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Leaders Meet at 22nd ATHENA Roundtable: First Principles in Higher Education Leadership—Protecting Freedom, Safeguarding Value

On October 12, 130 ACTA friends, including 17 students, came together for engaged discussion and problem solving at our 2018 ATHENA Roundtable. The conference featured three excellent panels that energized the audience of higher education leaders, trustees, and donors and

crisis facing America’s universities and the consequent campus pressure to conform. **Nadine Strossen**, former president of the ACLU, shared that college students, though they fear silencing by their peers, are hungry for dialogue and heterodox opinions. Reminding the audience that eternal



Panelists Nadine Strossen, Paul Levy, Eugene Volokh, and April Lawson with moderator Jonathan Rauch.

inspired challenging questions during the robust Q&A sessions.

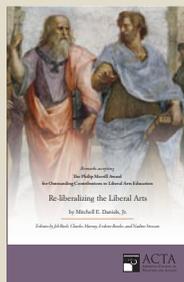
The first panel, “Building a Culture of Free Expression on the American College Campus,” was high among the best academic freedom panels since the inception of the ATHENA Roundtable 23 years ago. Panel moderator **Jonathan Rauch** of The Brookings Institution facilitated a spirited colloquy between the participants on the causes and extent of the free speech

vigilance is the price of preserving liberty on campus, she praised the campaign of ACTA and high-minded university leaders to promote the Chicago Principles on free expression.

Paul Levy, who experienced firsthand how campus orthodoxies derail academic values and then resigned from the University of Pennsylvania trustee board in defense of law professor Amy Wax, warned that what happens on college campuses will have

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Re-liberalizing the Liberal Arts



Mitchell E. Daniels, Jr., President, Purdue University
Remarks Accepting the Philip Merrill Award:
Re-liberalizing the Liberal Arts

President Daniels wowed the audience at the 2018 Merrill Award Gala with a stunning speech that served as a paean to the transformative nature of the liberal arts when studied rigorously and in an atmosphere where the robust clash of ideas is allowed to flourish. Call 202.467.6787 or visit GoACTA.org for a copy.

www.GoACTA.org

info@GoACTA.org

1-888-ALUMNI-8

Jeff Weedman, Trustee, Albion College

“I really appreciate how quickly you were able to get back to me. Once again, ACTA has already compiled information for the questions/issues we are facing. I hope other colleges and universities take advantage of the services you provide.”

Editor’s Note: ACTA offers a wide range of board services from best practices, informative seminars, and extensive resources.

David Olive, President, Bluefield College

“My compliments to you and your team on the superb planning and execution of the ATHENA Roundtable and the Merrill Award dinner. The panel discussions were informative and thought-provoking, and Paul Levy and Mitch Daniels were outstanding in their remarks.”

Stephen Blackwood, President, Ralston College

“Just a note to say what a very fine day I thought yesterday was. The tributes to Daniels were of course very richly deserved, and superbly delivered, while Daniels’s own remarks were more heartening still: I do not think I have ever heard a better or more nuanced, more truthful, or more gracious speech about contemporary higher education. . . . ACTA’s work seems more urgent than ever, however lamentable that state of affairs surely

is; and yet I find myself buoyed to see both how vigorously the organization continues to pursue its mission and how its reach continues to expand.”

**Louise Mirrer, President and CEO
New-York Historical Society**

“A belated congratulations on a most successful gala and meeting. It is wonderful to find such smart and spirited people at the ACTA events. As I mentioned, I was especially dazzled by the students. There is some hope yet!”

**Catherine Merrill Williams, President and CEO
Washingtonian Media**

“That was one terrific dinner. Very well done. I hope you were happy and proud. I think Mitch Daniels was thrilled. I know my father would be pleased.”

Alexis Zhang, Student, Yale Law School

“The morning panels were thoughtful and incisive, and the speakers at the gala dinner offered beautiful tributes to both Mitch Daniels specifically and the important work of higher education reform generally. The events offered powerful testimony to the critical work that ACTA does in returning academe toward first principles.”

ATHENA Roundtable 2018, continued from 1

far-reaching ramifications for society at large. As the formative place of learning for our future leaders, universities must maintain a challenging and free academic environment that provides students with the capacity to think broadly, independently, and with intellectual rigor.

UCLA law professor **Eugene Volokh** reminded the audience that the free speech crisis on campus casts a long shadow: The flashpoint incidents of disinvitations and protests lead to unfounded fear among administrators and apprehension among faculty that often provokes censorship and speech restrictions. This chilling climate can even affect the cases that law students are allowed to review as well as the research students may submit.

To build a stronger campus culture

of free expression, Better Angels debate facilitator **April Lawson** shared that university leaders and faculty must help students channel their passions by training them to explore their ideas with epistemological modesty and also learn how to accept gracefully the arguments of others when they prove superior. The large audiences at the student debates held by ACTA and Better Angels show there is strong reason for optimism as we work to make the college campus a true marketplace of ideas.

