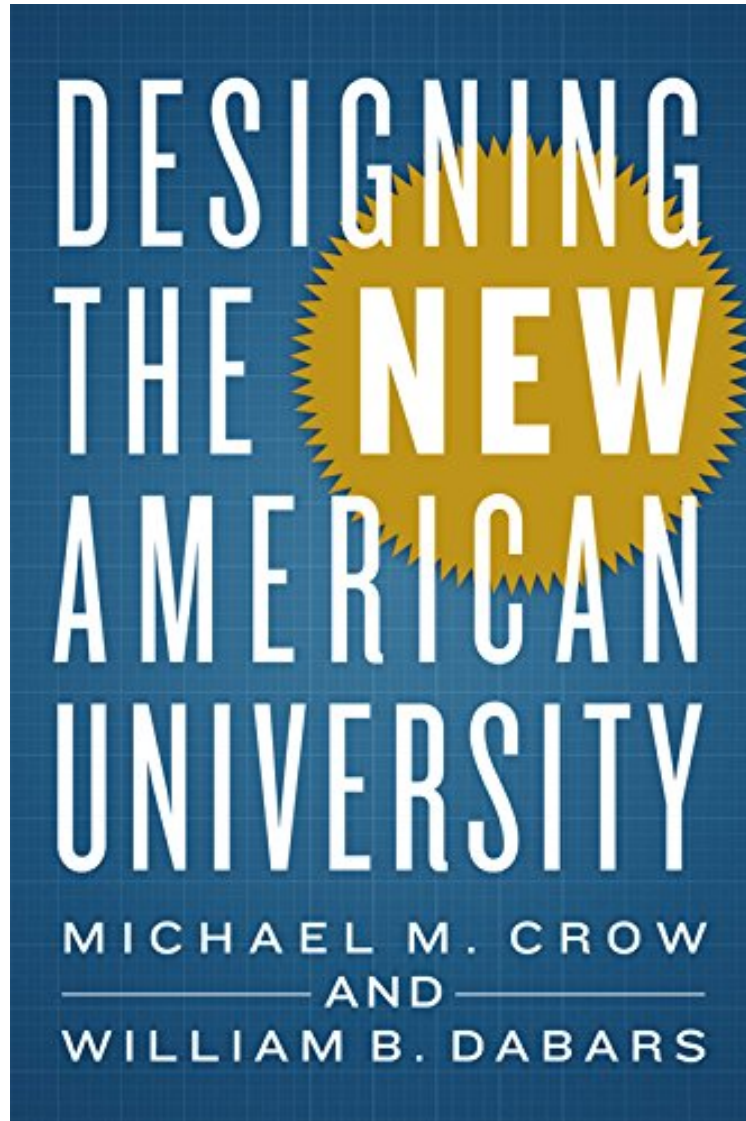


(Download free pdf) Designing the New American University

Designing the New American University

Michael M. Crow, William B. Dabars

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Michael M. Crow, William B. Dabars : Designing the New American University before purchasing it in order to gauge whether or not it would be worth my time, and all praised Designing the New American University:

9 of 9 people found the following review helpful. Not ASU as seen from ground levelBy Michael Burnam-fink"Designing the New American University" has an ambitious aim: reformulating the necessary role of the American research university, and describing how Arizona State University is succeeding in those reformulations. These are noble goals, but the book buries many of its points under chunky verbiage and thickets of quotes from academic thought leaders, and doesn't quite connect on its major points about what ASU is doing. This is a good book for seeing what Michael Crow has thought, but doesn't give much insight into what he is thinking next, or what ASU is

