uploads/publications/faculty/neweconomics\\_Hearn1.pdf](http://ihe.uga.edu/uploads/publications/faculty/neweconomics_Hearn1.pdf).
- Hearn, J.C. (2006). *Student success: What research suggests for policy and practice*. Report prepared under contract for the National Symposium on Student Success, National Postsecondary Education Collaborative, U.S. Department of Education. Washington, DC. November.

- Doyle, W., McLendon, M.K., & Hearn, J.C. (2006). *The adoption of prepaid tuition and savings plans in the American states: An event history analysis*. IHELG Monograph 06-04. Institute for Higher Education Law and Governance, University of Houston, Houston, TX.
- Hearn, J.C., McLendon, M.K. & Gilchrist, L.Z. (2004, April). *Governing in the sunshine: Open meetings, open records, and effective governance in public higher education*. AGB Public Policy Paper No. 04-01. Washington, DC: Association of Governing Boards of Universities and Colleges.
- Hearn, J.C., McLendon, M.K. & Gilchrist, L.Z. (2004, April). *Governing in the sunshine: Open meetings, open records, and effective governance in public higher education*. Report for the Association of Governing Boards of Universities and Colleges and the Center for Higher Education Policy Analysis at the University of Southern California. Washington, DC: Association of Governing Boards of Universities and Colleges.
- Hearn, J.C. (2003, July). *Diversifying campus revenue streams: Opportunities and risks*. Report for the American Council on Education series Informed Practice: Syntheses of Higher Education Research for Campus Leaders. Washington, DC: American Council on Education. Available at [http://ihe.uga.edu/uploads/publications/faculty/2003\\_diversify\\_campus\\_Hearn.pdf](http://ihe.uga.edu/uploads/publications/faculty/2003_diversify_campus_Hearn.pdf).
- McLendon, M.K., Gilchrist, L.Z., & Hearn, J.C. (2003, January). *State open-meeting and open-records laws in higher education: An annotated bibliography*. Report prepared under contract for The Association of Governing Boards of Colleges and Universities and the Center for Higher Education Policy Analysis, University of Southern California.
- Hearn, J.C., Jensen, S.K., & Gustafson, K.L. (2001, December). *Leaving the University of Minnesota: Results of an exploratory survey of departed faculty, 1997-2000*. Minneapolis, MN: University of Minnesota. Available at <http://www1.umn.edu/usenate/scfa/exitsurveyreport.html>.
- Hearn, J.C., & Bunton, S.A. (2001, December). *The effects of students' fields of study on their earnings and other outcomes of postsecondary education*. PEPSC Policy Brief 01-02. Postsecondary Education Policy Studies Center, University of Minnesota, Minneapolis, MN.
- Turner, C.S., Hirman, J., Hearn, J.C., and Jones, L.M. (2001, September). *The Bridge Project: Strengthening P-16 transitions: The Georgia case, Phase II Report*. Stanford, CA: Stanford University.
- Hearn, J.C. & Bunton, S.A. (2001, April). *Economic and social returns of baccalaureate, graduate, and professional degrees*. PEPSC Policy Brief 01-01. Postsecondary Education Policy Studies Center, University of Minnesota, Minneapolis, MN.
- Goldfine, L. & Hearn, J.C. (2002, September). *Resources for change: Maintaining change*. Annual Technical Report 02-05 for the National Evaluation of the Transforming School Counseling Initiative. Center for Applied Research in Educational Evaluation, University of Minnesota.
- Turner, C.S., Jones, L.M., & Hearn, J.C. (2001, June). *The Bridge Project: Strengthening P-16 transitions - Admissions and placement policies in Georgia: The Georgia case, Phase I Report*. Stanford, CA: Stanford University.
- Goldfine, L. & Hearn, J.C. (2001, March). *Resources for change: Understanding the costs of the transforming school counseling initiative*. Annual Technical Report 01-05 for the National Evaluation of the Transforming School Counseling Initiative, Center for Applied Research in Educational Evaluation, University of Minnesota.
- Hearn, J.C. (1997). *Faculty salary structures in research universities: Implications for productivity*. Center for Higher Education Policy Analysis Publication No. 1997-10. Los Angeles: Center for Higher Education Policy Analysis, School of Education, University of Southern California.

- Hearn, J.C., Sano, H., & Urahn, S. (1985). *Targeted subsidization of postsecondary education enrollment in Minnesota: A policy evaluation*. Center for Urban and Regional Affairs Publication No. 85-9. Minneapolis: Center for Urban and Regional Affairs.
- Hearn, J.C. & Wilford, S. (1985). *A commitment to opportunity: The impacts of federal student financial aid programs*. Report prepared for the Twentieth Anniversary Observance of the Signing of the U.S. Higher Education Act of 1965, San Marcos, Texas, November, 1985. Austin, TX: Texas Guaranteed Student Loan Corporation.
- Fenske, R., Hearn, J.C., & Curry, D. (1985). *Unmet student financial need in the state of Washington: A study of the need gap*. Olympia, Washington: Council for Postsecondary Education, State of Washington.
- Hearn, J.C. (1981). *Equity and efficiency in the Basic Grants program: The case of the "prior-year" proposal*. ACT Research Report, No. 81. Iowa City, Iowa: American College Testing.

### BOOK

- Lewis, D.R. & Hearn, J.C. (Eds.). (2003). *The public research university: Serving the public good in new times*. Lanham, MD: University Press of America.