Moderator **Douglas Belkin** from the *Wall Street Journal* opened the second panel—“How Do Colleges Spend Money? Controlling Costs, Safeguarding Value”—by posing the question, “Where are the billions going?” Former university president and U.S. Senator **Hank Brown**

offered two federal-level strategies for wrangling tuition cost and debt: changing the federal funding system, which provides incentives for rising costs, and curbing the power of accreditors.

Arizona State University (ASU) Provost **Mark Searle** shared that the university is a public enterprise with a social purpose to serve the public. By tying incentives to institutional mission, ASU has reduced administrative positions, improved student retention, and offers low in-state tuition with robust financial aid packages—including free tuition for low-income families.

Another leader in cutting college costs, University of Hawaii Regent **Jan Sullivan**, outlined how her university turned a \$200 million deficit into a \$250 million reserve by working toward

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ACTA Brings Accreditation Reform to Capitol Hill

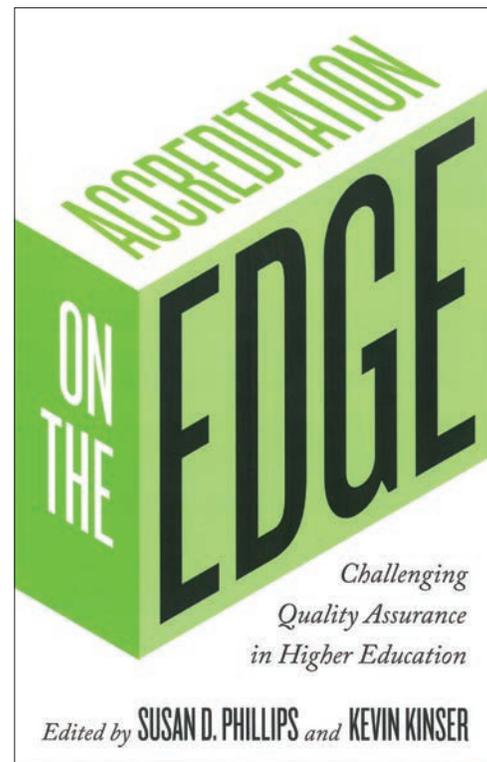
In September, ACTA hosted a panel discussion on Capitol Hill entitled “Accreditation on the Edge: How to Fix Higher Education Accreditation.” The panel followed on the release of *Accreditation on the Edge: Challenging Quality Assurance in Higher Education*, a book from Johns Hopkins University Press that includes a chapter by ACTA’s Vice President of Trustee and Government Affairs Armand Alacbay and ACTA’s past president Anne Neal. The event, attended by nearly 40 people, including many congressional staffers and leaders in the field, explored how America’s accreditation system is failing and how to restore the system to its role of quality review.

On the panel, Mr. Alacbay was joined by **Stephen Joel Trachtenberg**, President Emeritus and University Professor of Public Service of George Washington University; **Mary Clare Amselem**, analyst for education policy at The Heritage Foundation; **Amy Laitinen**,

director of higher education policy at New America; and **Barmak Nassirian**, director of federal relations and policy analysis at the American Association of State Colleges and Universities.

All panelists agreed that the current accreditation system is no longer fulfilling its original intent as a voluntary process for academic quality and improvement. The complexity of the accreditation process precludes an “easy fix” for all the challenges facing the system, but there are important steps that lawmakers and higher education leaders can take. The panelists made valuable recommendations for how to address accretor overreach, threats to institutional autonomy, and the pressing need to stop accreditors from making arbitrary demands on institutions.

We are excited about the momentum for accreditation reform generated by this panel. ACTA continues the fight to turn the tide by working toward reauthorization of the Higher Education



Act and by submitting recommendations to reform current accretor guidelines that are under review. ●

ACTA at the White House

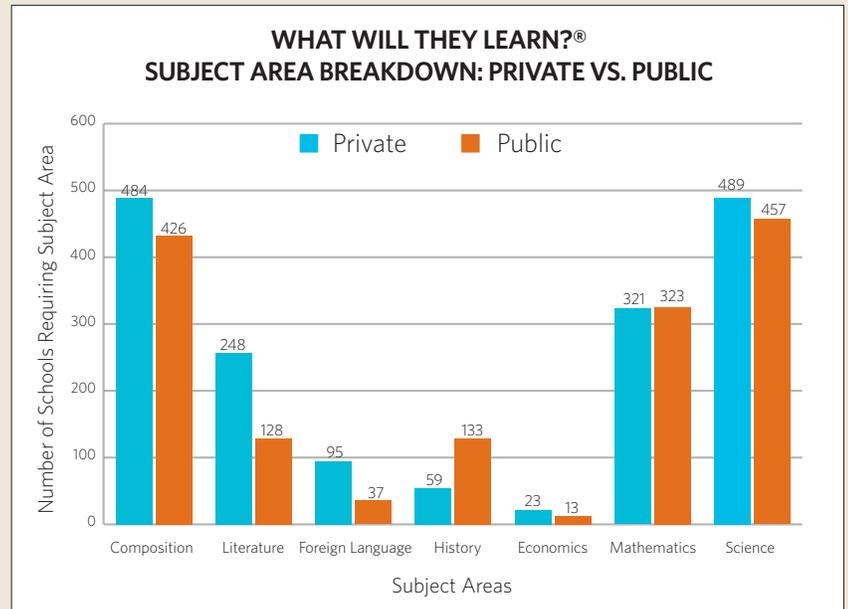
In late July, President Michael Poliakoff was invited to attend a meeting on higher education reform hosted by the **White House Office of American Innovation**, directed by senior advisor to the president Jared Kushner. The meeting, which included top higher education officials, put a special focus on accreditation reform.