actually like. The first few chapters are literature review; describing the evolution of the university from the 10th century on, the origins and nature of the specific institutional configuration called the American Research University in the late 19th century, and the current crisis of faith about rising costs and decreasing utility. Crow and Dabars argue that the major sins of the American university are Harvardization, a focus on academic prestige which can be seen most clearly in an elitist and exclusionary admissions process, and overweening filiofetism, a senseless worship of old traditions for their own sake, which results in identical-looking departments devoted jargony sub-sub-sub-fields. The result is rigid institutions that don't adapt to local needs and issues, that don't produce relevant knowledge, and that actually serve to block access to the middle class. It's a comprehensive lit review, but also a clunky piece of writing. The key point, that the research university created American prosperity from 1940-1970, may be unprovable. Personally, I'd give credit to America being on the winning side of World War II and the early Cold War defense boom, rather than any particular thing universities did. Against this, Crow offers a vision of access, innovation, entrepreneurship, and interdisciplinarity. The New American University serves as tentpole for an entire region, providing expert knowledge, skilled workers, and pragmatic solutions in a massive value add for society. Some of the things that happened during Crow's tenure are truly impressive: the dramatic rise in total admissions, improving access for children of poor families and minorities groups, and increased student success without substantially compromising educational quality; A 250% increase in research funding over a 12 year period, with commensurate increases in outputs; Whole new forms of civic engagement; a proliferation of schools and programs. On the other hand, I repeatedly read descriptions of people and organization I know, and said "Wait, they actually do that?" The plan to reshape American higher education looks very different from the ground level, and I've been on the kinder side of the changes. Where Crow sees entrepreneurship, I see groups of scholars in defensive crouches, terrified that their piece of cheese will be moved yet again. Where he sees innovation, I see three or four moldering personal fiefdoms to each productive and rigorous research center. The undergrad experience is characterized by a "pass-the-buck" attitude towards basic writing and thinking skills, and functions only through the exploitation of graduate students and contingent faculty--though I hear it's bad everywhere. I do agree that the traditional form and purpose of higher education needs to be shaken up; I'm not convinced that ASU has modeled its replacement, or that this book elucidates what actually happened at ASU under Crow's tenure. The view from Olympus, or the fifth floor of the Fulton Center, is very different from the reality of classrooms and department lounges. **Disclosure: I am an ASU graduate student. I purchased this book with my own money, and received no compensation for this review. If I were more astute, it'd probably be gentler. But I'm in the truth business. 13 of 13 people found the following review helpful. It seems to me ASU and EdX should be nominated for the Nobel Peace Prize for opening up a chance for a better life through educaBy Robert A. Reilly. Dr. Crow not only writes about making college in reach of thousands of students who otherwise wouldn't have it but explains how it's been done at Arizona State through the New American University. Since the book was published ASU has partnered with EdX, designed at Harvard and MIT, to establish the Global Freshman Academy. Never in the history of man have so many people, particularly those with little or no academic credentials, suddenly received the opportunity to get a chance to obtain a moderately priced higher education. It seems to me ASU and EdX should be nominated for the Nobel Peace Prize for opening up a chance for a better life through education for those who never had a shot at such a marvelous, life changing, opportunity. Robert A. Reilly 6 of 6 people found the following review helpful. Very thought-provoking. Not an "easy read" necessarily, but ...By Susie Zappia. Very thought-provoking. Not an "easy read" necessarily, but a very worthy introduction to the role that colleges and universities must now play in sustainability, for one thing. The authors also focus on Arizona State's mentoring of start-up companies and on efforts to make ASU a premiere research university which simultaneously accepts and mentors deserving First Generation kids.

America's research universities consistently dominate global rankings but may be entrenched in a model that no longer accomplishes their purposes. With their multiple roles of discovery, teaching, and public service, these institutions represent the gold standard in American higher education, but their evolution since the nineteenth century has been only incremental. The need for a new and complementary model that offers accessibility to an academic platform underpinned by knowledge production is critical to our well-being and economic competitiveness. Michael Crow, president of Arizona State University and an outspoken advocate for reinventing the public research university, conceived the New American University model when he moved from Columbia University to Arizona State in 2002. Following a comprehensive reconceptualization spanning more than a decade, ASU has emerged as an international academic and research powerhouse that serves as the foundational prototype for the new model. Crow has led the transformation of ASU into an egalitarian institution committed to academic excellence, inclusiveness to a broad demographic, and maximum societal impact. In *Designing the New American University*, Crow and coauthor William B. Dabars—a historian whose research focus is the American research university—examine the emergence of this set of institutions and the imperative for the new model, the tenets of which may be adapted by colleges and universities, both public and private. Through institutional innovation, say Crow and Dabars, universities are apt to realize unique and differentiated identities, which maximize their potential to generate the ideas, products, and

processes that impact quality of life, standard of living, and national economic competitiveness. Designing the New American University will ignite a national discussion about the future evolution of the American research university.