### BOOK CHAPTERS

- Warshaw, J.B. & Hearn, J.C. (forthcoming). The evolving US public research university: Critical organizational shifts in neoliberal context. In J.E. Côté & S. Pickard (Eds.), *Handbook of the Sociology of Higher Education, 2<sup>nd</sup> Edition*. London: Routledge.
- Ness, E.C., Rubin, P.G., Gándara, D., & Hearn, J.C. (forthcoming). Political volatility in state commitment to college completion efforts. In J.A. Delaney (Ed.), *Volatility in state spending for higher education* Washington, DC: AERA Books.
- Warshaw, J.B. & Hearn, J.C. (forthcoming). Federal spending on higher education: Implications for equity in student affairs policy and practice. In G.R. Serna & J.M. Cohen (Eds.), *Administration, finance, and budgeting in higher education and student affairs: Theory, research, and practice*. Springfield, IL: Charles C. Thomas Publisher.
- Warshaw, J.B. & Hearn, J.C. (2019). Strategic enrollment management for emerging adults: An organizational and equity-based perspective. In J.L. Murray & J.J. Arnett (Eds.), *Emerging adulthood and higher education: A new student development paradigm* (pp. 127-142). Philadelphia: Routledge.
- Ness, E.C., Hearn, J.C., & Rubin, P.G. (2018). The SHEEO and intermediary organizations. In D.A. Tandberg, Sponsler, B.A., Hanna, R., & Guilbeau, J. (Eds.), *The state higher education executive officer and the public good: Developing new leadership for improved policy, practice, and research* (pp. 163-192). New York: Teachers College Press.
- Cain, T.R. & Hearn, J.C. (2018). Documenting and improving collegiate learning in the United States. In O. Zlatkin-Troitschanskaia, M. Topper, H.A. Pant, C. Lautenbach & C. Kuhn (Eds.), *Assessment of Learning Outcomes in Higher Education: Cross-national Comparisons and Perspectives* (pp. 19-41). New York: Springer.
- Jones, B.N. & Hearn, J.C. (2018). Under siege: The future of the liberal arts at State U. In J.L. Blanchard (Ed.), *Controversies on Campus: Debating the issues confronting American universities in the 21st century* (pp. 162-175). Santa Barbara, CA: ABC-CLIO.
- Hearn, J.C. & Ness, E.C. (2018). The ecology of state higher-education policymaking in the U.S. In D. Palfreyman, T. Tapper, & S. Thomas (Eds.), *Towards the private funding of higher education: Ideological and political struggles* (pp. 19-47). London: Routledge.



- Hearn, J.C. & Ciarimboli, E.B. (2017). Institutional strategy and adaptation. In C.C. Morphew and J.M. Braxton (Eds.), *The challenge of independent colleges: Moving research into practice* (pp. 204-228). Baltimore: Johns Hopkins University Press.
- Hearn, J.C., McLendon, M.K., & Linthicum, K.C. (2017). Conceptualizing state policy adoption and diffusion. In M.P. Paulsen (Ed.), *Higher education: Handbook of theory and research, Volume 32* (pp. 309-354). New York: Springer.
- Hearn, J.C., Jones, A.P., & Kurban, E.R. (2013). Access, persistence, and completion in the state context. In L.W. Perna & A.P. Jones (Eds.), *The state of college access and completion: Improving college success for students from underrepresented groups* (pp. 166-189). New York: Routledge.
- Hearn, J.C. (2013). Commotion at the gates: Higher education's evolving role in U.S. inequality. In J.R. Thelin, (Ed.), *The rising costs of higher education* (pp. 163-173). Santa Barbara, CA: ABC-CLIO.
- Hearn, J.C. & Morrison, J. (2013). Operations research/management science in higher education. In S.I. Gass & M. Fu, (Eds.), *The encyclopedia of operations research and management science*, third edition (pp. 713-721). Boston: Springer.
- Hearn, J.C. & McLendon, M.K. (2012). Governance research: From adolescence toward maturity. In M.N. Bastedo (Ed.), *The organization of higher education: Managing colleges for a new era* (pp. 45-85). Baltimore: Johns Hopkins University Press.
- Hearn, J.C. & Lacy, A. (2009). Governmental policy and the organization of postsecondary education. In G. Sykes, B. Schneider, & D.N. Plank (Eds.), *Handbook on education policy research* (pp. 942-957). New York: Routledge.
- McLendon, M.K. & Hearn, J.C. (2009). Viewing recent US governance reform whole: "Decentralization" in a distinctive context. In J. Huisman (Ed.), *International perspectives on the governance of higher education: Alternative frameworks for coordination* (pp. 161-181). New York: Routledge.
- Hearn, J.C. (2007). Financing institutional operations – The entrepreneurial leader. In M.B. d'Ambrosio, & R.G. Ehrenberg (Eds.), *Transformational change in higher education* (pp. 70-89). Northampton, MA: Edward Elgar Press.
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### BOOK REVIEWS

- Hearn, J.C. (2009). Review of *Turnaround: Leading stressed colleges and universities to excellence*, by J. Martin and J.E. Samels. *Journal of Higher Education*, 80 (6), 716-718.
- Hearn, J.C. (1998). Review of *Wise moves in hard times: Creating and managing resilient colleges and universities*, by D.W. Leslie and E.K. Fretwell. *Journal of Higher Education*, 69 (4), 467-469.
- Hearn, J.C. (1997). Review of *Beating the odds: How the poor get to college*, by A. Levine and J. Nidiffer. *Teachers College Record*, 98 (3), 561-563.
- Hearn, J.C. (1993). Review of *Banding together: The rise of national associations in American higher education, 1887-1950*, by H. Hawkins. *American Journal of Sociology*, 99, (2), 505-506.
- Hearn, J.C. (1992). Looking within: Approaches to self-examination in the university. Essay review of *By design: Planning research on higher education*, by R.J. Light, J.D. Singer, and J.B. Willett. *Harvard Educational Review*, 62 (2), 209-227.
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- Hearn, J.C. (1986, January). Review of *Enrollment management*, by D. Hossler. *Contemporary Sociology*, 15 (1), 92.