Dr. Poliakoff provided expert testimony on accretor overreach into the religious and intellectual missions of institutions. Accreditation—originally intended as a voluntary peer-review process to strengthen academic quality—long ago departed from this role. Very often, private accreditors fail to ensure that institutions are providing strong education programs, and they overstep their federal assignments by interfering in institutional mission. When institutions refuse to follow the arbitrary expectations imposed by accreditors, which inhibit their ability to fulfill their stated missions, they are at grave risk of losing access to all federal funds. Dr. Poliakoff urged the top government officials in attendance to begin an overhaul of the accreditation system to preserve the independence and diversity of America’s colleges and universities.

ACTA is a recognized leader in accreditation reform and is often sought out for our expertise on this issue. We are committed to helping higher education leaders, accreditors, and lawmakers increase transparency and accountability within the accreditation system so that students receive an excellent education and taxpayer dollars are used to maximum effect. ●

Now in its 10th year, ACTA's What Will They Learn?[®] (WWTL) project continues to hold higher education institutions accountable for fidelity to their liberal arts missions. Today, it is more important than ever for students to distinguish themselves. A recent Department of Education study found that more bachelor's degrees were awarded during the 2017–2018 school year than ever before. One of the best ways to ensure students are prepared for successful careers is to require rigorous courses in the liberal arts.

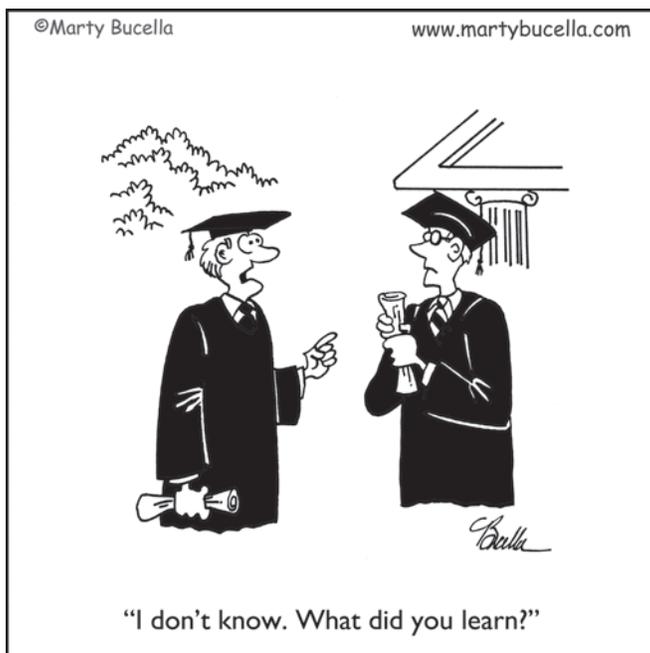
With the help of eight interns, ACTA's Curricular Improvement team surveyed the core curriculum requirements at 1,120 public and private universities and evaluated their publicly-accessible course catalogs. The 10-year mark shows that too many colleges and universities are continuing to set weak requirements that fail to equip students with a strong liberal arts foundation. Grades are awarded on an "A" through "F" scale, depending on how many of seven core subjects (Composition, Literature, intermediate-level Foreign Language, U.S. Government or History, Economics, Mathematics, and Natural Science) an institution requires. This year, only 23 colleges and universities received an "A" grade; 342 received a "B" grade. That means 755 college and universities required just three or less of the seven core subjects. Alarming, only 17.1% of schools require students to take a course in U.S. government or history, leaving students ignorant of the guiding principles of



755 colleges and universities require just three or less of seven core subjects.

our democracy. And in an increasingly globalized job market, just 3.2% of schools require a course in economics.

What Will They Learn?'s influence continues to expand as ACTA begins our outreach to high school guidance counselors. Commenting on the impact of the WWTL report, Dr. Donald W. Sweeting, president of Colorado Christian University, remarked, "ACTA's rankings help students make choices in higher education that prepare them for this fast-changing marketplace and to be better citizens, as well." View the report at WhatWillTheyLearn.com, or order a copy at GoACTA.org. 📍



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“There is chaos in the curriculum of many universities, and ACTA has a credible plan to not only bring some coherence and sanity back to your schools, but to create a better foundation under the feet of the coming generation of students.”

