

Contents

<i>List of Illustrations</i>	<i>xi</i>
<i>Preface</i>	<i>xv</i>
<i>Acknowledgments</i>	<i>xxv</i>

Part I

PREPARATION

1	Prologue: “I Have Very Serious Doubts” about the Princeton Presidency	3
2	From Wyoming to Princeton: “He Will Probably Turn Up as One of Our Leading University Presidents”	12

Part II

PRINCETON

3	Becoming Provost: “Somebody to Handle a Lot of Important Duties”	41
4	Using University Governance to Manage Campus Tensions: “A Most Astute Capacity to Judge What Was Needed”	58
5	New Man in the President’s Office: “A Juggler Who Keeps All the Balls in the Air”	78
6	Building Intellectual Muscle: “Making Princeton Stronger in Terms of Scholarship and Teaching”	95
7	An Initial Failure: Grappling with Molecular Biology, “the Most Exciting Frontier of Science We Will See”	119

viii *Contents*

8	Inclusion—Gender and Race: “Making the Place Much More Inclusive in All Respects”	151
9	Inclusion—Religion and Residential Life: Helping Students “Feel More Included in the University”	173
10	Board of Trustees: “There Was Never Any Broken Glass on the Floor”	202
11	Students: “Cheerleader,” “Talent Scout,” and a Complex Legacy	224
	Entr’acte: Leaving Princeton for the Mellon Foundation	240

Part III

MELLON

12	Mellon: “The Pace of Things, the Excitement of Things”	245
13	Shaping the Mellon Agenda: “Perfectly Prepared to Take on Really Bold Things”	266
14	Books That Helped Define the Agenda of American Higher Education	288

Part IV

THE FULL MEASURE OF THE MAN

15	Director and Trustee: “Graced with a Seemingly Endless Supply of Practical Wisdom”	325
16	“President-Whisperer”: “A Kind of Switchboard for Higher Education”	343
17	The Last Decade: “As Many Good Days as Can Be Managed”	355
18	Afterword: The Bowen Legacy	384

<i>Abbreviations: Manuscript Collections and Oral History Transcripts</i>	391
<i>Interviews</i>	395
<i>Index</i>	401

1

Prologue

“I Have Very Serious Doubts” about the Princeton Presidency

On Friday, June 30, 1972, William Gordon Bowen, thirty-eight-year-old provost and professor of economics at Princeton University, took the oath of office as Princeton’s seventeenth president. The ceremony, “simple” and “pompless,” as a local newspaper put it, took place in the faculty room in Nassau Hall, the oldest building on the university campus.¹ The chair of the executive committee of the board of trustees, R. Manning Brown, chief executive of New York Life Insurance Company, presided; the oath was administered by Bowen’s predecessor, Robert F. Goheen, still youthful at fifty-two, who was stepping down from the presidency after fifteen years of service. Some 250 invited guests packed the faculty room: trustees; senior officers of the university; representatives of the faculty, students, and alumni; local elected officials; and Bowen’s family, staff members, and personal guests.² Goheen’s immediate predecessor, Harold W. Dodds, was also in attendance; the two men together accounted for four decades of Princeton leadership. Portraits of Princeton’s sixteen previous presidents looked down

1 “Princeton Gets 17th President . . . Pomplessly,” *Trentonian* (Trenton, NJ), July 1, 1972, Bowen president, box 403, folder 7.

2 Dan D. Coyle, memorandum, “Installation of Princeton’s William G. Bowen,” June 27, 1972, Bowen president, box 403, folder 8.

4 Chapter 1

from the wood-paneled walls, with, as Bowen noted in his remarks, “an occasional hint of skepticism in the eye.”³

Bowen had been selected by the trustees in a relatively brief search process, since he was in so many ways such an obvious choice. It was a different search from the one that had produced Goheen fifteen years earlier. Then—as now—there had been a trustee search committee, which consulted closely with an elected faculty advisory committee. What was different then was the absence of an obvious choice. Looking back on the process a little more than a dozen years later, the members of the faculty committee told a slightly different story about how they came to their conclusion.⁴ For the historian Joseph R. Strayer, the process was straightforward: Goheen was the faculty committee’s first choice; the trustees interviewed him, liked him, and elected him. “If any university president was ever chosen by faculty action it was Goheen.”⁵ Professor of English Carlos Baker recalled that Goheen’s name had come up early, but “then it disappeared in a welter of other names,” only to resurface at the end of the process.⁶ The physicist Allen Shenstone said that the faculty committee gave the trustees “the names of two men whom we were convinced would make a success as President of Princeton. These two were both very young, being Bob Goheen and McGeorge Bundy.”⁷

The economist Richard A. Lester gave the fullest and most intriguing account (one that meshed most closely with the story as told by the chair of the trustee committee, Harold H. Helm).⁸ After

3 News release, “William G. Bowen Remarks on the Occasion of his Installation as President of Princeton University,” June 30, 1972, Bowen president, box 402, folder 4.

4 Stanley Kelley had asked for their recollections to inform the work of the Special Committee on the Structure of the University, which, he thought, might wish to say something about the process for selecting a new president. See, e.g., Stanley Kelley Jr. to Alan [*sic*] Shenstone, Feb. 20, 1969, Kelley Committee, box 1, folder 21.

5 Joseph R. Strayer, “Procedures of the Faculty Committee on the Choice of a New President, 1956–57,” Bowen president, box 285, folder 3.

6 Carlos Baker to Stanley Kelley Jr., [Feb. 1969], Bowen president, box 285, folder 3.

7 A. G. Shenstone to Stanley Kelley Jr., Feb. 25, 1969, Bowen president, box 285, folder 3.

8 Memorandum, Harold H. Helm to Stanley Kelley, Mar. 27, 1969, Bowen president, box 285, folder 3. Helm recalled that the list of serious contenders came down to five names, of which Goheen was one. Goheen, he said, “had been on the faculty list as well as

some months of deliberation, the faculty committee focused on “about a half dozen” candidates; two men without Princeton connections were at the top of the list. In first place was Clark Kerr, at that time the first chancellor of the University of California, Berkeley; McGeorge Bundy, at that time dean of the faculty of arts and sciences at Harvard University, was second. Some members of the trustee committee met Kerr in Berkeley and asked if he would be interested enough in the Princeton presidency to travel to New York to meet with the full committee. Kerr agreed, and a date for the meeting was set. Shortly before the scheduled meeting, Kerr withdrew for personal reasons; his wife had made plain her resistance to leaving California. (She got her wish; in 1958, Kerr began a nine-year appointment as president of the University of California.)

The faculty committee focused next on Bundy, “but before any inquiry was made to him directly, the question was raised as to why Bundy was preferred over Bob Goheen, whose name was high on the remaining list.” Bundy was the same age as Goheen—both were born in 1919. At first the sense had been that both men were too young for the presidency, but if the committee was prepared to be serious about Bundy, why not take a more careful look at Goheen?⁹

Fifteen years later, the search process bore some similarities to what had occurred in the Goheen search, but there were important differences, principally the fact that when the search began, the trustees already had the leading candidate in their sights. A trustee search committee, chaired by Manning Brown, began work in April 1971. The trustee committee consulted closely with elected faculty and student committees (the latter an innovation since the previous search). Beyond Bowen, the other most serious candidate was the dean of the graduate school, physics professor Aaron Lemonick, an undergraduate alumnus of the University of Pennsylvania

the trustees’ list from the beginning but his junior position on the faculty and his age were responsible for his not having been given serious consideration at an earlier stage.”

⁹ Richard A. Lester, “Informal Notes on the Operations of Faculty Committee on the Choice of a New President, 1956–57,” Feb. 24, 1969, Bowen president, box 285, folder 3.

6 Chapter 1

and a Princeton PhD in physics, who had taught at Haverford College before joining the Princeton faculty in 1961.¹⁰

But Bowen was the compelling favorite. He was an accomplished labor economist with special expertise in the economics of higher education. In five years as provost, he had provided essential leadership in modernizing the governance of the university and keeping the institution on an even keel as it grappled with such challenging issues as coeducation, racial integration, and the tumult surrounding controversies concerning apartheid in South Africa and the Vietnam War. Faculty colleagues told him that he was the obvious heir-apparent to Goheen and urged him to accept appointment to the presidency when it was offered.¹¹

Bowen had—or chose to present—a different view. He repeatedly spelled out his reluctance in correspondence with those who regarded him as the obvious choice: “As I’ve said quietly to Bob Goheen and one or two other people, I have real doubts that whatever contribution I have to make to higher education can be made most effectively as president, with all that that job now entails. Accordingly, I’ve urged that the various search committees try hard to find someone whose comparative advantage matches the job requirements.”¹² As well, “I have told Bob [Goheen] and others that I much prefer that someone other than me be found—I have real reservations about the match between the job and my own sense of what I want to do and what I can do best.”¹³ Bowen gave a detailed explanation for his resistance in a long letter to his faculty colleague, the distinguished philosopher Gregory Vlastos:

10 Telephone interview with Andrew P. Napolitano (one of the members of the student committee), Sept. 1, 2020; Dave Elkind, “Search for Next President Said to Focus on Bowen, Lemonick; Insider Expected,” *Daily Princetonian*, Oct. 27, 1971, 1; David Elkind, “Seven-Month Screening,” *Daily Princetonian*, Nov. 30, 1971, 1.

11 See, e.g., Sheldon [Hackney] to Bill [Bowen], Mar. 30, 1971; Gregory Vlastos to W. G. Bowen, Apr. 27, 1971, both in Bowen president, box 181, folder 10.

12 William G. Bowen to Joe [Joseph Kershaw], Apr. 5, 1971, Bowen president, box 181, folder 10. He made little dent in his friend’s views. Kershaw wrote back: “In a nutshell, you will be dead wrong not to take it, and Princeton will be dead wrong not to offer it.” Kershaw to Bowen, Apr. 8, 1971, Bowen president, box 181, folder 10.

13 William G. Bowen to Walt [Slocombe], Apr. 5, [1971], Bowen president, box 181, folder 10. See also Bowen to Jon Clark, Apr. 13, 1971; Bowen to Thomas H. Nimick Jr., Apr. 14, 1971, both in Bowen president, box 181, folder 10.

I have very serious doubts that whatever contribution I have to make to higher education can be made most effectively from the President's office. . . . I have urged all of my friends to think hard about other candidates. Perhaps I should add that my views on this subject are not recently developed but of long-standing. They are based, I think, not in any unwillingness to accept burdens, but in a fairly careful assessment of the nature of that job and of my own strengths and limitations. Thus, I hope a vigorous effort will be made to find someone who really fits the needs of the office, in terms of both abilities and predilections.¹⁴

When Bowen's close friend and colleague Stanley Kelley Jr., professor of politics and chair of the faculty search committee, talked with him about his candidacy, Bowen again appeared to push back. He made plain that the presidency was not a job he sought; he suggested that he was not ready to give up teaching and scholarship; he said that the search committee should look carefully at some talented outsiders, whom Bowen named. Bowen's own favorite candidate was Richard Lyman, provost (1967–70) and president (1970–80) of Stanford University, despite the fact that there was no reason to imagine that someone just named president of another university would contemplate a move to Princeton.¹⁵

In handwritten notes recorded in mid-September, Bowen spelled out at length the reasons why he thought that he and the presidency were not a good match. Given the job description for president, and given his own "abilities and interests," it was "highly unlikely that [he] could make as big a contribution in the long run as President as [he] could make as Provost." The key problem was the "growing 'public figure' aspect of the presidency." Moreover, there was another problem in terms of replacing himself as provost—"he could not name the same 'type' as Provost and thus both the president and

14 William G. Bowen to Gregory Vlastos, Apr. 30, [1971], Bowen president, box 181, folder 10.

15 Bowen oral history, June 25, 2009, 12–14; interview with Carol and Dennis Thompson, July 26, 2018, Cambridge, MA. Dennis Thompson was a member of the faculty committee.