- Hearn, J.C. (1984, November). Review of *The structure of college choice*, by R. Zemsky and P. Oedel. *Contemporary Sociology*, 13 (6), 732.
- Hearn, J.C. (1984, July). Review of *Understanding accreditation: Contemporary perspectives on issues and practices in evaluating educational quality*, by K.E. Young, C.M. Chambers, H.R. Kells, and Associates. *Contemporary Sociology*, 13 (4), 466.
- Hearn, J.C. (1984, May). Review of *Making participatory management work*, by D. Powers and M. Powers. *Contemporary Sociology*, 13 (3), 319-320.

#### OTHER PUBLICATIONS

- Hearn, J.C. (2020). Reframing decisionmaking in the current crisis. Invited essay for the TIAA Institute, *Voices of Experience and Expertise* series. Available at <https://www.tiaainstitute.org/about/news/voices-expertise-experience-covid-19>.
- Hearn, J.C., Suggs, Jr., D.W., & May-Trifiletti, J. (2018). Going deep: Examining the role of sports in colleges and universities. *IHE Report*, an annual publication of the Institute of Higher Education, University of Georgia, Athens, GA, pp. 16-17.
- Hearn, J.C., Burns, R.A., & Riffe, K.A. (2018). Academic workforce flexibility and strategic outcomes in four-year colleges and universities. Report for the TIAA Institute *Trends and Issues* series, April. New York, NY: TIAA Institute.
- McLendon, M.K., & Hearn, J.C. (2013). The resurgent interest in performance-based funding for higher education. *Academe*. 99 (6), 25-30.
- Yussen, S.R., Dillon, D.R., Harwell, M.R., & Hearn, J.C. (2010). Editorial: A new ambition for the journal. *Educational Researcher*, 39 (1), 3-4.
- Hearn, J.C. (2008). Higher education's new business models: How colleges and universities are changing the ways they work. *IHE Report*, an annual publication of the Institute of Higher Education, University of Georgia, Athens, GA, pp. 10-14.
- Hughes, M. Davis, M., Hearn, J., McLendon, M., Frazier, S., & Rodriguez, L. (2008). Principals' attitudes toward school wellness. Proceedings of the annual conference of the Society for Nutrition Education. *Journal of Nutrition Education and Behavior*, 40 (45), 537.
- Hearn, J.C. (2007). Financing institutional operations in higher education. Report for the TIAA-CREF Institute *Advancing Higher Education* series, November. New York, NY: TIAA-CREF Institute.
- Hearn, J.C. & McLendon, M.K. (2005). Sunshine laws in higher education. *Academe*, 91 (3), 28-31.
- Hearn, J.C. & McLendon, M.K. (2004). Choose public-college presidents in the sunshine, but know when to draw the shades. *Chronicle of Higher Education*, July 9, B9, B11.
- Hearn, J.C., McLendon, M.K. & Gilchrist, L.Z. (2004). The mixed blessings of sunshine laws. *Trusteeship*, 12 (3), 19-24.
- Hearn, J.C. (2004, Spring). Revenue diversification in higher education. *International Higher Education*, Number 35, 6-8.
- Hearn, J.C., Bacig, K.Z. & Poch, R.K. (2002, Spring). Postsecondary opportunity and choice: Factors influencing the attendance decisions of Minnesota students. *The CURA Reporter* (a publication of the Center for Urban and Regional Affairs, University of Minnesota), 33 (2), 16-21.
- Hearn, J.C. (1998, Summer). Emerging approaches to setting faculty salaries. *International Higher Education*, Number 12, 4-5.
- Hearn, J.C. (1989). Organizational consequences of the changing demography of university faculty. *College of Education Grants and Awards: Fiscal Year 1988*. Minneapolis: University of Minnesota College of Education, 14-19.

- Hearn, J.C. (1986, June). Financing education beyond high school: Is the Minnesota experiment working? *The CURA Reporter* (a publication of the Center for Urban and Regional Affairs, University of Minnesota), 16 (3), 1-5.
- Hearn, J.C. (1980, June). How well does the financial aid system meet its ultimate goals? *The ACT Newsletter for Financial Aid Administrators* (a publication of the American College Testing Program), 1-2.