—Dr. Donald W. Sweeting, President
Colorado Christian University

Effective TRUSTEESHIP

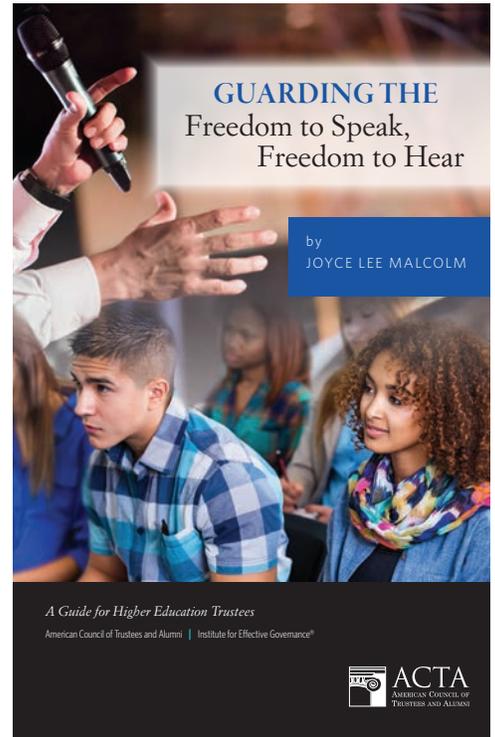
Taking on the “Heckler’s Veto” and Disinvitations of Campus Speakers

In October, ACTA released *Guarding the Freedom to Speak, Freedom to Hear* by Professor Joyce Lee Malcolm, the Patrick Henry Professor of Constitutional Law and the Second Amendment at the Antonin Scalia Law School of George Mason University. This trustee guide follows upon Professor Malcolm’s first essay in our Perspectives on Higher Education series entitled *Building a Culture of Free Expression on the American College Campus: Challenges & Solutions*. Trustees and college leaders who have a firm understanding of the history, constitutional precedents, and current challenges to free expression can better ensure that their institutions preserve freedom of expression and are protected from costly lawsuits.

The new report looks specifically at the problem of the heckler’s veto and the frequent speaker disinvitations that have occurred on college campuses in recent

years. Professor Malcolm discusses the seminal court cases that struck down overreaching limitations on speech and assembly, and affirmed the necessity of protecting a speaker’s rights. Her examples range from earlier in the 20th century all the way up to just this year at the University of Washington. Amidst the current trend of disinvitations, harassment of speakers, and violent protests on college campuses, a thorough understanding of these cases is essential for any trustee and college administrator seeking to “avoid frequent trips to their local courthouse.”

The report concludes with a list of 10 key recommendations trustees can follow to build a climate that fosters robust debate, welcomes diverse viewpoints, and respects speakers’ rights to free speech. The recommendations featured in this report, complemented by a wallet-size card, “Protecting Free Speech on Campus: 10 Questions



Trustees Should Ask,” will aid trustees in developing policies to deter disruptions and properly guard the freedom to speak, freedom to hear for the entire campus community. ●

Promoting Free Expression

In September, nearly 30 concerned leaders and ACTA friends joined together at the Union Club in New York City to discuss threats to academic freedom in the academy.

Guests enjoyed a lively evening of conversation on the topic of the threat to freedom of expression on college campuses and how we can address it. They heard from Paul Levy, former University of Pennsylvania trustee, and discussed ways that citizens who are concerned with the direction of higher education can help defend intellectual diversity through informed board membership and directing their giving wisely.

Through our salons, publications, and board services, ACTA alerts the public to critical ways we can combat the suppression of free speech and silencing of heterodox opinions on campus. With the help of our supporters, we tirelessly work to awaken concerned citizens, trustees, higher education leaders, and policymakers to ensure that colleges and universities protect the free exchange of ideas. We look forward to continuing our efforts to help the public understand these urgent challenges and how they can support our critical work to renew higher education. ●

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ATHENA Roundtable 2018 (cont'd)

ATHENA Roundtable Conference



Jan Sullivan



Armand Alacbay and Mark Searle



Douglas Belkin



Jacqueline Pfeffer Merrill, Elizabeth Kaufer Busch, Andy Carroll, Erin Hogan, and Janet Lorin



Hank Brown

the central goal of providing affordable education that serves the communities of Hawaii. When she was chair, the board of regents adopted a reserve policy, instituted and stuck to an annual operating budget, and controlled costs by evaluating academic programs across 10 campuses for collaboration and efficient resource-sharing.

To help higher education leaders initiate strategies like these, ACTA's **Armand Alacbay** announced the 2019 release of our new website that will allow trustees and the public to determine the ratio of administrative-to-instructional expenditures at their institutions. This tool democratizes the data on costs so that the public can be informed, and so institutions can easily benchmark their performance against their peers with the goal of providing both affordable tuition

and long-term sustainability.