8 Chapter 1

the university would get much less help from that office than [they were] getting now.” That meant that the university “could end up weaker in both president and provost than should be.”¹⁶

And then there were Bowen’s own proclivities: “There is real risk that WGB would try to do *all* parts of [the] presidency too thoroughly, with [the] result that he would wear out fast, become irascible, and not good at [the] job,” which was “not viable for [the] long run.” It was “especially not viable” because he would not enjoy the “‘public figure’ work.” He liked teaching and research and having influence on policy. He was “not [a] natural public person.”¹⁷

Moreover, there were personal costs. He would likely have to give up teaching Economics 101, which he did not want to do. The timing was not right for the family; his children were growing up; they were comfortable with the current patterns and rhythms of family life, and they liked living in the family home at 10 Maclean Circle, which the Bowens had designed and built.

He could continue as provost with a new president, “at least for [a] bit,” but he was willing to consider the presidency if the trustees created a new position of chancellor to share some of the president’s duties. The chancellor would chair the board of trustees, live in Lowrie House, the official university president’s residence, and do “part of [the] public figure work.”¹⁸

As unrealistic as this proposed division of duties may sound in retrospect, the idea was not original with Bowen. Such an arrangement—with a president running the internal affairs of the university and a chancellor running external relations and fund-raising—had been tried out more than once at some of Princeton’s peer institutions. At the University of Chicago, Robert Maynard Hutchins served as president from 1929 to 1945, whereupon the office was divided, with Hutchins assuming the role of chancellor, which he held from 1945 to 1951, and the president, Ernest C. Colwell, clearly assuming a subsidiary role. Hutchins’s successor, who served as chancellor from 1951 to 1960 without appointing a president, was

16 [William G. Bowen], untitled handwritten notes, Sept. 15, 1971, Bowen president, box 181, folder 10.

17 Ibid.

18 Ibid.

Lawrence A. Kimpton, who had served previously in several administrative roles. In January 1961, George Beadle, a geneticist at the California Institute of Technology, was elected chancellor at Chicago; that fall, he was elected president of the university, and the separate chancellor's position disappeared. At Northwestern, in 1970, the long-serving and very popular president J. Roscoe "Rocky" Miller became chancellor when the economist Robert Strotz, dean of the school of arts and sciences, was named president. When Strotz was succeeded by Arnold R. Weber in 1984, Strotz became chancellor, serving until 1990.¹⁹

How much Bowen knew about, or might have been thinking about, these models is not known. He clearly had his own ideas about Princeton, however. His friend and provost's office colleague, philosophy professor Paul Benacerraf, who seems to have listened to him talking all of this through, recorded his own notes on Bowen's thinking. A large percentage of the president's job would be "frustrating," with "results hard to assess"; much of the work would simply not be "enjoyable" for Bowen. Moreover, he would have to "surrender" a large part of what he really did enjoy about the provost's job: "significant oversight of institutional affairs at a detailed level." To whom would he entrust that work? A new provost? But such a person would need to be "strong and *independent*." The other senior academic officers? There were significant concerns no matter where one looked: The dean of the faculty, for example, "*need[ed] constant supervision*"; the dean of the college was "a problem." "If the structure developed in recent years is not to collapse (it seems heavily dependent upon the provost), adequate provision must be made—and *can* it be made? WGB's own tendency to be tortured at the sight of incompetence—particularly in his old bailiwick—would make him try to do the Provost's job as well, *with disastrous results*."²⁰

19 I am indebted to Hanna Holborn Gray for much of this information. See also John W. Boyer, *The University of Chicago: A History* (Chicago: University of Chicago Press, 2015), 310–56.

20 P[aul] B[enacerraf], handwritten notes, Sept. 15, 1971, Bowen president, box 181, folder 10.

These themes carried over into Bowen's negotiations with the trustees. When he was first approached by Manning Brown on behalf of the search committee, he expressed concern about the "great diminution of his teaching activities as well as the impact upon his family life that the Presidency would entail." He told Brown that sharing the job with someone else struck him as "desirable," particularly with respect to "the ceremonial and other non-administrative responsibilities of the Presidency."²¹ He proposed dividing the responsibilities of the president, such that someone else—Goheen, he hoped, might remain as chancellor—would take on the key external aspects of the job, chiefly alumni relations and fund-raising. But the presidency was not a job to be divided; Princeton had no precedent for a chancellor who would be, in effect, a co-chief executive; and Goheen had no interest in staying on. The trustees heard Bowen out, after which Brown finally persuaded him to embrace the presidency in full. The board announced Bowen's appointment on November 29, 1971.²² "The choice . . .," said the chair of the student newspaper, the *Daily Princetonian*, "was so obvious that approving it is like approving the sunrise."²³

The national press covered all the expected points about Bowen's qualifications and preparation for the job but fixed on a special twist. Attending a meeting the previous spring on Hilton Head Island in South Carolina, Bowen saw a woman fall accidentally into a pond full of alligators, landing on top of one of them. Bowen hurried over and pulled her out of the water. The alligator, Bowen said, "was probably as scared as she was, but that seemed something you didn't want to leave to the alligator." The alligator rescue—a story Bowen may have embellished to his own advantage—

21 "Minutes of a Special Meeting of the Trustees of Princeton University," Nov. 29, 1971, Goheen, box 67, folder 8. See also [William G. Bowen], typescript, "Chairman or Chancellor," n.d., and [Bowen], handwritten notes, "RFG and MIT Model," n.d., Bowen president, box 463, unlabeled folder.

22 R. M. Brown Jr. to Members of the Princeton Family, Nov. 29, 1971; Princeton University news release, Nov. 29, 1971, both in Bowen president, box 402, folder 3. Dennis Thompson said that once the search committee started converging on Bowen, Bowen's tone "changed dramatically"; "sincere reluctance quickly turned into resolute ambition." Thompson interview.

23 Quoted in M. A. Farber, "Princeton Provost Named President," *New York Times*, Nov. 30, 1971, 49, Bowen president, box 402, folder 3.

featured prominently in news coverage of his appointment.²⁴ And it had staying power. In 1976, when a Princeton student, James Barron, a stringer for the *New York Times*, wrote a piece about Bowen for the newspaper, the alligator story made its way into the profile, where Barron asked if Bowen had encountered any more alligators since the Hilton Head rescue. Bowen assured him that he had not encountered any of the reptilian variety but left open the interpretation of the metaphorical alligators he had to deal with as he wrestled with the many challenges facing Princeton's president.²⁵

There was great optimism about Bowen. No one doubted that he would provide strong leadership for Princeton. But there was no sense in June 1972 that the man who had just taken the oath as Princeton's seventeenth president would, in the decades to come, assume such a consequential role as a leader in American higher education in the late twentieth and early twenty-first centuries. Making sense of his significance depends, of course, on understanding his long presidency of Princeton (1972–88) and his even longer presidency of the Andrew W. Mellon Foundation (1988–2006). It depends also on assessing the impact of the books he authored about American higher education and the educational innovations he drove, first through the Mellon Foundation, and subsequently through ITHAKA, the educational institution he founded to explore ways of using technology to improve productivity in higher education. I will turn to all of that in due course. First, however, we need to understand Bill Bowen: who he was and how he became the individual who was elected the seventeenth president of Princeton University.

24 William K. Stevens, "Energetic Educator: William Gordon Bowen," "Man in the News," *New York Times*, Nov. 30, 1971, Bowen president, box 402, folder 3. See also Jonathan Daniels, "Sojourner's Scrapbook," *Island Packet* (Hilton Head, SC), Jan. 6, 1972, Bowen president, box 181, folder 1. The warning flag about possible embellishment comes from e-mail, Mary Ellen Bowen to Nancy Weiss Malkiel, Feb. 1, 2022.

25 James Barron, "A Student Eyes Princeton's Chief," *New York Times*, Jan. 25, 1976, <https://www.nytimes.com/1976/01/25/archives/new-jersey-weekly-a-student-eyes-princetons-chief.html>, accessed Apr. 18, 2022.

Index

Page numbers in *italics* denote figures.

- academic governance. *See* governance, academic
- access, college, xv, xviii, xxi, 290, 295, 316–21
- Achenbach, Joel, 228
- Acrobatiq, 363
- ACT entrance exam, xx
- activism, student, xvi, 58–77 *passim*, 187, 374; alumni response to, 56–57, 75; anti-apartheid, 55–57, 217; and eating clubs, 186–89; and Institute for Defense Analyses (IDA), 70–71, 74–75; sit-ins, 54–55, 71, 217; strikes, 72–76; Students for a Democratic Society (SDS), 58, 65, 79. *See also* Council of the Princeton University Community (CPUC); Vietnam War
- adaptive learning, 361–64, 377
- adjunct faculty, 268–69, 342
- administration of Princeton University. *See* Princeton University, administration of
- administrative careers, Bowen as launching, xxi, xxiii–xxiv, 336, 340, 343–54, 384–89, and *passim*
- admission, dean of, 78, 85–86, 308
- admissions/admissions policies, college and university: class-based preferences, 317; equal access in, xvi, 153–54, 157; race-blind, 305; race-sensitive, 296–97, 299–300, 317, 375; and recruited athletes, 309, 312, 315, 349. *See also* affirmative action; *Equity and Excellence in American Higher Education* (Bowen, Kurzweil, and Tobin); *Shape of the River, The* (Bowen and Bok)
- “Admissions and the Relevance of Race” (Bowen), 167–72, 296
- affirmative action, 162–73, 262, 271, 294–307, 345, 373, 385; Bowen’s initiatives in, xv, xviii, xx, xxiii, 164–66, 185, 297–301, 378, 388, and *passim*; and Bowen’s testimony before US Labor Department, 166; College and Beyond and, 297–98, 300; *Gratz v. Bollinger*, 297–98, 301–2, 375; *Grutter v. Bollinger*, xxiii, 266n, 294, 297–98, 301–6, 375, 388; *Hopwood v. Texas*, 299, 304; income-based, 317 (*see also* *Equity and Excellence in American Higher Education* [Bowen, Kurzweil, and Tobin]); and mismatch theory, 305; *Regents of the University of California v. Bakke*, 86, 170–72, 299, 303, 305, 388; and undermatching, 318–21. *See also* diversity/inclusion; quotas; *Shape of the River, The* (Bowen and Bok)
- African Americans, 387–88; in Fortune 500 company senior leadership roles, xxi, 336, 340, 345, 387–88; in senior positions at leading colleges/universities, 387. *See also* entries beginning with Black
- Agnew, Franklin P. “Bill,” 207, 211
- Agnew, Penny, 207
- A Kitchen (Chinese restaurant in Kendall Park), 111
- Alberts, Bruce M., 125–31, 133–37, 139, 144–45
- Alexander Hall, 73
- alligator rescue story, 10–11
- alma mater, Princeton (“Old Nassau”), 160–61
- Aluka, 358
- alumni, admission preferences for children of, 317
- alumni, Princeton University: alumni council, 154, 161, 189; Alumni Day, 123, 188, 227; alumni relations, 10; coeducation, response to, xvi, 153–56; Concerned Alumni of Princeton (CAP), 86, 174–75; loyalty of, 112; network of, 111–12; *Princeton Alumni Weekly*, 88n39, 167, 171, and *passim*; response to student protests, 56–57, 75