#### SELECTED RESEARCH PAPER PRESENTATIONS

- Ahmad, I. & Hearn, J.C. (2020, July). A conceptual framework for understanding adoption and diffusion of performance-based funding in European higher education. Paper presented at the 36<sup>th</sup> annual Colloquium of the European Group for Organizational Studies, Hamburg, Germany (conference moved online).
- Suggs, D. W., May-Trifiletti, J. & Hearn, J. C. (2020, April). How football shapes colleges: The effects of adding a high-profile sport. Paper completed for presentation at the annual meeting of the American Association for Educational Research, San Francisco, CA (conference canceled).
- Hearn, J.C., Suggs, D.W. Jr., May-Trifiletti, J. (2019, January). Taking the field: Intercollegiate athletics on CIC campuses. Presentation for the CIC Presidents Institute, January, Scottsdale, AZ.
- Hearn, J.C., Burns, R.A., & Riffe, K.A. (2018, November). Workforce flexibility and strategic outcomes. Presentation for the TIAA Institute Fellows Symposium, New York, NY.
- Ness, E.C, Hearn, J.C., & Rubin, P.G. (2017, May). Intermediaries in higher education: A typology of organizations influencing college completion efforts. Paper presented at the annual meeting of the American Educational Research Association, San Antonio, TX.
- Rubin, P.G. & Hearn, J.C. (2016, November). The policy filtering process: Understanding distinctive state responses to the national college completion agenda. Paper presented at the annual meeting of the Association for the Study of Higher Education, Columbus, OH.
- Ness, E.B., Hearn, J.C., Rubin, P.G., Gándara, D., Spencer, T., Hagood, L., & Linthicum, K. (2015, November). State policy cultures as a mediating factor in higher-education policy debates: An examination of college-completion policies in five states. Paper presented at the annual meeting of the Association for the Study of Higher Education, Denver, CO.
- Warshaw, J.B. & Hearn, J.C. (2015, November). Strategic change in environments of organizational challenge: The case of the independent colleges. Paper presented at the annual meeting of the Association for the Study of Higher Education, Denver, CO.
- Rosinger, K.O. & Hearn, J.C. (2015, November). Driver of upward mobility or capitalism's greatest friend?: Examining connections between higher education enrollments and broader social and economic stratification. Paper presented at the annual meeting of the Association for the Study of Higher Education, Denver, CO.
- Hearn, J.C. & Warshaw, J.B. (2015, April). The evolving organizational character of the public research university. Paper presented at the Institutional Design Futures Conference, Scottsdale, AZ.
- Gándara, D. & Hearn, J.C. (2014, November). College completion, the Texas way: An examination of the development of college completion policy in a distinctive political culture. Paper presented at the annual meeting of the Association for the Study of Higher Education, Washington, DC.
- Rosinger, K.O., Belasco, A. & Hearn, J.C. (2014, November). Designing opportunity: Institutional no-loan programs and low-income and minority student enrollment. Paper presented at the annual meeting of the Association for the Study of Higher Education, Washington, DC.

- Rosinger, K.O. & Hearn, J.C. (2013, November). Socioeconomic diversity at public flagship and land-grant institutions: A longitudinal analysis. Paper presented at the annual meeting of the Association for the Study of Higher Education, Washington, DC.
- Hearn, J.C. & Belasco, A. (2012, November). Adaptations in institutions' humanities degree production: A longitudinal analysis. Paper presented at the annual meeting of the Association for the Study of Higher Education, Las Vegas, NV.
- Warshaw, J. & Hearn, J.C. (2012, November). Universities as "economic generators": State leveraging of higher education for economic development. Paper presented at the annual meeting of the Association for the Study of Higher Education, Las Vegas, NV.
- Hearn, J.C. & Rosinger, K.O. (2012, April). Selective private colleges as factors in the reproduction of inequality: A longitudinal analysis. Paper presented at the annual meeting of the American Educational Research Association, Vancouver, Canada.
- Milan, M.C., Hearn, J.C., Lacy, T.A., & Belasco, A. (2012, April). The contingency movement: A longitudinal analysis of changing hiring patterns in U.S. higher education. Paper presented at the annual meeting of the American Educational Research Association, Vancouver, Canada.
- McLendon, M.K., Hearn, J.C., & Lacy, T.A. (2010, April). Gambling on merit aid: An event history analysis of the rise and spread of merit-aid programs. Paper presented at the annual meeting of the Midwest Political Science Association, Chicago.
- Levine, A.D., Lacy, T.A., & Hearn, J.C. (2009, November). The origins of state embryonic stem cell research policies: An event history analysis. Paper presented at the Atlanta Conference on Science Innovation and Policy, Atlanta.
- Hearn, J.C., McLendon, M.K., & Lacy, T.A. (2009, April). Analyzing the origins and spread of state "eminent scholars" programs. Paper presented at the annual meeting of the Midwest Political Science Association, Chicago.
- Hearn, J.C., McLendon, M.K., & Mokher, C. (2007, November). Accounting for student success: An empirical analysis of the origins and spread of state student unit-record systems. Paper presented at the annual meeting of the Association for the Study of Higher Education, Louisville, KY.
- Hearn, J.C., & McLendon, M.K. (2007, August). Reforming the core operations of tertiary institutions: Recent developments and their implications. Paper presented at the annual meeting of the European Association for Institutional Research, Innsbruck, Austria.
- McLendon, M., Hearn, J.C., & Hammond, R. (2006, November). Pricing the flagship: The political economy of tuition setting at public universities. Paper presented at the annual meeting of the Association for the Study of Higher Education, Anaheim, CA.
- McLendon, M., Hearn, J.C., & Mokher, C. (2006, November). The politics of funding public higher education: A longitudinal analysis of influences on state appropriations patterns. Paper presented at the annual meeting of the Association for the Study of Higher Education, Anaheim, CA.
- Hearn, J.C. (2005, November). Enhancing institutional revenues: Constraints, possibilities, and the question of values. Paper presented at "The New Balancing Act in the Business of Higher Education," an invitational conference of the TIAA-CREF Institute, New York, NY.
- McLendon, M.K., Deaton, R., & Hearn, J.C. (2005, November). State-level governance reform of higher education: A test of the political instability hypothesis. Paper presented at the annual meeting of the Association for the Study of Higher Education, Philadelphia, PA.
- Doyle, W., McLendon, M.K., & Hearn, J.C. (2005, November). The adoption of prepaid tuition and savings plans in the American states: An event history analysis. Paper presented at the annual meeting of the Association for the Study of Higher Education, Philadelphia, PA.
- Rumyantseva, N. & Hearn, J.C. (2005, November). Hiring part-time faculty: A longitudinal analysis of organizational employment patterns in baccalaureate colleges. Paper presented at the annual meeting of the Association for the Study of Higher Education, Philadelphia, PA.