The last panel of the day, moderated by Bloomberg News reporter **Janet Lorin**, explored higher education philanthropy. **Andy Carroll**, senior program director at Exponent Philanthropy, and **Erin Hogan**, managing director at Bank of America's U.S. Trust, discussed the issues that are most important to higher education donors. They shared the advantages of giving through Donor Advised Funds, which are both tax efficient and easy to administer, and stressed that the most successful donors take time to become informed about the programs they give to, and do not allow university foundations to rush them through the giving process.

Elizabeth Kaufer Busch, co-director of the Center for American Studies at Christopher Newport University, and

Jacqueline Pfeffer Merrill, executive director of ACTA's Fund for Academic Renewal, urged donors to get down to a personal level with their philanthropy. Professor Busch encouraged donors to direct their philanthropy not toward programs, but toward people—faculty and administrators who are involved in the giving process and share their vision. And Dr. Merrill encouraged philanthropists to seek out faculty who will be guarantors of the intellectual quality of the programs their investments support rather than just write a blank check to their alma maters.

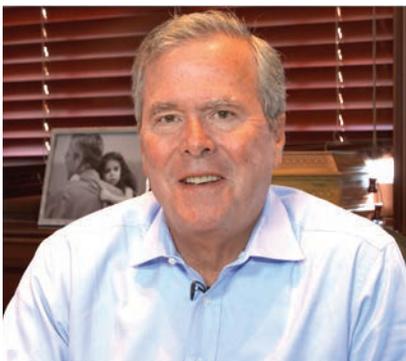
We are grateful to all of our supporters and the panelists who helped make this year's ATHENA Roundtable a tremendous success. We will take the critical insights generated by the panels into our next year of higher education reform. ●

ACTA Honors Purdue President Mitch Daniels with Merrill Award

Following an outstanding ATHENA Roundtable Conference, nearly 180 guests gathered in the Pavilion of the Ronald Reagan Building to honor former Indiana governor and **Purdue President Mitchell E. Daniels, Jr.**, winner of the 2018 Philip Merrill Award for Outstanding Contributions to Liberal Arts Education. ACTA President Michael Poliakoff and Board Chair Robert Lewit convened the ceremony by thanking ACTA's donors, gala sponsors, Merrill selection committee, board of directors, and council of scholars, whose support ensures that ACTA continues to stand steadfast at the frontlines of higher

education reform. **Catherine Merrill Williams** remarked that Mitch Daniels embodies the legacy of her late father Philip Merrill as an unwavering guardian of higher education and as a leader who is willing to go against the tide to enact true reforms. As president of Purdue since 2013, Governor Daniels saw challenges of rising costs, limited access, and threats to free speech, and took action by freezing tuition, adopting the Chicago Principles to protect the free exchange of ideas, and pioneering a partnership with Kaplan to provide new populations of learners with an excellent, yet affordable education. *(continued on 8)*

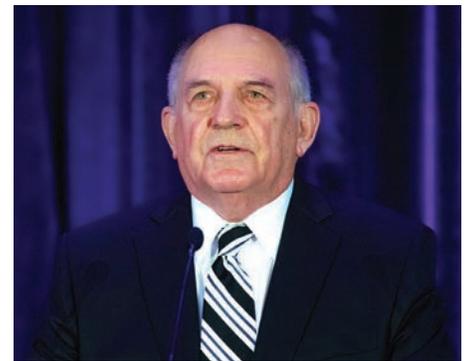
Presentation of Philip Merrill Award



Jeb Bush



Mitch Daniels



Charles Murray



Nadine Strossen



Erskine Bowles



Catherine Merrill Williams with Mitch Daniels



Students, sponsored by ACTA supporters, gather around President Daniels at the gala.

Merrill Award Presentation (cont'd)

Governor **Jeb Bush**, former University of North Carolina system president **Erskine Bowles**, scholar **Charles Murray**, and former ACLU president **Nadine Strossen** all gave stirring tributes to President Daniels, honoring not only his innovative achievements as president of Purdue, but also his strength of character and devoted service as governor of Indiana. They especially praised his ability to build personal, heartfelt relationships with his constituents, faculty, and students. His deep commitment to liberty as a bedrock principle of a free society—and to upholding this principle at Purdue—has made him, in Ms. Strossen's words, a "hero of free speech."

In his acceptance speech, President Daniels remarked that in the struggle to define liberal arts education, the stakes have never been greater. Many

institutions have enacted oppressive speech codes and offer trendy courses lacking in academic substance. As the leader of a university with a predominant STEM focus, President Daniels recognized the critical role of the liberal arts in



Hank Brown, Michael Poliakoff, Robert Lewit, Mitch Daniels, and Louise Mirrer

preparing students for successful careers and purposeful lives. He remarked that scientific questions, while important, are a prelude to the most critical questions of how to live a meaningful life, an inquiry that can only be addressed by turning to the humanities.

And President Daniels stressed that for the liberal arts to thrive, free inquiry must also flourish. He urged college and university faculty to teach rigorous courses in the liberal arts that truly provide students with an excellent education; and called upon college leaders and trustees to stand firm when faced with threats to free speech and adopt the Chicago Principles on Freedom of Expression.