402 *Index*

- Alvin Ailey Dance Foundation, 275–76
American Academy in Rome, 267
American Academy of Arts and Sciences, 267
American Council of Learned Societies, 267
American Council on Education, 68, 166
American Economic Association, 34–35
American Economic Review (journal), 34–35
American Express, 304, 326–27, 336–42, 346
American Philosophical Society, 267
American School of Classical Studies in Athens, 267
American society, 52, 168, 299, 345, 387–88; power structure in, 320, 387–88
American Symphony Orchestra League, 275–76
Amherst College, 155, 193
Anderson, Philip W., 101
Anderson, William S., 325
Andrew W. Mellon Foundation. *See* Mellon Foundation
antiwar movement, 52–77 *passim*
apartheid, 6, 55–57, 214–23, 282–83
Appalachia, colleges in, 267
architecture, at Princeton: Gothic style, 173, 196, 200. *See also specific buildings and projects*
architecture, school of, 41
Arden, Bruce W., 101
Armco Steel Corporation, 16
arts: as central concern of Bowen, 246; Mellon Foundation and, 248–50, 275–81 (*see also* Artstor); *Performing Arts: The Economic Dilemma* (Baumol and Bowen), 34–37, 45–46, 48–49, 229. *See also* performing arts
arts and sciences: the American Academy of Arts and Sciences, 267; the Mellon Mays Undergraduate Fellowship Program, xviii, 266, 271–73, 387; Princeton as arts and sciences university, xvii, 41, 123; *Prospects for Faculty in the Arts and Sciences* (Bowen and Sosa), 252–54, 268–69
Artstor, 253, 279–81, 284–86, 288
Ashenfelter, Orley C., 34
Asian American students, xvi
Association of American Universities, 166
Association of Black Collegians, 55, 153, 163
astrophysics, 101, 114, 117–18, 123–24
athletics, intercollegiate, xviii, 307–16; Bowen as successful college athlete, 17–20, 307–8; Bowen’s goal regarding, 314–16; College and Beyond and, xviii, 298; College Sports Project, 315n77; and cost-containment, 378; *The Game of Life: College Sports and Educational Values* (Shulman and Bowen), xix–xx, 253, 288, 311–16, 321–22; Ivy Group Presidents and, 309–10; Ivy League schools and/Ivy League recruits, 309–12, 315–16, 322; *Reclaiming the Game* (Bowen and Levin), xix–xx, 252, 288, 294–95, 311, 313–16, 349; recruited athletes, 309, 312, 315, 349; and SAT scores, 322; scholarships for, 312; Title VII and Title IX, 269. *See also* College and Beyond database; National Collegiate Athletic Association (NCAA)
athletics at Princeton: club sports, 310–11; varsity sports, 231, 310–11; women’s, 230–31, 234. *See also specific sports*
Atlantic Philanthropies, 297–98
attainment, educational, 298, 318, 377
Atwater, H. Brewster, 330
Austin, Jane Kenney, 230
authority: faculty, 367–68; *Locus of Authority* (Bowen and Tobin), 288, 290, 367–68, 374–76. *See also* governance; leadership; power
Avalon (Jersey Shore), 92, 233, 236, 249, 369–72, 381
Avalon Foundation, 246; Avalon Foundation Chair in the Humanities, 80
baccalaureate service, 179–80
Bacow, Lawrence S., xviii–xix, 327–28, 344, 349–50, 375–76, 388–89
Bailey, Elizabeth E., 210–11
Baker, Carlos H., 4, 115
Baker, William O., 245, 260, 264, 284
Bakke, Allan. *See Regents of the University of California v. Bakke*
“The Balanced Budget Multiplier: A Suggestion for a More General Formulation” (Bowen), 30
Ballenger, Scott, 305
410 Bank Street (restaurant, Cape May), 262, 370–71
Barfield, Jon, 233–34

- Barron, James, 11
baseball idiom, 242
basketball, 15–16, 90–91, 230–31, 236, 307–8
Baumol, William J., xix, 28, 34–37. *See also* “cost disease”; *Performing Arts: The Economic Dilemma* (Baumol and Bowen)
Bayley, Chris, 381–82
Bayley, Connie, 22, 24
Bayley, David H., 20–22, 24, 381–82
Bayley, Frank, 21, 24
Beadle, George, 9, 42
behavioral sciences: Center for Advanced Study in the Behavioral Sciences, 72, 108–9, 238, 326n3
Bellow, Rachel N., 255, 258–59
Beloved (Morrison), 99, 108
Benacerraf, Paul, 9, 46, 50–51, 373
Bendheim Hall, 240
Bergman, Jed, 270–71
Berkeley, University of California at. *See* University of California at Berkeley
Berlin, Arnold, 211
Bernanke, Anna, 106
Bernanke, Ben, 100, 106–7
Berry, George P., 124
bicker process, 175, 184–86, 188–89, 191; and “dirty bicker,” 175
Bienen, Henry S., 347, 349, 351, 356, 388n
Biggs, John H., 342
biochemistry/biochemical sciences, 122–50 *passim*; Special Committee on Biochemistry, 141–43
biological sciences, 128, 135, 142, 149–50. *See also* biochemistry; molecular biology
Birgenau, Robert, 373–74
Black administrators at Princeton, 165
Black faculty at Princeton, 53–54, 99, 107–8, 164–65
black horse story, 93
Black middle class, 300
Black Power movement, 52
Black students at colleges and universities, 52–54, 72, 300, 322; Association of Black Collegians, 55, 153, 163. *See also* minority students
Black students at Princeton, 52–54, 162–64; active recruitment of, xvi, 53, 163; Bowen’s relationship with Black student leaders, 54; Third World Center (TWC), 164. *See also* minority students at Princeton
Blank, Rebecca M., 301, 320–21, 348n18, 353, 367, 388n
Blue and the Gold, The: A Personal Memoir of the University of California, 1949–1967 (Kerr), xxi
Blue Key Honor Society, 20
Blumenthal, W. Michael, 93–94, 209–12 *passim*, 369–70, 380–81
boards of directors and trustees, 341–42; *The Board Book: An Insider’s Guide for Directors and Trustees* (Bowen), 341–42, 364, 374–75; Bowen as director and trustee, 325–42, 326n3 (*see also* American Express; Center for Advanced Study in the Behavioral Sciences; Denison University; Merck; National Cash Register; *Reader’s Digest*; Rockefeller Trust Committee; Smithsonian Institution; Teachers Insurance and Annuity Association and College Retirement Equities Fund Boards of Overseers); for-profit, 341–42; *Inside the Boardroom: Governance by Directors and Trustees* (Bowen), 333, 341–42; Mellon Foundation (*see* under Mellon Foundation: working with the board); Princeton University (*see* Princeton University board of trustees)
Boesky, Ivan, 182
Bok, Derek, xxi, 28, 108, 218, 236, 289, 353n, 354, 361n20. *See also* *Shape of the River, The* (Bowen and Bok)
Bollinger, Lee, 294, 301–4, 344, 346n13, 347; *Gratz v. Bollinger*, 297–98, 301–2, 375; *Grutter v. Bollinger*, xxiii, 266n, 294, 297–98, 301–6, 375, 388
Bonner, John, 129
books by William G. Bowen. *See* Bowen, William G., books/writings of
Borsch, Frederick H., 89–90, 173, 176–79, 181
Bossidy, Lawrence A., 332, 334
Bowen, Albert, 12–13, 15–17
Bowen, Bernice Pommert, 12–15, 18
Bowen, David, xxiv, 30, 86, 89, 228–30, 370, 380
Bowen, Ellie, 370
Bowen, Joseph G., 12

404 *Index*

- Bowen, Karen, xxiv, 37, 88, 111, 229–31, 352, 370, and passim
- Bowen, Katie, 370
- Bowen, Mary Ellen (Maxwell), xxiv, 27, 258, 262, 264, 352, and passim; Bill's courtship of, 15–22; during Bill's last decade, 356, 369–71, 380–83; as Bill's trusted adviser, 86; early life of, 15–22, 27; educational background and work of, 21–22, 27; during Princeton years, 27, 86–87, 89, 92, 174, 205, 228–37, 249; “she is my light,” 380
- Bowen, Sarah, 370
- Bowen, William Gordon (Bill):
birth of, 12
early life of, 12–27, 316
education of, 316–17; Denison University (BA) (*see* Denison University); Princeton University (PhD), 26–29
home life of, 8, 86, 231, and passim (*see* also Avalon; Cape May; College Road West; Lowrie House; Maclean Circle)
last decade of, 288–89, 355–83; illness and death, xv, 329, 372–73, 379–83
marriage of, 15–22, 27, 236, 380 (*see* also Bowen, Mary Ellen [Maxwell])
as parent (and grandparent), 8, 370 (*see* also Bowen, David; Bowen, Karen)
as star tennis player, 17–20, 307–8
- Bowen, William G., books/writings of, xix–xx, 11, 288–322, 364–68, 374–75, 386; “Admissions and the Relevance of Race” (Bowen), 167–72, 296; “The Balanced Budget Multiplier: A Suggestion for a More General Formulation” (Bowen), 30; *The Board Book: An Insider's Guide for Directors and Trustees* (Bowen), 341–42, 364, 374–75; *The Charitable Nonprofits* (Bowen, Nygren, Turner, and Duffy), 252, 270; *Crossing the Finish Line* (Bowen, Chingos, and McPherson), xix–xx, 288, 290, 318–21, 364; *Economic Aspects of Education: Three Essays* (Bowen), 34; *The Economics of Labor Force Participation* (Bowen and Finegan), 45–46; *The Economics of the Major Private Universities* (Bowen), 45–46, 48–49; *Equity and Excellence in American Higher Education* (Bowen, Kurzweil, and Tobin), xix–xx, 252, 288, 290, 295, 317, 317n83, 319, 364, 367–68, and passim; *The Game of Life: College Sports and Educational Values* (Shulman and Bowen), xix–xx, 253, 288, 311–16, 321–22; *Higher Education in the Digital Age* (Bowen), xix–xx, 252, 288, 361, 365–67; *Inside the Boardroom: Governance by Directors and Trustees* (Bowen), 333, 341–42; *Labor and the National Economy* (Bowen), 45; *Lesson Plan: An Agenda for Change in Higher Education*, (Bowen and McPherson), 288, 290, 353, 373, 376–79; *Lessons Learned* (Bowen), 272n9, 288, 364–65, 374–75, and passim; *Locus of Authority* (Bowen and Tobin), 288, 290, 367–68, 374–76; *Performing Arts: The Economic Dilemma* (Baumol and Bowen), 34–37, 45–46, 48–49, 229; *Prospects for Faculty in the Arts and Sciences* (Bowen and Sosa), 252–54, 268–69; *In Pursuit of the Ph.D.* (Bowen and Rudenstine), 269, 290; “Race-Sensitive Admissions: Back to Basics” (Bowen and Rudenstine), 375; *Reclaiming the Game* (Bowen and Levin), xix–xx, 252, 288, 294–95, 311, 313–16, 349; *The Shape of the River: Long-Term Consequences of Considering Race in College and University Admissions* (Bowen and Bok), xix–xx, 172, 253, 288–307 passim, 320–22, 364; *Wage Behavior in the Postwar Period: An Empirical Analysis* (Bowen), 31–32; *The Wage-Price Issue: A Theoretical Analysis* (Bowen), 31
- Bowen, William G., career of, xv–xxii, 316–17; forays into public policy, 166–67; as “kingmaker”/talent scout, xxi, 227, 343–54, 384–89; legacy of, xv–xxii, 239–41, 283, 384–89; *Lessons Learned* (Bowen), 272n9, 288, 364–65, 374–75, and passim. *See also* Bowen, William G., books/writings of
- Bowen, William G., career of, at Princeton University, 39–242
accomplishments/major contributions of, xv–xvii, xxi–xxii, 118, 201, 240–41, 365, 388 (*see also* arts; coeducation; diversity/inclusion; life sciences; molecular biology department; Princeton University endowment)