- McLendon, M.K., Hearn, J.C., & Deaton, R. (2004, November). Called to account: Analyzing the origins and spread of state performance-accountability policies for higher education. Paper presented at the annual meeting of the Association for the Study of Higher Education, Kansas City, MO.
- McLendon, M.K. & Hearn, J.C. (2004, April). Sunshine laws and higher education: Openness and its impacts on institutional governance. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Hearn, J.C., McLendon, M.K. & Gilchrist, L.Z. (2003, June). Governing in the sunshine: Studying the impact of state open-meetings and records laws on decisionmaking in higher education. Paper presented to the Governance Roundtable of the Center for Higher Education Policy Analysis, Santa Fe, NM.
- Hearn, J.C. (2002, November). Tuition and fee policies and their implications in comparative perspective. Presentation to the University Project Symposium #23, The Funding of Higher Education, Salzburg Seminar, Salzburg, Austria.
- Hearn, J.C. & Holdsworth, J.M. (2002, November). Influences of state-level policies and practices on college students' learning. Paper presented at the annual meeting of the Association for the Study of Higher Education, Sacramento, CA.
- Bunton, S.A. & Hearn, J.C. (2002, October). Individual and collective benefits of higher education in the state. Presented at the invitational Workforce Minnesota Conference, University of Minnesota, Minneapolis, MN.
- Hearn, J.C., Lenth, C.S., & Bunton, S.A. (2002, June). College access and affordability in Minnesota: Impacts of financial aid on students, markets, and policy. Paper presented at the annual Student Financial Aid Research Network Conference, Denver, CO.
- Hearn, J.C., Bacig, K.Z. & Poch, R.K. (2002, April). The expressed logics of postsecondary choice: Investment and consumption themes in students' rationales for attendance. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.
- Hearn, J.C., Lewis, D.R., Kallsen, L., Holdsworth, J.M., & Jones, L. "Incentives for Managed Growth" at the University of Minnesota: Incentives-based planning and budgeting in a large public research university. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.
- Bacig, K.Z., Hearn, J.C., & Poch, R.K. (2001, November). Postsecondary opportunity and choice: Influences on the attendance decisions of Minnesota students. Paper presented at the annual meeting of the Association for the Study of Higher Education, Richmond, VA.
- Hearn, J.C. & Holdsworth, J.M. (2001, September). Initiating a university-based policy center: An approach to societal responsiveness. Paper presented at the annual meeting of the European Association for Institutional Research, Porto, Portugal.
- Hearn, J.C. & Holdsworth, J.M. (2000, June). Fostering universities' responsiveness to public needs: A conceptualization and case study. Paper presented at "Higher Education for a New Century: Partnerships, Productivity, and Performance," a conference sponsored by the University of Southern California, Los Angeles, CA.
- Hearn, J.C. (1999, April). The new faculty workforce: Issues of efficiency, effectiveness, and equity. Paper presented at the annual meeting of the American Educational Research Association, Montreal, Canada.
- Karen, D. & Hearn, J.C. (1998, August). Academic and nonacademic influences on the college destinations of 1992 high school graduates. Paper presented at the annual meeting of the American Sociological Association, San Francisco, CA.
- Hearn, J.C. (1998, May). Organizational constraints on institutional effectiveness and institutional research. Paper presented at the annual meeting of the Association for Institutional Research, Minneapolis, MN.

- Hearn, J.C. & Anderson, M.S. (1998, April). Conflict in academic departments: A longitudinal analysis. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Hearn, J.C. & Anderson, M.S. (1998, April). Clinical faculty in schools of education: Using staff differentiation to address disparate goals. Paper presented at the annual meeting of the American Educational Research Association, San Diego, CA.
- Hearn, J.C. (1996, November). The growing loan orientation in federal financial-aid policy. Paper presented at the annual meeting of the Association for the Study of Higher Education, Memphis, TN.
- Hearn, J.C., Anderson, M.S., & Eck, J.C. (1996, October). Describing academic units: Alternative indicators of faculty composition. Paper presented at the joint annual meeting of the Southern Association of Institutional Research and the Society for College and University Planning, Mobile, AL.
- Hearn, J.C., Griswold, C.P., Marine, G.M., & McFarland, M.L. (1995, November). Dreams realized and dreams deferred: A causal analysis of six years of educational expectations and attainment. Paper presented at the annual meeting of the Association for the Study of Higher Education, Orlando, FL.
- Frost, S.H., Hearn, J.C., & Marine, G.M. (1995, November). Painful choices: Emerging tensions between universities and their publics. Paper presented at the annual meeting of the Association for the Study of Higher Education, Orlando, FL.
- Hearn, J.C. & Anderson, M.S. (1995, August). The changing demography of university faculty: A conceptual agenda for research. Paper presented at the Annual Forum of the European Association for Institutional Research, Zurich, Switzerland.
- Hearn, J.C. (1994, May). Three major developments in the finance of higher education, 1964-1994. Paper presented at the Conference for the 30th Anniversary of the Institute of Higher Education, University of Georgia, Athens, GA.
- Hearn, J.C. & Griswold, C. (1963, June). State-level centralization and policy innovation in U.S. postsecondary education. Invited paper presented at the 31st Congress of the International Institute of Sociology, Paris.
- Hearn, J.C. (1992, May). The role of the land-grant university in the nation's educational goals. Paper presented at the annual meeting of the Association for Institutional Research, Atlanta, GA.
- Zilbert, E.E., Hearn, J.C., & Lewis, D.R. (1992, April). Selection bias and the earnings effects of postsecondary vocational education. Paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.
- Hearn, J.C., Lewis, D.R., & Zilbert, E.E. (1991, November). Efficiency and equity effects of vocationally focused postsecondary education. Paper presented at the annual meeting of the Association for the Study of Higher Education, Boston, MA.
- Lewis, D.R., Hearn, J.C., & Zilbert, E.E. (1991, April). Keyboarding as general education: Post school earnings and employment effects. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.
- Hearn, J.C. (1989, November). Who attends the high tuition colleges? Paper presented at the annual meeting of the Association for the Study of Higher Education, Atlanta, GA.
- Hearn, J.C., Clugston, R.M., & Heydinger, R.B. (1989, March). Five years of strategic environmental assessment at a research university: A case study of an organizational innovation. Paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.
- Hearn, J.C. (1989, March). Federal aid for college students, 1965-1988: A political history. Paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.