He commended the work of ACTA as holding influence beyond the academy, stating that a world of young minds, and, indeed, civilization as a whole, depends on colleges and universities that honor their high calling. We offer our most profound thanks to President Daniels for serving as a beacon of reform in higher education, and to our supporters for ensuring that we may continue the fight to preserve our country's most vital institution. ●

FAR Holds Faculty Conference in Arizona

ACTA and the Fund for Academic Renewal (FAR) convened our third Oases of Excellence faculty conference this fall at Arizona State University's School of Civic and Economic Thought and Leadership (SCETL). The more than 65 programs in our Oases of Excellence network share ACTA's commitment to educating students for informed citizenship in a free society by maintaining the highest academic standards, introducing students to the best of the foundational arts and sciences, and fostering an environment of intellectual diversity. At the conference, program leaders discussed strategies for promoting debate and engaging undergraduates in extracurricular programming, as well as fundraising strategies to sustain their programs well into the future. Seminars were led by fellow scholars who head successful initiatives, including SCETL director Paul Carrese; Joshua Dunn, director of the Center for the Study of Government and the Individual at the University of Colorado—Colorado Springs; Colleen Sheehan, director of the Matthew J. Ryan Center at Villanova University; and Candace Vogler, senior faculty advisor for the Hyde Park Institute at the University of Chicago. We look forward to convening future faculty conferences next year and further assisting the Oases programs and those who lead them as they advance excellence on college campuses throughout the country. ●



ACTA Welcomes 66th Oasis of Excellence

The **Stephen S. Smith Center** at Xavier University has become the newest member of ACTA's Oases of Excellence network. The Oases are academic centers that are committed to teaching American heritage, promoting the rigorous study of the foundational arts and sciences, and encouraging free inquiry on campus.

The Stephen S. Smith Center is part of Xavier's Williams College of Business and seeks to promote the study, scholarship, and debate of fundamental human questions. It generates rigorous scholarship on urgent economic and social issues, and hosts numerous speaker forums, symposiums, and roundtables. Recently, the center hosted best-selling authors Sam Quinones and J.D. Vance, among others, to discuss the opioid crisis.

The Smith Scholars Program—an undergraduate honors program—integrates the study of the liberal arts with an intensive core curriculum that features examination of economic theory and its applications. Through a Great Books model, the program introduces Smith Scholars to Plato, Aristotle, Locke, and Rousseau. Students are encouraged to “spend much more time with the great authors than with the professors, and [to] use the professors to help [them] understand the great authors.”

We applaud the critical work of the Smith Center and all of the ACTA-designated Oases across the country for offering the finest academic and civic preparation to the students they serve and to the public. ●

Recognizing Courageous Trusteeship

At ACTA's 2018 ATHENA Roundtable Conference, we were honored to award the **Jerry L. Martin Prize for Excellence in College Trusteeship** to former University of Pennsylvania trustee **Paul Levy**. This marks the second occasion that the prestigious Jerry L. Martin Prize—named for ACTA's first president—has been awarded. It was created to recognize trustees who have shown exceptional courage in defending academic freedom, promoting academic excellence, and improving accountability in higher education.

Paul Levy resigned from his post on the University of Pennsylvania's Board of Trustees and the Penn Law School Board of Overseers in courageous defense of Penn professor of law Amy Wax when she was sanctioned after co-authoring an op-ed on cultural values and later raising questions about Penn's racial achievement gap. As ACTA President Michael Poliakoff declared: While other university leaders and faculty remained silent, Mr. Levy set a new standard for principled leadership that reverberated throughout the academy. Columbia Law School professor Philip Hamburger, who paid tribute to Mr. Levy, praised his elevated defense of Professor Wax's freedom to express her opinions without censorship. By stepping down from his posts, Mr. Levy has taken a stand to



protect the place of academic freedom and intellectual diversity within the academy.

Upon accepting the Martin Prize, Mr. Levy delivered an address defining the role of universities as cultural pacesetters.

(continued on 10)

This fall, ACTA staff attended several important higher education conferences to share our mission of academic freedom, academic excellence, and accountability with stakeholders across the nation.

Armand Alacbay, ACTA’s vice president of trustee and government affairs, attended the Spencer Foundation Conference on college boards in September. Representatives from the Association of Governing Boards of Universities and Colleges, the University of Southern California, the University of Virginia, and Harvard University, among other institutions, discussed the current state of board relationships and their effect on university governance.

In October, Shaun Rieley, ACTA’s program officer for trustee and government relations, represented ACTA at the State Policy Network’s annual meeting, where he networked with state-level policy organizations to discuss how they can work with ACTA

to increase their impact on higher education reform.

Megan Riethmiller, ACTA’s director for curricular improvement, participated in the Virginia and Michigan School Counselor Association conferences to share our *What Will They Learn?* report and other resources with high school guidance counselors. The response was overwhelmingly positive. In addition to *What Will They Learn?*, attendees showed particular interest in ACTA’s *A Crisis in Civic Education* and *No U.S. History?* reports. ACTA is completing a database of nearly 40,000 high school counselors to provide them with material to help college-bound students make informed decisions based on academic quality.