- as faculty member/teacher, 29–37, 43, 91–92, 209; Economics 101, 8, 33, 91–92, 176, 232
- as provost, xv–xvi, 6–9, 37, 41–69, 82–83; Bowen’s most urgent responsibility as, 48; and budgeting, 48–51; and coeducation, xvi, 6, 51–52; defining the job, 43–48; and the Priorities Committee, 50, 66–68; and racial integration, 6, 52–57; and rethinking the structure of the university, 58–60. (*See also* Council of the Princeton University Community [CPUC])
- as seventeenth president of Princeton University, xv–xvii, xviii, xx–xxii, 3–11, 78–242, 283; assembling the new administration, 79–84; and continuing as teacher, 91 (*see also* Economics 101); faculty, building intellectual muscle of, xvi, 78–79, 95–118, 151; faculty recruitment, xvi, 96–109; inclusion—gender and race, 151–72; inclusion—religion and residential life, 173–83; priorities of, xvi–xvii, 78–79, 151; running the place “like it was his small town,” 85–94; success of presidency, 240–41. (*See also* coeducation; diversity/inclusion; leadership, Bowen as model of; life sciences)
- Bowen, William G., career of, after Princeton presidency: as director and trustee, 325–42, 326n3 (*see also* American Express; Center for Advanced Study in the Behavioral Sciences; Denison University; Merck; National Cash Register; *Reader’s Digest*; Rockefeller Trust Committee; Smithsonian Institution; Teachers Insurance and Annuity Association and College Retirement Equities Fund Boards of Overseers); as president of Mellon Foundation, 240–322 (*see more detail under* Mellon Foundation); as “kingmaker”/talent scout, xxi, 227, 343–54, 384–89, and *passim*. (*See also* Bowen, William G., books/writings of; ITHAKA Harbors; JSTOR)
- Bowen, William G., personal qualities of, xviii–xix, 204, 384–89, and *passim*; as accomplished athlete, 17–20, 24–27, 90–91, 231, 307–8, 311 (*see also under* tennis); assessment of people, 204, 340, 346, 354; as friend/friendships of, 27, 111, 349, 351–52, 387 (*see also individual names*); generosity (“if you were in his orbit, there is nothing he wouldn’t do for you”), 88, 109–11, 230, 233, 254, 256, 343–54, 382–83, 387, and *passim*; hospitality, 111, 228–34; humanity, 106; intelligence, 118, 204, 384; as leader (*see* leadership, Bowen as model of); and lessons from mistakes, 148–51, 365 (*see also Lessons Learned* [Bowen]); and mantras, favorite, 86, 104; personal engagement, level of, 108–9; personality, 14, 24–26, 205, 262; persuasive skill/gift, 106, 144, 205, 210, 292; political skill/understanding, 77, 108, 215; self-presentation, 88–89, 261, 369–70; sense of humor, 22, 88, 92–93, 206, 210–11, 228–29, 231, 260–61, 372; simple living/unpretentiousness, 88–90, 261–62; strategic gift/judgment, 76–77, 112, 215, 251, 340; values, 321–22, 389
- “Bowen’s Law”/“Bowen’s Dilemma,” 49
- Boyatt, Thomas D., 14n4, 21
- Bradbury, Bernard Shaw, 17
- Bradson, Don, 14
- Brandeis University, 180–81, 344n7
- Bressler, Marvin, 205
- Brest, Paul A., 357–58
- Brewster, Kingman, xxi, 42, 348–49
- Broach, James R., 102
- Brombert, Beth, 105, 110
- Brombert, Mark, 110
- Brombert, Victor, 97–98, 105, 110
- Brooklyn Academy of Music, 275
- Brown, J. Douglas, 30, 41–43, 47, 104
- Brown, L. Carl, 105
- Brown, Peter, 99
- Brown, R. Manning, 3, 5, 10, 154, 207, 238, 325, 327
- Brownell, Johanna, 356–57, 382
- Brown University, 85, 102, 272, 346n13, 361. *See also* Ivy League colleges and universities
- Bruce, Ailsa Mellon, 246
- Bryn Mawr College, 251, 259. *See also* McPherson, Mary Patterson (Pat)
- Buck, Paul H., 42

406 *Index*

- Buddhism, 276–78
budgeting, 48–51, and *passim*; “The Balanced Budget Multiplier: A Suggestion for a More General Formulation” (Bowen), 30; and budget cuts, 68, 120, 310, 314; “programmatic” approach to, 49–50; strengthening practices of, 67–68, 240; what Princeton learned about, 50–51. *See also* Priorities Committee
Bunbury Company, 196
Bundy, McGeorge, 4–5, 170
Bunting, Mary Ingraham (Polly), 81–82
Bureau of Student Aid, 165
Burger, Max, 127, 134, 139
Burger King, 89–90
Bush, George W./Bush administration, 304
Butler, Lee D., 196–97
Butler, Margaret, 196–97
Butler College, 196–97, 199–200, 240

calendar, academic, 73–74
California Institute of Technology (Caltech), 9
Callard, Timothy C., 85–86
Cambodia, Nixon’s widening of war into, 69–70, 72, 77
Cambridge, University of, 101
A Campaign for Princeton, 91, 146–47, 199n56, 202–6, 240
Campus Club, 184–85
Cannon, Philip, 34n55
Cannon Club, 185
Cantor, Charles, 140, 149
Cantor, Nancy, 302, 304
CAP (Concerned Alumni of Princeton), 86, 174–75
Cap and Gown Club, 184–85
Cape May, NJ, 262, 370
Carmody, Bill, 307–8
Carnegie Commission on Higher Education, xx–xxi, 45–46, 48
Carnegie Corporation, 344
Carnegie Council on Policy Studies in Higher Education, xx–xxi
Carnegie Foundation for the Advancement of Teaching, 36, 248n7
Carnegie Mellon University, 359–61, 366; Online Learning Initiative, 359–61
Carril, Pete, 90–91
Carter, Jimmy/Carter administration, 93
Casper, Gerhard, 343–44, 346n13

Catholicism/Roman Catholic presence at Princeton, 173, 175, 177, 179
Cavafy, Constantine P., 284
Center for Advanced Study in the Behavioral Sciences, 72, 108–9, 238, 326n3
Center for International Studies, 182, 240, 349
Center for Jewish Life, xvi, 176, 181–82
CEOs, 341–42. *See also by name*
ceremonial convocations, xvi, 179–80
Challener, Richard D., 200
chancellor, position of, 8–10
Chandler, Lester V., 26
chapel, Princeton University, xvi, 72–73, 173–81, and *passim*; baccalaureate service, 179–80; committee on the chapel, 178–79; dean of the chapel, 89–90, 173, 176–79, 181
Charitable Nonprofits, The (Bowen, Nygren, Turner, and Duffy), 252, 270
Charter Club, 184–85
Chekhov, Anton, 230
Chenault, Kenneth I., 304, 340–41, 345–46
Chicago, University of. *See* University of Chicago
Chimacoff, Alan, 370
China (Dunhuang project), 276–79
Chinese studies, 197
Chingos, Matthew, 252, 293, 318, 364. *See also* *Crossing the Finish Line* (Bowen, Chingos, and McPherson); *Higher Education in the Digital Age* (Bowen)
Christianity/Christian presence at Princeton. *See* Catholicism; Protestant Christianity; religion
Christmas. *See* holidays, Bowen and *Chronicle of Higher Education* (newspaper and website), 289, 374, and *passim*
Church Divinity School of the Pacific (Berkeley, California), 179
Cincinnati, Ohio, 12–13, 16–18
City College of the City University of New York, 81
City University of New York (CUNY), 81
civic involvement, 291
civil disobedience, 217
civil rights/civil rights movement, 52–53, 121–22, 163, 299
Civil Rights Division, New Jersey, 186–88
Clark, Richard T., 334–36
class, social. *See* socioeconomic status

- Clement, James H., 206
Clinton, Bill, 301
Cloister Inn, 184–85
Coburn, John, 174, 177–78
coeducation, xxiv, 291, 312
coeducation at Princeton, xvi, 6, 153–61;
 alumni response to, xvi, 153–56; Bowen
 as president and, xvi, 151, 153–60,
 184–89, 195, 198, 201; Bowen as pro-
 vost and, xvi, 6, 43–44, 46, 51–52, 62,
 153; and equal access in admissions, xvi,
 153–54, 157; Patterson committee on,
 62. *See also specific topics, e.g.,* eating
 clubs; Women’s Studies Program
Coffin, Tristram P., 17–20, 24–25
Cohen, Gerson, 179–80
Cole, Jonathan, 321–22
College and Beyond database, xviii–xx,
 253, 271, 290–95, 307, 311, 317, 320,
 350; and affirmative action, xviii, 297–
 98, 300; and intercollegiate athletics,
 xviii, 298. *See also Equity and Excel-
 lence in American Higher Education*
 (Bowen, Kurzweil, and Tobin)
College Board, xx, 255
College of William and Mary, 263, 327
College Road West, 249, 380
colleges and universities. *See by descrip-
 tion, e.g.,* research universities; *by name,*
 higher education; *specific topics, e.g.,*
 governance
College Sports Project, 315n77
Colonial Club, 184–85
Columbia University, 26, 42, 66, 99, 105,
 140, 149, 226–27, 251, 260, 321–22,
 344–47; Bollinger as president of (*see*
 Bollinger, Lee); Kirk as president of, 77.
 *See also Ivy League colleges and univer-
 sities; individual names*
Colwell, Ernest C., 8
Comfort, Robert, 171
committees. *See by name/description, e.g.,*
 Kelley Committee
“committee of three,” 103–4, 114, 114n60,
 132, 212, 334
committee on the chapel, 178–79
Committee on Undergraduate Residential
 Life (CURL), 191–95
community colleges, 363
Community House, 164
comparative advantage, 6
comparative literature department, Prince-
 ton, 97–98, 240
completion rates/graduation rates, xv, xviii,
 270, 295, 305, 316–21, 360–62, 366,
 378. *See also Crossing the Finish Line*
 (Bowen, Chingos, and McPherson)
computer center, 44
computer science department, Princeton,
 101–2, 149, 240
Conant, James Bryant, 42
Concerned Alumni of Princeton (CAP), 86,
 174–75
Congress, United States, 268–69
Conway, John H., 100
Coolidge, Calvin, 246
Cooper, John M., 101
Cooper Union for the Advancement of
 Science and Art, 375–76
Cornell University, xxi, 157–58, 256. *See*
 also Ivy League colleges and universities
cost containment, 378
“cost disease,” xv, xix, 35–36, 48–49, 359,
 366, 385; “Bowen’s Law”/“Bowen’s
 Dilemma,” 49; *Performing Arts: The*
 Economic Dilemma (Baumol and
 Bowen), 34–37, 45–46, 48–49, 229
Cotsen, Lloyd, 206
Cottage Club, 185–89
Council of Economic Advisers, 22–23,
 301
Council of the Humanities, 80, 99, 155
Council of the Princeton University Com-
 munity (CPUC), xxiii, 60–69, 73–74, 77,
 114, 224; Judicial Committee, 68–69;
 Priorities Committee, 50, 66–68, 97n8,
 120
courage, 341–42, 378, 380
Coursera, 366
Cox, Edward C., 149–50
CPUC. *See* Council of the Princeton Uni-
 versity Community
croquet, 111, 229
Crossing the Finish Line (Bowen, Chingos,
 and McPherson), xix–xx, 288, 290,
 318–21, 364
culture, economics of. *See Performing Arts:*
 The Economic Dilemma (Baumol and
 Bowen)
Cum Laude Society, 14
Cummings, Anthony M., 78, 270
CUNY, 81