- Hearn, J.C. (1988, November). Pathways to attendance at the elite colleges. Paper presented at the annual meeting of the Association for the Study of Higher Education, St. Louis, MO.
- Hearn, J.C. (1987, November). An exploration of nontraditional postsecondary enrollment patterns. Paper presented at the annual meeting of the Association for the Study of Higher Education, Baltimore, MD. Available in microfiche as ERIC No. 292398.
- Hearn, J.C. & Corcoran, M. (1986, June). The organizational ecology of institutional research: An exploration of the factors behind the fragmentation of the IR enterprise. Paper presented at the annual meeting of the Association for Institutional Research, Orlando, FL.
- Fenske, R., Hearn, J.C., & Curry, D. (1985, July). The dimensions and impacts of the unmet need gap. Paper presented at the annual meeting of the National Association of Student Financial Aid Administrators, Washington, D.C.
- Hearn, J.C. (1985, May). The faculty role in assessment: Some reactions to recent national reports on quality in higher education. Invited paper presented in the National Institute of Education Western Regional Conference on Quality in American Higher Education, Los Angeles, CA.
- Hearn, J.C. (1985, April). Determinants of college students' overall evaluations of their academic programs. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.
- Hearn, J.C. (1984, April). Impacts of undergraduate experiences on educational aspirations and plans. Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA. Available in microfiche as ERIC No. ED245651.
- Hearn, J.C. & Heydinger, R.B. (1984, March). Formal assessment of the external environment of a university: Constraints and possibilities. Paper presented at the annual meeting of the Association for the Study of Higher Education, Chicago, IL. Available in microfiche as ERIC No. ED245622.
- Rosenfeld, R. & Hearn, J.C. (1981, August). Sex differences in the significance of economic resources for choosing and attending a college. Paper presented at the annual meeting of the American Sociological Association, Toronto, Canada.
- Hearn, J.C. (1981, May). Using a limited-budget economic impact study as a developmental tactic to counter poor town-gown relations. Paper presented at the annual meeting of the Association for Institutional Research, Minneapolis, MN.
- Hearn, J.C. (1981, April). Reconceptualizing equity in postsecondary participation patterns. Paper presented at the annual meeting of the American Educational Research Association, Los Angeles, CA. Available in microfiche as ERIC No. ED201269.
- Hearn, J.C. & Olzak, S. (1979, September). Sex differences in the implications of the links between education and the occupational structure. Invited paper presented at the Wellesley College Conference on Educational Environments and the Undergraduate Woman, Wellesley, MA.

## RESEARCH FUNDING

Principal Investigator for 2020 grant project funded by the TIAA Institute entitled "Impacts of the Pandemic on Access-Oriented Private Colleges."

Principal Investigator for 2016 grant project funded by the TIAA Institute entitled "Workforce Flexibility and Strategic Outcomes in Colleges and Universities."

Co-Principal Investigator for 2013-2016 for a grant project funded by the W.T. Grant Foundation entitled "The Distinct Role of Intermediary Organizations in Fostering Research Utilization for State College Completion Policy." Erik Ness, Co-Principal Investigator.

Principal Investigator for 2010 grant project funded by the TIAA-CREF Institute entitled “Emerging Developments in Faculty Career Contexts.”

Co-Principal Investigator for 2009-2010 for a grant project funded by the National Science Foundation entitled “Centers, Universities, and the Scientific Innovation Ecology.” Sheila Slaughter, Co-Principal Investigator.

Co-Principal Investigator for 2007-2009 for a grant project funded by the National Science Foundation entitled “State Science Policies: Modeling Their Origins, Nature, Fit, and Effects on Local Universities.” Maryann Feldman, Co-Principal Investigator.

Received for 2004-2006 funding from the National Postsecondary Education Cooperative for an analysis of governmental and institutional policy influences on student success in postsecondary education and for coordination of series of related student-success studies.

Received for 2003-2004 funding from the American Academy of Arts and Sciences for a study of the financing of the humanities in U.S. higher education.

Received for 2002-2003 funding from the Association of Governing Boards of Universities and Colleges for conducting an analysis of the current status and prospects of state open-meetings and records laws in higher education.

Received for 2002-2003 funding from the American Council on Education for preparing a monograph on alternative revenue sources in higher education.

Received for 2001-2002 a subcontract from the Minnesota Private College Research Foundation to provide research and consultation on a larger funded project entitled “Paying for College: Access, Affordability, and Choice in Minnesota Higher Education.”

Received for 2001-2002 a contract from the DeWitt-Wallace Readers Digest Foundation to conduct a project entitled “Transforming School Counseling Initiative: Augmented Cost Sub-Study,” as a supplement to a larger funded project entitled “Evaluation of the National Program for Transforming School Counseling.”