"Crow and Dabars offer a close analysis of the history and values that spawned our world-renowned research facilities and present a fresh model characterized by a pragmatic research structure and transdisciplinary organization... The authors present a dense and extensively investigated explanation of the strengths and limitations of our contemporary higher education environment and the possibilities of a new model." (Library Journal)"We must remember that the connection of excellence and access is not just a slogan but a necessity for all of us in higher education. That was the special genius of California's master plan: attempting to forge and maintain connections at every level between teaching and research. The plan requires updating, with more emphasis on serving diverse populations of students, and continued expansion and innovations. Crow and Dabars may not have reinvented the master plan, but they have made an important intervention in the debate about which models work best, for which purposes and constituencies, and how we can support those models at the scale they require, all while maintaining academic rigor and autonomy." (Nicholas B. Dirks The Chronicle)"An engaging and readable justification for and account of the New American University project... Crow is unlikely to disappear from view for quite some time." (Ferdinand Von Prondzynski Times Higher Education)"Crow and Dabars are right to want new public universities to replace the Harvard standard. Their book is worth reading just for that discussion." (Christopher Newfield Los Angeles of Books)"Crow... continues to be at the cutting edge of these and other challenges, opportunities, and initiatives for public research universities in general and his own institution in particular... Well written and laden with notes and bibliography, this is a solid complement to William G. Bowen and Eugene M. Tobin's Locus of Authority (2015) and Robert Lacroix and Louis Maheu's Leading Research Universities in a Competitive World (2015)." (Choice)"It is impeccably referenced and thoughtfully paced with detailed chapters building the model they support. Within the book is a trove of information on the trajectory for and challenges facing higher education. Whether one chooses to follow the prescription they suggest, or simply wants to better understand higher education, this book provides a most compelling read." (PsycCRITIQUES)"... Dabars's rich historical contextualization and Crow's policy and managerial experience provide design principles encouraging institutions to leverage their own place in a locally appropriate way." (Nature)"The New American University is the latest bold and meticulously argued model to reclaim what is distinctively American in higher education." (Journal of College and University Law)"Over the past twelve years, Michael Crow has transformed ASU into one of America's proudest research universities. Now, he and his colleague, William Dabars, share this model of success and the efforts of the university to bring it to scale?presenting untapped opportunities to boost our economic and global competitiveness and to further invest in our next generation of leaders." (Bill Clinton, Former President of the United States)"Michael Crow is one of the leading college presidents in America precisely because he understands how we must innovate at the collegiate level if we want to continue to lead in today's global knowledge economy, while at the same time expanding access and affordability to ensure more students have the opportunity to achieve the American Dream. This book is an important and insightful read." (Jeb Bush, Former Governor of Florida)"Instead of dwelling on the past glories of American higher education alone, this book centers on reinvention and the dynamic nature of American universities. At a time when higher education is in flux?some would say in crisis?the clarity of Crow's vision and proposed solutions make Designing the New American University essential reading." (Vartan Gregorian, President of Carnegie Corporation of New York)"A brilliant, innovative, lucid, and path-breaking book?arguably the most significant book on higher learning since Clark Kerr's The Uses of the University, published more than a half-century ago." (Jonathan R. Cole, Columbia University, author of The Great American University: Its Rise to Preeminence, Its Indispensable National Role, Why It Must Be Protected)"This book deserves close reading since it sets the context and need for the design of a new type of research university and then presents the project of ASU as a case study that has already achieved goals that far surpass expectations. While not strictly a model it does show us the way to a significantly more optimistic and inclusive future for higher education." (John Seely Brown, coauthor of A New Culture of Learning: Cultivating the Imagination for a World of Constant Change)"America has been blessed with the world's best universities, but it won't stay that way without wise change. Michael Crow has been inventing the new university for years; friends of higher education should go to school on his innovations, with this as their textbook." (Mitchell E. Daniels, Jr., President of Purdue University and former Governor of Indiana)"This book is a route map, rationale, and guide for the few and the bold who dare to step forward to build the universities we need for the twenty-first century." (Daniel Greenstein, The Bill Melinda Gates Foundation)"Both this book and the model it demonstrates should be of great interest to all those concerned with the future of American higher education." (James J. Duderstadt, University of Michigan, author of A University for the 21st Century)"Michael Crow and William Dabars combine analytic social science, policy studies, and a humanistic understanding of how institutions have changed over time, to illuminate how the nation has shaped its institutions of higher learning and how they in turn have shaped, and must continue to shape, the nation." (Daniel Mark Fogel, University of Vermont, co-editor of Precipice or Crossroads? Where America's Great Public Universities Stand and Where They Are Going Midway

through Their Second Century)" At a time when knowledge is the key resource for a robust and prosperous society, Crow and Dabars argue persuasively that we must design a New American University rededicated to the public good and recast to meet present and future challenges. They offer a compelling vision of universities with students of diverse backgrounds and faculty energized to serve society and their communities. This book will inspire us to re-think the way we support discovery, creativity, and education — from artistic engagement and humanistic insight to scientific understanding and technological innovation." (Freeman A. Hrabowski, III, President, University of Maryland, and author of *Holding Fast to Dreams: Empowering Youth from the Civil Rights Crusade to STEM Achievement*)

About the Author Michael M. Crow has served as the president of Arizona State University since 2002. He was formerly executive vice provost at Columbia University and a professor of science and technology policy. William B. Dabars is a senior research fellow in the Office of the President and a research professor in the School of Historical, Philosophical, and Religious Studies at Arizona State University.