408 *Index*

- CURL (Committee on Undergraduate Residential Life), 191–95
curriculum, updates to, 157–58, 162
Curriculum Committee, 113, and *passim*
Curry, Chuck, 20–22
Curtis East dormitory, Denison University, 20–21
- Daily Princetonian*, 10, 95–96, 156, 160–61, 225–26, 232, 235, 325–26, and *passim*.
See also Kagan, Elena; Sosa, Julie Ann
Dale, Stacy Berg, 258
Danforth Fellowship, 23
Darnton, Robert C., 48n, 99, 109–11, 117
Darnton, Susan, 109–10
Dartmouth College, xxi, 157–58. *See also*
Ivy League colleges and universities
data-based science, 253; *Prospects for Faculty in the Arts and Sciences* (Bowen and Sosa), 252–54, 268–69
databases, xviii–xx. *See also* College and Beyond database; JSTOR
data collection, xviii–xx, 253, 270, 307, 318, and *passim*
Davis, Ira C., 232
Davis, Jerome, 55, 153, 224–25, 347, 371
Davis, Kamille, 371
Davis, Legrome, 371–72
Davis, Natalie Zemon, 99
Davis, Shelby Cullom, 86, 174–75
Davis, Sue, 371
Davis, University of California at. *See* University of California at Davis
deans, Princeton University, 388; dean of admission, 78, 85–86, 308; dean of student affairs/dean of students, 52, 70 (*see also* Lowe, Eugene Y., Jr.; Rudenstine, Neil; Simmons, Adele Smith); dean of the chapel, 89–90, 173, 176–79, 176–78, 181; dean of the college, xxiv, 9, 53, 79–81, 83, 155, 157, 165, 388 (*see also* Girgus, Joan Stern; Malkiel, Nancy Weiss; Rudenstine, Neil; Sullivan, Edward D.); dean of the faculty, 9, 30, 32, 41–42, 46–48 (*see also* Brown, J. Douglas; Lemonick, Aaron; Lester, Richard A.; Palmer, Robert R.); dean of the graduate school, 5, 388; dean of the Woodrow Wilson School of Public and International Affairs, 349
Deaton, Angus S., 100
degrees: time to degree, 269–70, 360, 362, 366, 368. *See also* completion rates
democracy: American, 318; future of, 378
demonstrations, student. *See* activism, student
Denison University, 193, 308; Bowen as student, xviii, 17–27, 144, 152, 174, 316, 321, 385; Bowen as trustee, 273, 326n3, 381
department chairs, 47, 103, 111, 158
Department of Defense, 74
Department of Health, Education, and Welfare, 166–67, 186
Dial Lodge, 184–85
digital technologies: digital tools for research (*see* JSTOR); *Higher Education in the Digital Age* (Bowen), xix–xx, 252, 288, 361, 365–67. *See also* ITHAKA Harbors; online learning
Dill, Stuart, 75–76
discipline of students, 68–69
discrimination: Bowen’s response to, 153, 286; eliminating (*see* affirmative action; diversity/inclusion); racial, 162; sex, 153, 186–87. *See also* racism; *specific topics*, e.g., eating clubs
dissent, handling, 58–77. *See also* South Africa
diversity/inclusion, xxi, 172–73, 387–88; and American society as multi-racial, 168; Bowen’s belief in/good experiences with, 152–53; and class-based admission preferences, 317 (*see also* *Equity and Excellence in American Higher Education* [Bowen, Kurzweil, and Tobin]); diversifying the professoriate, 272–73; *Equity and Excellence in American Higher Education* (Bowen, Kurzweil, and Tobin), xix–xx, 252, 288, 290, 295, 317, 317n83, 319, 364, 367–68, and *passim*; Mellon Mays Undergraduate Fellowship Program (MMUF), xviii, 266, 271–73, 387; as priority for Bowen, 387–88; and race-sensitive admissions, 296–97, 299–300, 317, 375; *The Shape of the River: Long-Term Consequences of Considering Race in College and University Admissions* (Bowen and Bok), xix–xx, 172, 253, 288–307 *passim*, 320–22, 364. *See also* affirmative action; coeducation; socioeconomic status

- diversity/inclusion, at Princeton, xv, xvii, xxi, 53, 175, 240; and equal opportunity, Bowen's commitment to, 165–66, 185, 378; of faculty, as Bowen's objective, 97; gender and race, 151–72; religion and residential life, 173–201. *See also by description, e.g.*, coeducation; minority students
- divestment. *See under* South Africa
- Dixit, Avinash K., 100
- Doar, John, 71
- Dobkin, David P., 48n, 102
- doctoral programs, 126, 271, 378; *In Pursuit of the Ph.D.* (Bowen and Rudenstine), 269, 290
- Dodds, Harold W., 3, 249
- Dodds, Margaret, 249
- donors: for residential college system, 196–99; *See also* fund-raising; *individual names, e.g.*, Wu, Gordon Y. S.
- Doody, Margaret, 99
- dormitories, Princeton, 190, 195–96, 198
- Dostoevsky, Fyodor, 115
- “Doubts increase,” 86, 104
- Drackett Company, 18
- Drewry, Henry N., 272–73
- dropouts. *See* completion rates
- Duffy, Elizabeth A., 252–55
- Duke University, 272, 297
- Dunham, E. Alden, 163
- Dunhuang project, 276–79; the Mellon International Dunhuang Archive, 278
- Durkee, Robert K., 84
- East Asian studies department, 197
- eastern Europe, xv, 281–82
- Eastman Kodak, 219
- Easton, Marilyn, 14
- eating clubs, Princeton, xvi, 84, 156, 162, 175, 180, 182–94, 201; alternatives to, 164. *See also* bicker process
- Economic Aspects of Education: Three Essays* (Bowen), 34
- economics: American Economic Association, 34–35; *American Economic Review* (journal), 34–35; Bowen as student of/as Bowen's major, 22–29 (*see also* labor economics); Council of Economic Advisers, 22–23, 301; Keynesian, 33; stability and growth, 37. *See also* economics of education/higher education; labor economics; *Performing Arts: The Economic Dilemma* (Baumol and Bowen)
- economics department, Princeton University:
- Bowen as graduate student, 26–29
 - Bowen as teacher, 29–37, 43, 91–92, 209; Economics 101, 8, 33, 91–92, 176, 232
 - and Bowen's involvement/influence in faculty recruitment, 106–7
 - Fisher Hall, 205, 240
 - See also individual names of professors/economists, e.g.*, Baumol, William J.; Quandt, Richard E.
- economics of education/higher education, xx; Bowen's expertise in, xx, 6, 34, 37; “Bowen's Law”/“Bowen's Dilemma,” 49; *Economic Aspects of Education: Three Essays* (Bowen), 34; *The Economics of the Major Private Universities* (Bowen), 45–46, 48–49; the Williams Project on the Economics of Higher Education, 350. *See also* “cost disease”; *individual names/economists*
- Economics of Labor Force Participation, The* (Bowen and Finegan), 45–46
- Economics of the Major Private Universities, The* (Bowen), 45–46, 48–49
- economy: future of, 378; global, 377–78. *See also specific topics and events, e.g.*, recession of 2008–9; stagflation
- Edley, Christopher, 294
- education, higher. *See* higher education
- Education Digest* (magazine), 313
- Education of Women at Princeton, The* (Patterson), xvi
- edX, 366
- Eisgruber, Christopher L., 319
- Ekman, Richard, 261, 263
- electrical engineering, 101
- elite private universities, xviii, 385. *See also by name*
- Elliott, Emory B., 199–200
- Elliott, Georgia, 86–87
- Emerson, Alice F. (Tish), 251–52, 259, 388
- endowments. *See under* Mellon Foundation: endowment of; Princeton University endowment
- engineering, xvii, 41, 103, 164, 204n8
- English, Lydia, 272
- Episcopalianism, 173–74, 176–77, 179

410 *Index*

- equal opportunity, Bowen's commitment to, 165–66, 185, 378
- Equity and Excellence in American Higher Education* (Bowen, Kurzweil, and Tobin), xix–xx, 252, 288, 290, 295, 317, 317n83, 319, 364, 367–68, and passim
- ethnicity. *See* minority students; race
- ethnocentrism, 23
- Europe, eastern, xvii, 281–82
- Evans, Richard, 14n4, 17
- Ever the Leader: Selected Writings, 1995–2016, William G. Bowen* (Guthrie, ed.), xxiv
- Faculty Advisory Committee on Appointments and Advancements (“committee of three”), 103–4, 114, 114n60, 132, 212, 334
- Faculty Advisory Committee on Policy (FACP), 55, 59–60
- faculty of colleges and universities: adjunct, 268–69, 342; assistant professors, 29–30, 34, 45, 126, 134, 157–58, 200; and diversifying the professoriate, 272–73; and governance, roles in, 367–68, 379; *Higher Education in the Digital Age* (Bowen), xix–xx, 252, 288, 361, 365–67; *Locus of Authority* (Bowen and Tobin), 288, 290, 367–68, 374–76; and mandatory retirement, 268–69, 333; non-tenure-track, 269, 377–78; *Prospects for Faculty in the Arts and Sciences* (Bowen and Sosa), 252–54, 268–69. *See also* tenure
- faculty of Princeton University, 41, 95–118; appointments, 44, 104–5, 125, 157, 200; Bowen as faculty member/teacher, 29–37, 43, 91–92 (*see also* Economics 101); Bowen's cultivation of/tending to, 109–18; Bowen's dual objectives regarding, 97; and Bowen's formula for success, 96–97; building intellectual muscle of, xvi, 78–79, 95–118, 151; dean of the faculty, 9, 30, 32, 41–42, 46–48; difference/uniqueness of Princeton system, 103; growth (in size and quality) during Bowen's presidency, xvi, 95–118, 240; internal promotions of, xvi, 103–4; minority members of, 53–54, 97, 99, 107–8, 164–65; and Princeton's single faculty, xvii, 41; recruitment of, xvi, 96–109, 143–46, and passim; retention of, 95, 116–17; and salary, 46–47, 66, 131–32, 135; women members of, xxiii–xxiv, 97, 153, 157, 200, and passim. *See also individual names; specific programs and departments; specific topics, e.g.*, “committee of three”; tenure
- Faisal, King, 136
- Faisal, Prince Sa'ud Bin, 136
- Faltings, Gerd, 100
- Faust, Drew Gilpin, 346
- federal funding, 166–67, 378
- federal policy: Bowen's initiatives in, 86, 388. *See also* Supreme Court, US; *specific Supreme Court cases*
- Fefferman, Charles, 100, 107
- Feld, Edward, 136, 179, 181
- Felsenfeld, Gary, 139–41
- Fermat's Last Theorem, 100
- Ferris-Thompson faculty housing complex, 37
- Ferro Corporation, 220–21
- field hockey, 230–31
- Fields, Carl A., 53–54, 164–65
- financial aid, 66–67, 270, 272, 321, 378–79, 387; merit aid, 349; need-based, 378; student loans, 272. *See also* admissions; Priorities Committee; scholarships
- financial crisis: in the 1970s, 119–20, 203 (*see also* *Performing Arts: The Economic Dilemma* [Baumol and Bowen]); recession of 2008–9, 281
- Finch, Jeremiah, 154
- Fin-de-Siècle Vienna* (Schorske), 115
- Finegan, T. Aldrich, 45–46
- Firestone Library, 54–55, 173, 217
- first-generation college/university students, xviii, 319, 368; Bowen as, 25–26, 152, 296, 316–17
- Fisher, Don, 205
- Fisher, Doris, 205
- Fisher Hall, 205, 240
- Fitch, Val, 113
- Fitzgerald, F. Scott, 162
- flagship public universities/institutions, 296, 318
- Fleischer, Dave, 14
- Fleishman, Joel L., 297–99
- Fleming, John V., 110–11, 177
- Flint, Jane, 134

