Contents

Introduction 1
   Andrew P. Kelly and Kevin Carey

1 From Baumol’s Cost Disease to Moore’s Law 9
   Bending the Cost Curve in Higher Education
   Anya Kamenetz

2 Incentives, Information, and the Public Interest 27
   Higher Education Governance as a Barrier to Cost Containment
   Robert E. Martin

3 Applying Cost-Effectiveness Analysis to Higher Education 45
   A Framework for Improving Productivity
   Douglas N. Harris

4 A Strategic Approach to Student Services 67
   Five Ways to Enhance Outcomes and Reduce Costs
   Ari Blum and Dave Jarrat

5 Bain Goes to College 87
   Rethinking the Cost Structure of Higher Education
   Jeffrey J. Selingo

6 Unbundling Higher Education 105
   Taking Apart the Components of the College Experience
   Michael Staton

7 Classes for the Masses 125
   Three Institutions’ Efforts to Create High-Quality, Large-Scale,
   Low-Cost Online Courses
   Ben Wildavsky
8  Beyond the Classroom  145
Alternative Pathways for Assessment and Credentialing
   Paul Fain and Steve Kolowich

9  Disruptive Technologies and Higher Education  163
Toward the Next Generation of Delivery Models
   Paul J. LeBlanc

10 Public Mandates, Private Markets, and “Stranded” Public Investment  183
    Burck Smith

Conclusion  205
   Andrew P. Kelly and Kevin Carey

Notes  219
Acknowledgments  243
About the Editors  245
About the Contributors  247
Index  253