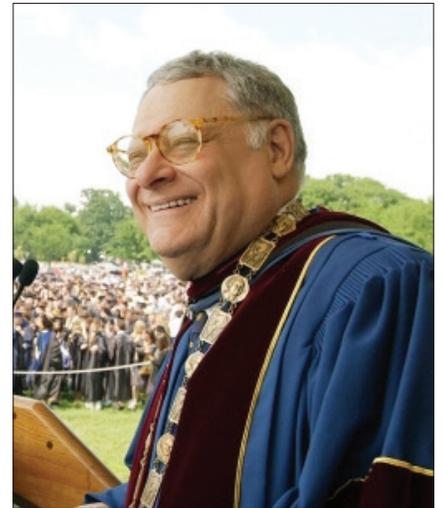
And staff members investigated the challenges of delivering an accessible education to new demographics of students—including veterans, older adults, and first-generation students—at a Higher Learning Advocates meeting on October 18. ●

Recognizing Courageous Trusteeship, *continued from 9*

He offered several recommendations to ensure that institutions of higher education fulfill their duty to protect academic freedom and preserve America’s heritage; he called upon alumni to withhold their donations from their alma maters until they reach standards of excellence that ensure students are seriously learning, and to urge their alma maters to adopt the Chicago Principles on free expression. He also challenged trustees to take active leadership on the issues they feel passionately about and to choose college presidents who have an unshakable commitment to educating students to become whole people.

We are immensely proud of Mr. Levy’s relentless and courageous stand for academic freedom and principled leadership at the University of Pennsylvania. To preserve the place of the university as a bastion of free expression, ACTA encourages trustees nationwide to take similar stands to defend first principles in higher education. ●

GWU President Emeritus Joins ACTA’s Board



We extend a warm welcome to **Dr. Stephen Joel Trachtenberg**, who joined our Board of Directors this fall. Dr. Trachtenberg is President Emeritus and University Professor of Public Service at The George Washington University, serving as the 15th president of the University from 1988 to 2007. He will bring to bear his many years of exemplary leadership in higher education as well as a distinguished career in public service, for which he has received numerous awards, including the U.S. Treasury Department’s Medal of Merit, a fellowship at the American Academy of Arts and Sciences, and several honorary degrees.

Dr. Trachtenberg has offered to ACTA his expertise in higher education reform and accountable university governance at many of our events, including most recently our Capitol Hill panel discussion on accreditation and its accompanying challenges. We look forward to benefiting from Dr. Trachtenberg’s wealth of knowledge and years of esteemed leadership. ●

In Memoriam: Roger Beckett



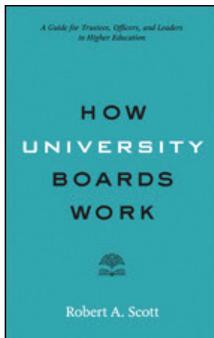
ACTA mourns the passing of Roger Beckett, who served as the Executive Director of the Ashbrook Center at Ashland University. We remain grateful for Mr. Beckett's friendship to ACTA, and his strong commitment to civic education that influenced so many scholars, students, and American citizens.

The Ashbrook Center was recognized as an ACTA Oasis of Excellence in 2014, a year after Mr. Beckett became the director of the program. Under his leadership and that of his predecessor, the late Peter Schramm, the Center became a national leader in civic education and profoundly deepened understanding of the enduring values of America's democracy through the close study of primary texts. Mr. Beckett led the effort to create Ashbrook's Master of Arts degree in American History and Government as well as a variety of initiatives to strengthen the teaching and learning of America's founding principles. These programs reached more than 17,000 middle and high school teachers—and hundreds of thousands of students.

Nathaniel Urban, ACTA's program officer for curricular improvement and a graduate of Ashland University, remembered Mr. Beckett's dedication to the University community: "Many people will be forever moved by his commitment to putting America's primary texts in the hands of students and teachers. And many Ashbrook scholars are where they are today because of his leadership."

Mr. Beckett, a native of Ohio, graduated from Ashland University and the Ashbrook Scholars program in 1996. He is survived by his wife Danielle and two daughters. ●

FROM the BOOKSHELF



How University Boards Work: A Guide for Trustees, Officers, and Leaders in Higher Education

by Dr. Robert A. Scott

As anyone who has worked in higher education knows, governance can be confusing. This is, in fact, one of the reasons ACTA exists: to help trustees better understand this complex

world and their role in it. A new book from Johns Hopkins University Press, entitled *How University Boards Work: A Guide for Trustees, Officers, and Leaders in Higher Education*, also seeks to help trustees and other higher education leaders to comprehend governance by grasping the dynamics of how a board functions.