- “flipped classroom” approach, 362
football, 14, 21; at Princeton, 156, 234, 236, 308
Forbes, Malcolm S., 196, 199, 199n56
Forbes, Malcolm S., Jr. (Steve), 196, 199
Forbes College (formerly Princeton Inn College), 164, 196, 199, 240
Ford Foundation, 45, 50–51, 170, 245–46, 248
foreign languages, 157
Foreign Policy Association, 249
foreign students, 197
for-profit boards/companies, 330, 341–42
Fortune 500 companies, 326; African Americans in senior leadership roles, xxi, 336, 340, 345, 387–88
410 Bank Street (restaurant, Cape May), 262, 370–71
four-year colleges, 195, 200, 363, 377
Fox, Frederic E., 160
Frank, Joseph N., 115
Frank, Sally B., 186–89
Frankfurt, Harry, 258
Franklin, John Hope, 226–27
Fraser, Sarah, 276–79
fraternities, 184, 193; Bowen as member of Sigma Chi, 20–21, 25
Frazier, Kenneth C., 304, 332–33, 336, 340–41, 345–46
Frede, Michael, 101
Fredsvik-Konvalin, Ulrica, 255, 262
freedoms/freedom of discourse, 69
Fresco, Jacques, 125–30, 134, 137–43, 147
Freund, James C., 209
Frick Chemical Laboratory, 124, 135–37, 142, 149
Fuchs, Ira, 273–75
fund-raising, 8, 10, 91–92, 133, 143, 182, 199 and passim; A Campaign for Princeton, 91, 146–47, 199n56, 202–6, 240. *See also* donors
Furlaud, Richard, 339

Gager, John, 114
Game of Life, The: College Sports and Educational Values (Shulman and Bowen), xix–xx, 253, 288, 311–16, 321–22
Gardner scholarship, 18, 321
Garsoian, Nina, 81, 388

Gates Foundation (Bill & Melinda Gates Foundation), 319, 363, 367
gateway courses, 360, 377–78
Geiger, Roger L., 96
gender, 153–61; and equal opportunity, Bowen’s commitment to, 165–66, 185, 378; and inclusion as priority for Bowen, 151–72, 387; and sex discrimination, 186–87. *See also* coeducation; women
gender studies, 157–59. *See also* women’s studies programs
genetics, 102
Giamatti, A. Bartlett, 309–10
GI bill, 227
Gilbert, Joan, 258
Gilbert, Sandra M., 99
Gillispie, Charles C., 155
Gilmartin, Raymond, 330, 333–36
Gilvarg, Charles, 125–30, 134, 137–43, 147
Girgus, Joan Stern, 81, 84, 159, 370, 372, 388, and passim
global economy, 377–78
global electronic archives. *See* Artstor; ITHAKA Harbors; JSTOR
Goheen, Robert F., xv–xvi, 3–6, 10
beginning of friendship with Bowen, 26–27
as national director of Woodrow Wilson Fellowships, 26–27
the Robert F. Goheen Professorship in the Humanities, 108
as sixteenth president of Princeton University, xv–xvi, 3–10, 36–37, 80–83, 88–89, 99, 124, 126–27, 153–54, 156, 162, 175, 195, 215, 241; Bowen as provost under, xv–xvi, 6–9, 37, 41–69, 82–83; and coeducation, xvi, 43, 46, 51–52, 62, 153; diversity, support for, 53; and student protests, 58, 61–62, 68–77
Goldfeld, Stephen H., 107
Goldstein, Joel, 225–26
Golub, Harvey, 338–41, 346
Goodfellow, Emily, 231
Gordon, Ernest, 176–78
Gordon, Leland J., 23n28, 24, 26
Gossman, Eva, 110, and passim
Gossman, Lionel, 97–98, 110–11
Gothic architecture, 173, 196, 200

412 *Index*

- governance, academic: Bowen on, 368; faculty roles in, 367–68, 379; *Higher Education in the Digital Age* (Bowen), xix–xx, 252, 288, 361, 365–67; historic system of, 368; and importance of strong leadership, xxi–xxii, 378 (*see also* leadership); *Inside the Boardroom: Governance by Directors and Trustees* (Bowen), 333, 341–42; *Locus of Authority* (Bowen and Tobin), 288, 290, 367–68, 374–76; shared, 368, 379; structures of, 65, 76, 368
- governance, Princeton University: important changes Bowen helped to push forward, xv–xvi, 6, 50, 66–68, 97n8, 120; Kelley Committee, 60–65, 71, 73–74 (*see also* Council of the Princeton University Community [CPUC]); and single faculty, 41; using, to manage tensions, 58–77. *See also* “committee of three”; Faculty Advisory Committee on Policy Governance Committee of the Council of the Princeton University Community, xxiii. *See also* Council of the Princeton University Community (CPUC)
- grades, 305; high school, 291; undergraduate, 291
- Graduate College, 26–27, 249
- graduate education, xvii, 269–70, 282–83
- graduate education at Princeton, xvii; Bowen as director of graduate studies (Woodrow Wilson School), 43; Bowen as graduate student, 26–29, 316; dean of the graduate school, 5, 388. *See also specific topics, e.g.,* Kelley Committee
- Graduate Education Initiative, 269–70
- graduation rates. *See* completion rates; *Crossing the Finish Line* (Bowen, Chingos, and McPherson)
- Grant, Peter R., 101
- Grant, Rosemary, 101
- grant funding, 281
- grant-making, Bowen’s approach to, 251
- Granville, Ohio. *See* Denison University
- Gratz v. Bollinger, 297–98, 301–2, 375
- Gray, Hanna Holborn, xxi, 79, 261, 264, 327–28, 346, 386, 388 and *passim*; *Ever the Leader: Selected Writings, 1995–2016, William G. Bowen* (Guthrie, ed.; Gray, Afterword), xxiv
- Great Cat Massacre, *The* (Darnton), 109
- Great Depression, 49
- Greece, 87, 267, 284
- Greek life, 193. *See also* fraternities
- Greenstein, Daniel, 319–20, 367
- Gregorian, Vartan, 344
- Griswold, A. Whitney, xxi
- Grossman, Sanford J., 100, 107
- Grutter, Barbara. *See* Grutter v. Bollinger
- Grutter v. Bollinger, xxiii, 266n, 294, 297–98, 301–6, 375, 388
- Guggenheim Foundation (John Simon Guggenheim Memorial Foundation), 30–31
- Guthrie, Jeffers, 382–83
- Guthrie, John R., 234
- Guthrie, Kevin, 234, 382–83; *Ever the Leader: Selected Writings, 1995–2016, William G. Bowen* (Guthrie, ed.), xxiv; ITHAKA, presidency of, 234, 252, 284, 347–48, 356–59; JSTOR, presidency of, 234, 252, 275, 347–48; *The New-York Historical Society: Lessons from One Nonprofit’s Long Struggle for Survival* (Guthrie), 271
- Guyot Hall, 124
- Hackney, F. Sheldon, 80–81, 85, 90, 121–22, 131, and *passim*
- Halleran, Jean McClung, 228
- Hampshire, Stuart, 74
- Harbison, Frederick H. (Fizz), 29–32, 75; “The Princeton Strike: Princeton in the Nation’s Service” (Harbison), 75
- Harding, Warren G., 246
- hard sciences, 123
- Harvard Corporation, 346
- Harvard Law School, 227, 294, 300–301
- Harvard Medical School, 124, 134
- Harvard University, xviii–xix, xxi, 5, 26, 30, 66, 100–101, 106, 108–9, 116–17, 292–94, 334; admissions practices of, xxiii, 296–97; Bacow as president of (*see* Bacow, Lawrence S.); Bok as president of (*see* Bok, Derek); Conant as president of, 42; Pusey as president of, 77, 224, 246; and Radcliffe merger proposal, 82; Rudenstine as president of, 241, 260, 279; tuition and fees, Bowen-era, 120. *See also* Ivy League colleges and universities; *individual names, e.g.,* Chingos, Matthew; Taubman, Sarah Levin

- Haverford College, 5–6, 353, 373–74
Haydn string quartet, 35
Healy, Timothy S., 353–54
Heermance, Radcliffe, 162
Helm, Harold H., 4, 4n8, 154
Henderson, James A., 202–4, 207, 211
Hennessy, John, 365–67, 380
Herring, Carol, 86, 204
Hesburgh, Theodore, xxi, 18, 179
Hewlett Foundation, 284, 357–59
Hickel, Walter J. (“Hickel heckling”), 68–69
higher education, American, xv–xxii, 255; academic mission of institutions of, 302, 311–13; access to, xv, xviii, xxi, 290, 295, 316–21; and attainment, 298, 318, 377; Bowen’s books about (*see* Bowen, William G., books/writings of); Bowen’s unique role in, xv–xxii, 11, 227, 240–41, 343–54, 380, 384–89; completion of (*see* completion rates); costs in, 35, 361–62, 366–67, 378 (*see also* “cost disease”); crises in, xxii, 378; and educational/learning outcomes, 306, 359–63, 366–67, 379; future of, 376, 378–79; *Lesson Plan: An Agenda for Change in Higher Education*, (Bowen and McPherson), 288, 290, 353, 373, 376–79; Mellon Mays Undergraduate Fellowship Program (MMUF), xviii, 266, 271–73, 387; Mellon studies of, 246, 266–75 (*see also* College and Beyond database); most serious unsolved problem in, 362; productivity in, xix, 11, 35, 48, 360, 366; public disinvestment in, 268–69; and upward mobility/social mobility, 25–26, 152, 271, 296, 316–17, 377. *See also* College and Beyond database; economics of education/higher education; private higher education; public higher education; *specific topics, e.g.*, admissions; athletics; completion rates; “cost disease”; governance; online learning; socioeconomic status
higher education, South Africa’s system of, 282–83
higher education, United Kingdom. *See* United Kingdom
Higher Education in the Digital Age (Bowen), xix–xx, 252, 288, 361, 365–67
high school grades, 291
Hill, Catharine Bond, xx, 316, 320
Hillel, Princeton, 136, 179, 181
Hilton Head Island, South Carolina (alligator rescue story), 10–11
Hindu students, 173
Hispanic students, xvi, xvi(n), 162, 163, 173. *See also* minority students
history department, Princeton, 81, 99, 106, 112, 117, 159, 200, 272
hockey, 308. *See also* field hockey
Hofstadter, Richard, 227n7
holidays, Bowen and, 87–88, 91, 111, 228, 356, 372
Homestead Inn (Italian restaurant, Hamilton Township), xxiv, 106, 111, 262, 370
Honorary McCosh Faculty Fellowship, 45
Hoover, Herbert, 246
Hopwood v. Texas, 299, 304
Hospital for Special Surgery, 368–69, 382
Hoxby, Caroline, xx, 292–94, 307, 313, 320–21, 386
Hoyt Laboratory, 145
human capital, investment in, 296
humanities, 45, 97–100; Avalon Foundation Chair in the Humanities, 80; Council of the Humanities, Princeton, 80, 99, 155; Mellon Foundation and, 248–51, 267–70, 272; the Robert F. Goheen Professorship in the Humanities, 108
Hunter College, 353–54
Hutchins, Robert Maynard, 8
hybrid model of learning, 359–61
Hynes, Samuel, 98
IDA (Institute for Defense Analyses), 70–71, 74–75
Imhof, Adriaan, 370
Imhof, Hans, 370
inaction, 21
inclusion. *See* diversity/inclusion
industrial relations, 23, 32; Industrial Relations Section, Princeton, 29, 31, 34, 43
inequality: growing, 320. *See also* socioeconomic status (SES)
inflation, 35, 48, 120, 203, 213. *See also* “cost disease”
In Pursuit of the Ph.D. (Bowen and Rudenstine), 269, 290
Inside Higher Ed (media company/online publication), 288–89, 378

