

**Saint Louis University  
School of Education  
PhD in Higher Education Administration**

**Spring 2017 Written Comprehensive Exam**

**PART A: Morning Question**

***INSTRUCTIONS:*** Please respond to the following question. Type your answer in **14 pt Arial, double-spaced** and use **headings** to organize your response. Put your exam number and the words “Morning Question” at the top of each page. Be sure to **SAVE** often. You have 3 hours to answer the question.

You have recently been hired as the new President of a 200 year old private, sectarian major research university. The university includes a Medical School, Law School, Business School, School of Education, Nursing School, College of Arts and Sciences, College of Engineering, College of Public Health, and School of Allied Health.

Like most private universities, your university is heavily dependent on tuition revenue even though its endowment exceeds \$1 billion. Due to rising health care and other costs and stagnant tuition revenue, the university is now experiencing an operating budget loss which is expected to persist for the foreseeable future. In addition, your university has been stagnant in its research and programmatic operations.

The Board of Trustees has hired you as an “agent of change.” They have given you authority to totally reinvent the university and its programs from top to bottom. To create a “New U” for the 21<sup>st</sup> Century and beyond, produce a comprehensive plan which you will present to the Board to do just that, reinvent the university.

As part of your plan to do so, address the following issues using what you learned in your Higher Education Administration PhD program:

1. State the three major academic or social missions you will design your new university around.
2. Which Colleges and Schools will you emphasize and expand and which will you decrease or close and explain why you will do so?
3. What sort of administrative functions will you adopt to lead and govern the new university?

4. Financially, how will you budget and pay for the new university and its programs?
5. How will you attract, recruit and provide academic, spiritual, and emotional development and growth for the students in the new university? What programs and services should be provided, how will you develop them, and how will you include them in your recruitment efforts?
6. What role do you envision for faculty in the academic, administrative, and governance of the new university?
7. Address the three most important legal issues which may impact your development of the new university.