Received for the 2000-2001 academic year (with Professors John Brandl and Darrell R. Lewis of the University of Minnesota) a grant from the Office of the President of the University of Minnesota to support a research conference and publication on the economic, social, and cultural impacts of the University of Minnesota on the state of Minnesota, as part of the university’s sesquicentennial celebration.

Received for the 2000-2001 academic year a grant from the Center for Urban and Regional Affairs at the University of Minnesota to support a project investigating the effects of state policies on postsecondary educational opportunity in Minnesota.

Cost Sub-Project and University of North Florida Site Team Leader for the DeWitt-Wallace Readers Digest funded project on “Evaluation of the National Program for Transforming School Counseling,” through the Center for Applied Research in Educational Improvement, University of Minnesota, 1999-2002.

Co-Principal Investigator for the “The Bridge Project: Strengthening K-16 Transition Policies, Georgia Phase II Study,” supported by the Pew Foundation. Caroline Turner, Principal Investigator, as subcontractor to Stanford University, 2000.

Co-Principal Investigator for the “The Bridge Project: Strengthening K-16 Transition Policies, Georgia Phase I Study,” supported by the Pew Foundation. Caroline Turner, Principal Investigator, as subcontractor to Stanford University, 1999.

Received for 1990 (with Professor Darrell R. Lewis of the University of Minnesota) a U.S. Department of Education grant entitled “Continuation Grant: Efficiency and Equity Effects of Vocationally Focused Postsecondary Education and Training.”

Received for 1990 (with Professor Darrell R. Lewis of the University of Minnesota) a U.S. Department of Education grant entitled “Efficiency and Equity Effects of Vocationally Focused Postsecondary Education and Training.”

Received for 1989 a grant (with Professor Darrell R. Lewis of the University of Minnesota) from the College of Education, University of Minnesota, for the initiation of a study of the socioeconomic effects of enrollment in certain vocational courses in high school.

Received for 1988-1990 a Spencer Foundation grant entitled “The Changing Demography of Academic Departments: An Organizational Analysis,” for study of demographic transitions in academic units of higher-education institutions.

Awarded a Faculty Summer Research Fellowship for the Summer of 1986 by the Graduate School of the University of Minnesota, for a project entitled “Determinants of Nontraditional Postsecondary Enrollments.”

Received for the 1984-85 academic year a grant from the College of Education of the University of Minnesota, for the initiation of a survey investigating the effects of rising tuition on the postsecondary enrollment patterns of Minnesota’s high-school graduates.

Received for 1984-1985 a Spencer Foundation grant to investigate college attendance patterns among the high-school graduates of 1980.

Received for the 1984-85 academic year a grant from the Center for Urban and Regional Affairs and from the Office of the Vice President for Academic Affairs at the University of Minnesota to support a project investigating the effects of rising tuition on the enrollment patterns of Minnesota’s postsecondary institutions.

Received for 1984-1985 a grant from the University of Minnesota Graduate School to complete a project entitled “Equality of Opportunity in Students’ Postsecondary Institutional Destinations” (see 1982-83 Graduate School grant, below).

Awarded a leave from teaching and other non-research responsibilities for the Winter Quarter, 1984-85, by the Office of Academic Affairs of the University of Minnesota, to complete a project entitled “Equality of Opportunity in Students’ Postsecondary Institutional Destinations” (see 1982-83 Graduate School grant, below).

Received for 1982-1983 a grant from the University of Minnesota Graduate School to initiate a project entitled "Equality of Opportunity in Students' Postsecondary Institutional Destinations."

### TEACHING

Courses taught at the University of Georgia and other institutions:

- Organization and Governance in Higher Education (under various titles)
- Strategy and Management in Higher Education
- College and University Finance (under various titles)
- Introduction to Research on Higher Education
- Sociology of Education
- Public Policy in Higher Education (under various titles)
- Management/Administration in Higher Education (under various titles)
- U.S. Higher Education
- Formal Organizations in Education
- Planning in Higher Education
- Understanding Organizations (undergraduate)

Service as a faculty member for the Oxford Higher Education Seminar, a collaborative program of the University of Georgia, the University of Bath, and Oxford University (2007)

Service as a faculty member for the Peabody Professional Institutes, Vanderbilt University, a professional development series for university leaders (2006, 2007, 2008, 2010)

### SELECTED PROFESSIONAL SERVICE ACTIVITIES

Consulting Editor, *Research in Higher Education*, 1986-1995, 2011-present.

Editorial Advisory Board, *Journal of Higher Education*, 2013-2018.

Editorial Review Board, *Journal of Higher Education*, 1995-1998, 2011-2013.

Search Committee for the Editorship of the *Journal of Higher Education*, 2017-18

Publications Committee, Association for Institutional Research, 2008-2012.

Associate Editor, *Educational Researcher*, 2010-2012.

Advisory Board, TIAA-CREF Institute, 2007-2011.

Associate Editor, *Research in Higher Education*, 1995-2010.

Search Committee for the Editorship of *Research in Higher Education*, 2008-2009

Editorial Advisory Board, *Teachers College Record*, 1995-2006.

Editorial Board, *Review of Higher Education*, 1993-1996, 2001-2006.

Advisory Committee, Center for Policy Analysis, American Council on Education, 2000-2005.

Guest Editor with Michael K. McLendon of The Politics of Education Yearbook Special Issue: The Politics of Higher Education. *Educational Policy*, 17, 1, January-March 2003.

Editorial Advisory Board, *Vanderbilt Issues in Higher Education*, a series of scholarly books on higher education, 1996-2002.

Editorial Board, *Sociology of Education*, 1999-2001.

Associate Editor, *Higher Education: Handbook of Theory and Research*, an annual volume edited by John C. Smart and published by Agathon Press, 1989-2000.