414 *Index*

- Inside the Boardroom: Governance by Directors and Trustees* (Bowen), 333, 341–42
- Institute for Advanced Study, 44, 109–10, 230
- Institute for Defense Analyses (IDA), 70–71, 74–75
- Internal Revenue Service, xx
- Internet. *See* digital technology; online learning
- Interpublic Group of Companies, 220–21
- Iseman, Michael, 210–11
- Islam, 98–99, 173
- Israel, 119
- Issawi, Charles, 99, 105
- Issawi, Janina, 105
- ITHAKA Harbors, xviii–xx, 11, 281, 284–86, 288, 343–44, 353, 355–64, 375; Bowen as founding board chair, 356–64, 385; Guthrie’s presidency of, 234, 252, 284, 347–48, 356–59; Ithaka S & R, 316; naming of, 284. *See also* JSTOR
- Ivy Club, 185–89
- Ivy Group Presidents, 109–10
- Ivy League colleges and universities, 53, 79–81, 157–58, 165; and intercollegiate athletics, 309–12, 315–16, 322; traditional demographics of, 162. *See also by name*
- Jackson College at Tufts University, 81
- Jackson State University, shootings at, 72
- Jacob’s Pillow Dance Festival, 275
- Jadwin Gymnasium, 68–69, 71, 74
- James, Juanita, 207–8
- James Madison Medal, 245
- Jewish associates/friendships of Bowen, 12, 93, 387; Bowen’s response to discrimination, 286; and support for presidencies of major colleges/universities, 345. *See also individual names/friendships*
- Jewish Hospital, Cincinnati, 12
- Jewish presence at Princeton, 80, 136, 173, 175–83, 227; Center for Jewish Life, xvi, 176, 181–82; Feld, Edward (rabbi), 136, 179, 181; and first Jewish president (*see* Shapiro, Harold T.); Hillel, Princeton, 136, 179, 181; Jewish students, Bowen and, 151, 173, 175–76, 179–83, 227; Kosher Stevenson, 181; and quotas, 175; recruitment of Jewish students, 179–81; and Saudi Arabia donation, 136–37; in senior academic posts, 80, 177
- Jewish Theological Seminary of America, 179–80
- Johns Hopkins University, 98, 170, 253, 352
- Johnson, Lyndon B., 53, 69–70
- JSTOR, xvii–xviii, 266, 273–76, 279–80, 284–88, 350, 386; Guthrie’s presidency of, 234, 252, 275, 347–48
- Jubilee (French restaurant, New York City), 262
- Judaism. *See entries beginning with* Jewish
- Judicial Committee, 68–69
- Kabaservice, Geoffrey, 42
- Kagan, Elena, 156, 232
- Kasdin, Robert A., 347
- Katz, Stanley N., 99, 106, 199, 343, 386
- Kauzmann, Walter, 140
- “*Keep the Damned Women Out*”: *The Struggle for Coeducation* (Malkiel), xxiv
- Keeper of Princetoniana, 160
- Keller, Suzanne, 155
- Kelley, Stanley, Jr., 4n4, 7, 60–65, 71, 73, 114. *See also* Kelley Committee
- Kelley Committee, 60–65, 71, 73–74. *See also* Council of the Princeton University Community (CPUC)
- Kelly, Michael J., 203
- Kemeny, John, xxi
- Kenefick, John C., 146–47, 207
- Kennedy, Donald, xxi
- Kennedy, John F., 33
- Kennedy, Rachel, 382
- Kennedy, Randall L., 226–27, 300–301, 382
- Kennedy, Thaddeus, 382
- Kent State University, shootings at, 72, 74, 77
- Keohane, Nannerl O., 346
- Kernan, Alvin, 98
- Kerr, Clark, xx–xxi, 5, 49
- Kershaw, Joseph, 6n12
- Keynesian economics, 33
- Khoury, George, 144–45, 148–49
- Kim, Peter S., 331
- Kimpton, Lawrence A., 8–9
- “kingmaker,” Bowen as, xxi, 227, 343–54, 384–89, and *passim*
- Kirk, Grayson, 77

- Kirschner, Marc, 125, 134–35
Kirwan, Patty, 382
Kirwan, William E. “Brit,” xviii, 302–3, 314–15, 354n32, 361–62, 382
A Kitchen (Chinese restaurant in Kendall Park), 111
Knapp, A. Blair, 24
Knight Commission on Intercollegiate Athletics, 314
Knox, Amie, 231
Kosher Stevenson, 181
Kripke, Saul, 100–101
Krislov, Marvin, 294, 302n36
Krueger, Alan B., 36n61, 45–46, 294, 356
Krueger, Lisa, 361–62
Kuhn, Harold, 58–60
Kurzweil, Martin A., 252, 292–96. See also *Equity and Excellence in American Higher Education* (Bowen, Kurzweil, and Tobin)
- Labor and the National Economy* (Bowen), 45
Labor Department, US, 166
labor economics, xix–xx; Bowen as labor economist, xix–xx, 6, 30, 32, 290–91, 294–96, 320; Bowen as student of, 26–29; Bowen as teacher of, 29–37; *The Economics of Labor Force Participation* (Bowen and Finegan), 45–46; industrial relations (see industrial relations); program at Princeton, 26, 29; *Prospects for Faculty in the Arts and Sciences* (Bowen and Sosa), 252–54, 268–69; *Wage Behavior in the Postwar Period: An Empirical Analysis* (Bowen), 31–32; *The Wage-Price Issue: A Theoretical Analysis* (Bowen), 31. See also *individual names/labor economists*
- Lack, Kelly A. See *Higher Education in the Digital Age* (Bowen)
lacrosse, 382–83
Laemmler, Ulrich, 125, 134
Lafayette College, 352–53
Langridge, Robert, 128
Lawrenceville School, 370
law schools, 121–22, 306; *Hopwood v. Texas*, 299, 304. See also *professional schools*
leadership, 336; and Bowen as “king-maker”/talent scout, xxi, 227, 343–54, 387–89; and Bowen’s influence on current leaders, 388–89; CEOs, boards, and, 341–42; college/university, importance of strong, xxi–xxii, 378; good, Bowen on/importance to Bowen, 80, 96–97, 102, 252, 272, 340, 345, and passim; student leaders, Bowen’s relationship with, 54, 224; women in roles of, xxiii–xxiv, 79, 81–82, 153, 157, 387–88. See also *authority; governance; specific topics/descriptions, e.g., Fortune 500 companies*
leadership, Bowen as model of, xv–xxii, 11, 21, 57, 201, 240–41, 249–50, 257–60, 329, 354, 384–89, and passim; administrative skills, 31; Bowen’s leadership qualities, five components of, 203–6; comfort exercising power, 261, 369; in a crisis, xxii, 54, 57, 72–73, 76–77; as “kingmaker”/talent scout, xxi, 227, 343–54, 387–89; *Lessons Learned* (Bowen), 272n9, 288, 364–65, 374–75, and passim; and managing tensions, xxii, 54, 57, 72–73, 76–77, 214–23; mantras, favorite, 86, 104; as mentor, 233–34, 253–57, 293–95, 336, 343–54, 387, and passim; as problem-solver, 21, and passim; in social mobility, 25–26, 152, 296, 316–17; as speaker, 91–92; work ethic, 8, 24, 35–36, 85, 87–88, 204, 249, 264–65, 355–56, and passim. See also Bowen, William G., *personal qualities of; higher education: Bowen’s unique role in*
learning: and learning outcomes, 306, 359–63, 366–67; power of, 385. See also *by description, e.g., hybrid model of learning; online learning*
LeClerc, Paul, 267, 344, 353–54
Lee, Thorwald, 16
Lemonick, Aaron, 5–6, 97–99, 106, 108, 127–35, 138–43, 158; as first Jew in senior academic post at Princeton, 80, 177
Lerner-Lam, Eva, 225
Lesson Plan: An Agenda for Change in Higher Education, (Bowen and McPherson), 288, 290, 353, 373, 376–79
Lessons Learned (Bowen), 272n9, 288, 364–65, 374–75, and passim
Lester, Richard A., 4–5, 26, 33n55, 80, 127

416 *Index*

- Levi, Edward, xxi, 42
Levin, Richard C., 293, 315–16, 344, 344n8, 348–49, 354
Levin, Sarah. *See* Taubman, Sarah Levin
Levine, Arnold J., 102, 125–26, 130, 134–36, 138–39, 144–49
Levine, David (artist), 289
Lewis, Bernard, 98–99, 105
Lewis, Earl, 281
Lewis Thomas Laboratory, 147, 202, 240
liberal arts colleges, xvi–xviii, 252, 259, 266–67, 291, 312, 316, 358, 374, 385; Princeton’s historical identity as, xvii. *See also by name, e.g.*, Denison University; Macalester College
libraries: Artstor and, 279–80; at Denison University, 273–74; digital (*see* JSTOR); Dunhuang “hidden library,” 276–77; Firestone Library, 54–55, 173, 217; and Mary Ellen Bowen’s educational background/work, 27; Mellon as assisting, xvii, 248–49, 251, 267, 270–72; Portico and, 358; Princeton, system at, 40; of Princeton Theological Seminary, 27; in South Africa, Mellon’s support of, 282; *University Libraries and Scholarly Communication* (Cummings), 270. *See also* New York Public Library
Liebowitz, Ronald D., 344n7
life satisfaction, 291
life sciences, 122–50; Lewis Thomas Laboratory, 147, 202, 240; and Saudi Arabia donation, 136–37. *See also* molecular biology; *individual names, e.g.*, Tilghman, Shirley M.
Link, Arthur S., 177–78
Locus of Authority (Bowen and Tobin), 288, 290, 367–68, 374–76
Longino, Deborah, 256
Looney, Jacqueline, 272
Lowe, Eugene Y., Jr., 84, 308n55, 347
low-income students, xviii, 163, 305, 319, 368; Bowen as, 25–26, 152, 296, 316–17. *See also* *Equity and Excellence in American Higher Education* (Bowen, Kurzweil, and Tobin); socioeconomic status
Lowrie House, 8, 86, 89, 91, 106, 111, 136, 228–31, 233–34, 249, 371
Lutèce (French restaurant, New York City), 117, 207
Lyman, Richard W., xxi, 7, 246n2
Macalester College, xv(n), 290, 318, 350–51, 354. *See also* McPherson, Michael S.; *Reader’s Digest*; Wallace, DeWitt and Lila
MacArthur Foundation, 248n7
Maclean Circle, Bowen family home at, 8, 138, 229
Madison Hall, 194
“madness!” 86
Majda, Andrew J., 100
Malkiel, Burton G., xxiv, 33n55, 36n61, 117, 215–17
Malkiel, Judy, 117
Malkiel, Nancy Weiss, xxiv. *See also* Weiss, Nancy J.
Managing Change in the Nonprofit Sector (Bergman), 270–71
mantras, Bowen’s favorite, 86, 104
Marks, John H., 177–78
Marshall, Thurgood, 227
Maruca, Anthony J., 89
Marx, Louis, 348n19
Maryland, University System of, 360, 363–64. *See also* Kirwan, William E. “Brit”
Massachusetts Institute of Technology (MIT), 26, 30, 32, 232, 349–50
materialism, 23
materials science program, Princeton, 204, 240
Mathematica Policy Research, 291, 298–300
mathematics, 23, 152, 272, 292, 360–63, 377; Princeton department of, 59, 95, 100, 107, 123–24
Mathey, Dean, 196, 212
Mathey College, xxiv, 146, 196, 200, 240
Maxwell, Ina Lee, 16
Maxwell, Mary Ellen. *See* Bowen, Mary Ellen (Maxwell)
Maxwell, O. B., 16, 21
May, Robert M., 101, 143
McCosh Faculty Fellowship, 45
McFeely, W. Drake, 358
McPherson, Mary Patterson (Pat), 251–52, 255, 257, 259–60, 388, and *passim*
McPherson, Michael S., xix–xx, 290, 318–19, 350–51, 353–54, 364, 376–78. *See also* *Crossing the Finish Line* (Bowen, Chingos, and McPherson); *Lesson Plan* (Bowen and McPherson)

