

CAPITALIZING ON COLLEGE

HOW HIGHER EDUCATION WENT FROM
MISSION DRIVEN TO *MARGIN OBSESSED*



JOSHUA TRAVIS BROWN

Capitalizing on College

Advance Praise for *Capitalizing on College*

“At a time of growing mistrust in the academy and burgeoning skepticism around the value of a college degree, Brown crafts a narrative that foregrounds untold stories of innovation and impact on college campuses. He brings needed clarity to the fundamental purposes of American higher education, showcasing the importance of strategic leaders whose commitment to access, equity, and excellence for all students transcends both the constraints of exigent financial circumstances and emerging threats to the mission, vision, and values foundational to our nation’s diverse colleges and universities.”

**Lynn Pasquerella, president, American Association
of Colleges and Universities**

“*Capitalizing on College* is a must-read for scholars of organizations and education, as well as anyone employed in the US higher education sector. Brown offers a chilling account of the changing logics confronting colleges and universities that rely on tuition to function, and describes the strategies employed by administrators to keep the lights on when faced with declining tuition revenues. The attention to the sociopolitical and historical shifts in the US higher education sector allows the reader to better understand crises in higher education and current debates around topics like loan forgiveness. The book is masterfully written and offers vivid portrayals of the administrators responsible for developing new business models, finding new student segments, and generating novel sources of revenue.”

**Sarah A. Soule, Morgridge professor of organizational behavior,
Sara Miller McCune director of the Center for Advanced Study in the
Behavioral Sciences, Stanford University**

“Like the Red Queen in *Alice in Wonderland*, schools without substantial endowments must run faster just to stay in the same place. *Capitalizing on College* identifies strategies colleges and universities have used to try to get off this treadmill. In an environment where every school aims to establish a competitive advantage, this book is essential reading for any university administrator.”

**Jay Barney, presidential professor of strategic management, Lassonde chair
of social entrepreneurship, Eccles School of Business, The University of Utah**

“Higher education is one of the few institutions in American society seen as a cornerstone for economic prosperity. In an era where students, employers, and public policy leaders alike are demanding schools deliver on this promise, great leadership and entrepreneurial nimbleness are needed now more than ever. Brown’s book, which includes road-tested insights from a diverse group of higher education leaders, provides a path forward.”

**Gerard Robinson, professor of practice in public policy and law,
University of Virginia; former secretary of education for Virginia**

“In tackling the most pressing topics in contemporary higher education, Brown has done the essential and the unusual: rather than prescribe ‘solutions’ from the vantage of elites, he has instead talked with a wide range of college and university leaders to understand the nuances and complexities of decision making in our market-driven institutions. His awareness of the important role of mission-driven institutions in the higher education landscape is welcome, and his analysis is trenchant and insightful. This book is essential reading for those who care about higher education as an avenue to opportunity and transformation for our students, and indeed for our society.”

**Mary B. Marcy, president emerita, Dominican University
of California; author, *The Small College Imperative***

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*How Higher Education Went From
Mission Driven to Margin Obsessed*

Joshua Travis Brown

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*For those faculty and staff at marginalized institutions
who serve marginalized students, but whose stories
are too often excluded from the national education narrative.*

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