The author, Dr. Robert A. Scott, provides a comprehensive overview of the structure and workings of higher education boards, covering the history of university governance, board responsibilities, board membership, processes and procedures, and strategic leadership. Having served as a university president for many years, first at Ramapo College in New Jersey, and then at Adelphi University in New York, Dr. Scott

brings to bear a substantial amount of experience in governance, and includes many instructive anecdotes and examples. The book also contains suggested exercises for trustees and an extensive index with helpful resources such as templates for a board meeting agenda, a presidential performance review, bylaws, a suggested orientation packet, and more.

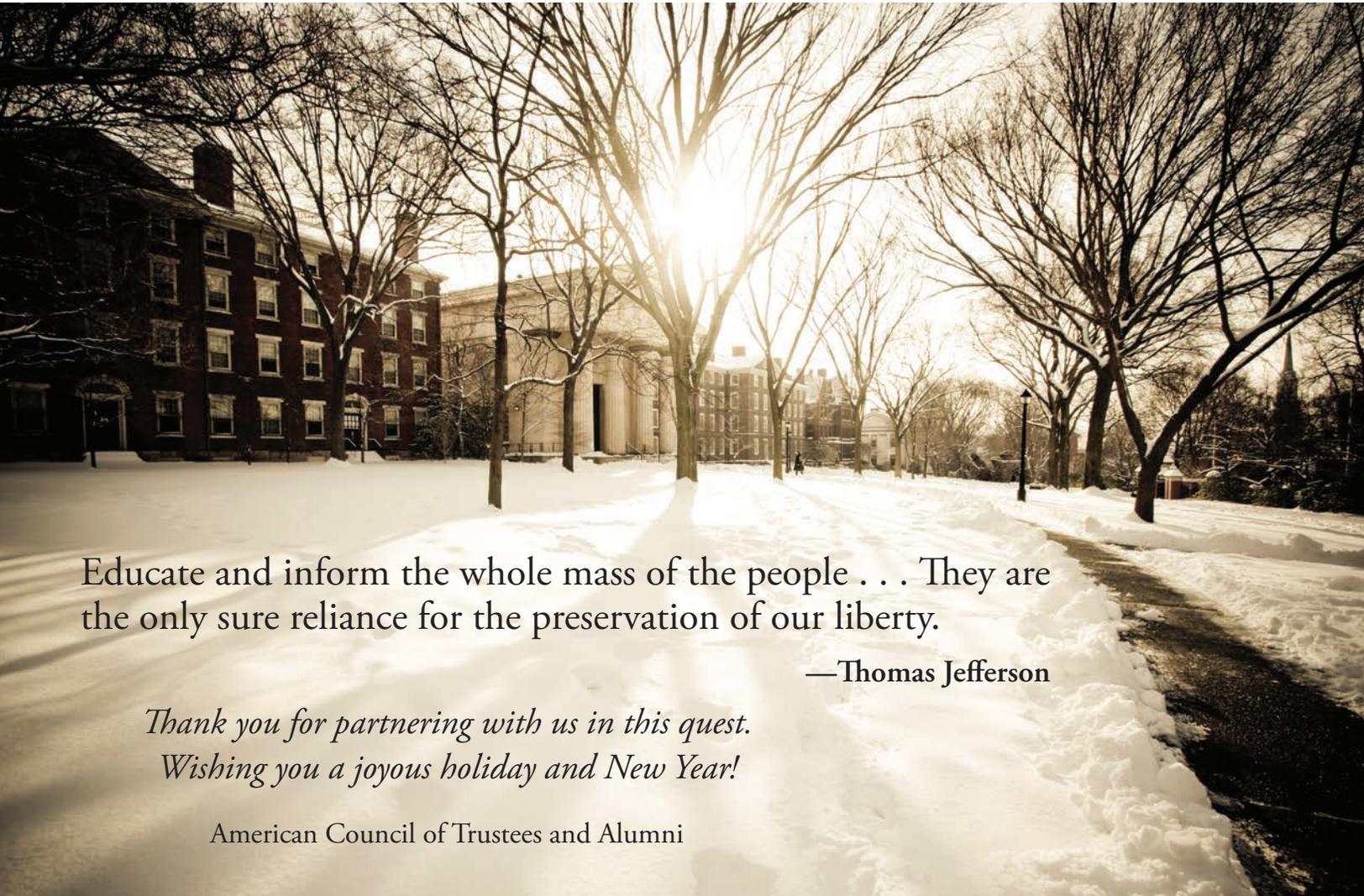
Overall, this book would be a good addition to any higher education trustee's library. Dr. Scott effectively raises the question of the proper balance between well-informed and active board engagement and the problem of board overreach. His approach seeks a middle path, recognizing that the board must take seriously its fiduciary responsibilities and discharge them faithfully, but also counseling the board against the type of micromanagement that inhibits leadership from the creative and agile functioning on which good administration depends.

This book serves as an introduction to university governance for new trustees or as a helpful refresher for veterans. As Dr. Scott puts it, "Board service is an opportunity for learning, judgment, and setting institutional priorities. It is not simply a resume builder. Effective trusteeship requires time, talent, and treasure." ●



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—Thomas Jefferson

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