National Advisory Board, *ASHE-ERIC Higher Education Reports Series*, 1995-1997.

Service as occasional referee for manuscripts submitted to *Journal of Higher Education*, *Review of Higher Education*, *American Sociological Review*, *Sociology of Education*, *Social Forces*, *Social Science*, *Educational Evaluation and Policy Analysis*, *American Educational Research Journal*, and *Economics of Education Review*.

Service on committees of the Association for the Study of Higher Education (ASHE): Budget Committee, 1996; Program Committee (Chair for Research Papers), 1992; Review Committee for Outstanding Dissertation Award, 1987, 1988, 1997; Nominations Committee, 1988-89.

Service on committees of the American Educational Research Association: Awards Committee of Division J (2007-2011); Publications Committee for Division J (1995-97); AERA Publications Awards Committee, 2010-2012; Program Chair for 1986-87 for Division G; Program Co-Chair for 1985-86 for Division G.

External faculty mentor for a graduate-student winner of the ASHE/Lumina Foundation for Education Dissertation Fellowship, 2004-2005.

Service in various years as proposal reviewer for the U.S. Department of Education's Institute of Education Sciences, the National Science Foundation, the Spencer Foundation, and the Russell Sage Foundation.

#### SELECTED CONSULTING ACTIVITIES AND INVITED LECTURES

University of Toronto  
State Higher Education Executive Officers [SHEEO]  
Association of Governing Boards of Universities and Colleges  
Council of Independent Colleges  
HCM Strategists  
Florida State University  
Institute of Education Sciences  
TIAA-CREF Institute  
University of Cyprus  
Atlanta Public Schools/Robert Wood Johnson Foundation

Association for Institutional Research, Institute of Education Sciences/National Center for Education Statistics, and National Science Foundation (annual Data Policy Institute)  
 American Council on Education  
 National Postsecondary Education Cooperative  
 University of Maryland, College Park  
 American Academy of Arts and Sciences  
 Center for Higher Education Policy Analysis, University of Southern California  
 University of Michigan  
 University of Tennessee  
 Arizona State University  
 Bowling Green State University  
 Humane Society of America  
 Idaho State Board of Education  
 The College Board  
 The Minnesota Higher Education Coordinating Board, in conjunction with SRI  
 National Computer Systems, Inc.  
 Texas Guaranteed Student Loan Corporation  
 Council for Postsecondary Education, State of Washington  
 Westinghouse Information Services Inc.  
 St. Mary's College  
 Woodrow Wilson National Fellowship Foundation [now the Institute for Citizens and Scholars]  
 Auburn University

SELECTED UNIVERSITY, COLLEGE, AND DEPARTMENT SERVICE AND ADMINISTRATION

University of Georgia: Associate Director, Institute of Higher Education (2010-present); McBee Professorship Search Committee (2016-present); University Investments Committee (2015-present); Interim Director, Institute of Higher Education (2013-2014); Chair, Assistant/Associate Professor Search Committee for the Institute of Higher Education (2011-2012); Review Committee for the Office of Student Financial Aid (2010-11); Chair, Faculty Affairs Committee for the Institute of Higher Education (2008-present); Chair, Miller Chair Search Committees for the Institute of Higher Education (2008-2011); Research Forum Planning Committee (2007-08); Ph.D. Revisions Committee for the Institute of Higher Education (2007-08); Admissions Advisory Committee for the Institute of Higher Education (Chair, 1996-97, 1997-98); Review Committee for the Department of Management (1993-94); Promotion Committee for Service Personnel (1992-93); Promotion and Tenure Committee of the College of Education (1991-92).

Vanderbilt University: Program Director, Higher-Education Program, Department of Leadership, Policy, and Organizations (2003-2006); Executive Committee, Department of Leadership, Policy, and Organizations (2005-2006); Admissions Committee, Department of Leadership, Policy, and Organizations (2002-2004); Chair, Search Committee for Higher Education Faculty Positions (2003-2004, 2004-2005, 2005-2006); Coordinator for Higher Education in the Ed.D. Cohort Program (2004-2006); Chair, University Athletics Committee (2004-2006); Editorial Board, Vanderbilt University Press (2004-2006); Graduate Faculty Delegate Assembly (2002-03); Affirmative Action Committee, Peabody College (2003-2004); Vanderbilt Faculty Senate (elected delegate for the 2005-2008 term); Faculty Senate Student Affairs Committee (2005-2006); Peabody Library Advisory Committee (2005-2006).

University of Minnesota: Chair, Department of Educational Policy and Administration (1998-2002); Interim Director to Director of the Postsecondary Education Policy Studies Center (1999-2002); Member, University Task Force on Civic Engagement (2000-02); Member, University Senate/Provost's Office Committee on Faculty Development (2000-02); Member, Provost's Committee to Study and Review the Office of Institutional Research and Reporting (2000-01); Member, Search Committee for Chair of Department of Educational Psychology (1999-2000); Member, Selection Committee for President's Sesquicentennial Conference Series (1999); Member, Search Committee for the Dean of the College (1997); Director of Graduate Studies for the Higher Education Program, University of Minnesota, (1986-90); University of Minnesota College of Education Senate (elected delegate for the 1984-87 term); College of Education Senate Consultative Committee (1984-86, Co-Chair for 1985-86); University of Minnesota Senate (elected delegate for the 1987-90 term, elected alternate for 1985-86, 1986-87, 2001-2002 terms); Special Academic Review Committee for the Athletic Department (1987); Committee on Unified and Increased Freshman Level Entrance Standards to the Baccalaureate Programs for the University (1985-86); Review Committee assessing the performance of the Dean of the College of Education (1984).

#### CONTACT INFORMATION

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