- medical education, 123–24. *See also* professional schools
- Mei, June, 278n27
- Mellon, Andrew W., 246. *See also* Mellon Foundation
- Mellon, Paul, 246, 262–63, 275–76
- Mellon, Timothy, 263
- Mellon Foundation, xvii–xxi, 11, 240–322; arts and culture, 248–50, 275–81 (*see also* Artstor); Dunhuang project/Mellon International Dunhuang Archive, 276–79; endowment of, 247–48, 253, 257; environment under Bowen, 255–59; fellowship programs, 266, 269, 271–73, 387; the Graduate Education Initiative, 269–70; grant-making, approach to, 251; and higher education/studies of higher education, 246, 266–75 (*see also* College and Beyond database); interest in humanities, 248–51, 267–70, 272; and public affairs, 281–83; recruiting philosophy, 259; and research, four elements of, 267–68 (*See also* College and Beyond database); research arm (“Bill Bowen’s sandbox”), xviii, 291; and shaping the Mellon agenda, 266–87; women in senior ranks at, 388; working with staff, 249–63; working with the board, 263–65. *See also* Artstor; College and Beyond database; ITHAKA Harbors; JSTOR; Randel, Don M.; Rudenstine, Neil
- Mellon Mays Undergraduate Fellowship Program (MMUF) (originally Mellon Minority), xviii, 266, 271–73, 387
- Memorial Sloan-Kettering Cancer Center, 123, 146, 372, 381–82
- Menand, Louis, 313
- Menendez, Erik, 309
- Menendez, José, 308–9
- Menendez, Lyle, 308–9
- Merck & Co., Inc.: Bowen’s directorship at, 265, 326n3, 327, 330–36; and Vioxx, 330–35
- merit aid, 349
- Merton, Robert K., 226–27, 260
- Mestres, Ricardo, 41
- Metropolitan Museum of Art, 249, 347, 353
- Mexican American students, 163
- Michaelson, Martin, 297
- Middlebury College, 193
- middle class, 13; Black, 300. *See also* socioeconomic status
- Miller, George A., 140–41
- Miller, J. Roscoe “Rocky,” 9
- minority faculty members, Princeton. *See* faculty at Princeton University: minority members of
- minority groups. *See* affirmative action; *by description*; diversity/inclusion; race
- minority students at colleges and universities, 167–71, 173, 300, 303, 305, 318, 353, 373; and College and Beyond database, 297–98, 300; Mellon Mays Undergraduate Fellowship Program (MMUF) (originally Mellon Minority), xviii, 266, 271–73, 387. *See also* affirmative action; Black students; *by description/ minority group*; diversity/inclusion
- minority students at Princeton, xvi–xvii, 55, 162–64, 167–71, 176; recruitment of, xiv, 53, 151, 163; Third World Center (TWC), 164. *See also* Black students at Princeton; *and by description/ minority group*
- mismatch theory, 305
- mistakes, lessons from, 148–51, 365; *Lessons Learned* (Bowen), 272n9, 288, 364–65, 374–75, and passim
- MIT. *See* Massachusetts Institute of Technology
- MMUF. *See* Mellon Mays Undergraduate Fellowship Program
- Moffett Biological Laboratory, 124, 129, 131, 142, 145–46
- Molé, Harvey, 212
- molecular biology department, Princeton University, 95, 102, 126, 135, 139–50, 240, 365; Lewis Thomas Laboratory, 147, 202, 240; rise of, 141–50. *See also* Levine, Arnold J.; Shenk, Thomas E.; Tilghman, Shirley M.
- Montgomery College, 363
- MOOCs (open online courses, e.g., Coursera), 366
- Morrison, Toni, 99, 107–8
- Mullaney, Harvey, 14
- Muller, Steven, 170
- Murphy, Walter, 171
- Murray-Dodge Hall, 180
- Museum of Modern Art, 275, 279
- museums, xvii, 249, 251, 275, 277–80. *See also by name*

418 *Index*

- Muslims: students at Princeton, 173. *See also* Islam
- Myers, Charles A., 32
- NAACP Legal Defense Fund, 297
- Napolitano, Andrew P., 6n10
- Nassau Club, 153
- Nassau Hall, 3, 37, 86, 88–89, 124, 139, 144, 159; student demonstrations at, 58, 217
- National Academy of Sciences, 135
- National Cancer Institute, 102, 144–45
- National Cash Register (NCR), 13, 15, 325–26
- National Collegiate Athletic Association (NCAA): Division I schools, 300; Division III schools, 315n77
- National Gallery of Art, 275–76
- National Honor Society, 14
- National Institute for Technology and Liberal Education, 358
- National Institutes of Health (NIH), 140, 144–45, 148
- National Student Clearinghouse, xx
- Native American students, 163
- Near Eastern studies, 98–99, 105, 177
- need-based financial aid, 378
- networks, 267; Princeton alumni, 111–12
- New England Small College Athletic Conference (NESCAC), 316, 349
- New Jersey Civil Rights Division, 186–88
- New Jersey Supreme Court, 188–89
- Newman, Nancy, 227
- “New New Quad,” 195–96
- “New Quad,” 194–95
- New South Building, 55–56
- New-York Historical Society, 267, 271
- New-York Historical Society, The: Lessons from One Nonprofit’s Long Struggle for Survival* (Guthrie), 271
- New York Public Library, 267, 344, 353–54
- New York Times*, 11, 91, 288, 330, 333–34, and *passim*
- New York University, 102, 123
- New Yorker*, 313, 372
- Niarchos Foundations, 284
- Nitta, Cynthia, 89, 231–32
- Nixon, Richard M., 53, 68–72, 74–75, 77
- Nobel Prize, xvi, 32, 99–101, 108, 113, 123, 135, 138–39, 348
- Nocera, Joe, 331
- Nolan, Lee T., 92
- nonprofit organizations, 270–71, 275, 284, 326, 330, 347–48; *The Charitable Non-profits* (Bowen, Nygren, Turner, and Duffy), 252, 270; *See also by name, e.g.,* ITHAKA Harbors; JSTOR
- non-tenure-track, 269, 377–78
- Northern Kentucky Junior Open Tennis Tournament, 15
- Northwestern University, 9, 32, 79, 98, 100, 307–8; creation of data-gathering center at, 315n77; the Dunhuang project, 276–79; presidency of, and Bowen’s influence, 346–47, 351–52, 388n. *See also* Bienen, Henry S.; Schapiro, Morton O.; Schill, Michael H.; and *other individual names*
- Notre Dame, University of, xxi, 18, 179
- Nygren, Thomas I., 293, 295. *See also* *Higher Education in the Digital Age* (Bowen)
- O’Connor, Sandra Day, 305–6
- Office of Population Research, 90
- Offit, Kenneth, 191–92, 194n48, 372, 381
- Ohio, Bowen’s early life in. *See* Cincinnati, Ohio; Denison University; Wyoming, Ohio
- Ohio Athletic Conference championship, 18
- Ohio State University, 314
- Old Dominion Foundation, 246
- “Old Nassau,” 160–61
- Omicron Delta Kappa, 20
- online learning, xv, xix, 290, 367, 385; Carnegie Mellon’s Online Learning Initiative, 359–61; *Higher Education in the Digital Age* (Bowen), xix–xx, 252, 288, 361, 365–67; MOOCs (open online courses, *e.g.,* Coursera), 366. *See also* ITHAKA Harbors; JSTOR
- Organization of Petroleum Exporting Companies (OPEC), 119–20
- Osander, Jack, 163
- Ostriker, Jeremiah, 117–18

- Outdoor Action, 228
Owen, D. Robert, 121
Oxford, University of, 81, 100, 143, 232, 253–54, 268; Bowen’s Romanes Lecture at (“At a Slight Angle to the Universe: The University in a Digitized, Commercialized Age”), 366–67; Rhodes Scholarship, 153, 156, 164, 225–26; Sachs Scholarship, 232, 253
- Palmer, Robert R., 47
Pardee, Arthur B., 126, 128, 134, 138–39
Parham, Poss, 89
Patterson, Gardner, xvi, 51–52, 62
Patterson committee on coeducation, 62
Payton, John, 297
“people come in packages,” 86
People’s Front for the Liberation of South Africa, 217
Peretsman, Nancy, 85
performing arts, 34–37, 45–46, 48–49, 229, 249
Performing Arts: The Economic Dilemma (Baumol and Bowen), 34–37, 45–46, 48–49, 229
Periyali (Greek restaurant, New York City), 362
PhD programs. *See* doctoral programs
Phi Beta Kappa, 23, 232
philosophy, 9, 21, 23, 46, 74, 100–101, 179
physics, 5–6, 95, 101, 113, 123–24, 232, 272
Pichler, Susanne C. *See* *Equity and Excellence in American Higher Education*
Place, Susanna Badgley, 230
plagiarism, 309
Plater-Zyberk, Elizabeth, 208
Pommert, C. E., 12
Poole, Kenyon E., 32
popular culture, 231–32
population: Office of Population Research, 90
Portico, 358
postdoctoral fellowships, 267
Powell, Lewis F., Jr., 179–72, 303, 305
power: Bowen as disliking trappings of, 261–62; Bowen’s comfort exercising, 261, 369; imbalance of, 235–39, 256–57; letting go of, 283–87, 357, 368–72; structure of, in American society, 320, 387–88. *See also* authority; leadership
- P-Rade, 75–76, 187
Presbyterian Church of Wyoming, 27
Presbyterianism, Princeton University’s identification with, 173–74
Prescott, David, 140
presidencies, college/university, xx–xxi; and Bowen as “kingmaker,” xxi, 343–54, 384–89; Bowen as model for, xxi, 354 (*see more under* leadership, Bowen as model of). *See also* governance; leadership; *individual names*
presidency of Princeton University: of Bowen, William G. (*see under* Bowen, William G., career of, at Princeton University); Dodds, Harold W., 3, 249; Eisgruber, Christopher L., 319; Goheen, Robert F. (*see* Goheen, Robert F.); Shapiro, Harold T. (*see* Shapiro, Harold T.); Tilghman, Shirley M., 102. *See also* leadership, Bowen as model of; Wilson, Woodrow
presidential discretionary fund, 226
“Press on,” 86, 379
Preucil, Alan G., 18–20
Princeton Alumni Weekly, 88n39, 167, 171, and *passim*
Princeton Day School, 308–9
Princeton Inn College (later Forbes), 164, 195–96, 199
“The Princeton Strike: Princeton in the Nation’s Service” (Harbison), 75
Princeton Theological Seminary, 27
Princeton University, xvii; alma mater, “Old Nassau,” 160–61; as arts and sciences university, xvii, 41, 123; changing character of, xvi–xvii, 118, 153, 184, 190, 201; curriculum, updates to, 157–58, 162; distinct characteristics of, xvii, 41; history of, xvii, 118, 153, 162–64, 173, 184, 190, 201; mission of, 80, 122–23, 191; new buildings constructed during Bowen presidency, 240 (*see also by name*); Protestantism/Presbyterianism, identification with, 173–75, 227; as research university, xvii; traditional demographics of, 162; tuition and fees, Bowen-era, 120–21. *See also individual names; specific schools, buildings, features/institutions, organizations, and other topics and events*

420 *Index*

- Princeton University, administration of, 41; distinctively Princeton approach to, 41; first Black members, 165; first Jewish members, 80, 177; promoted from faculty ranks, xxiii–xxiv, 81; women, Bowen as appointing to senior ranks, xxiii–xxiv, 79, 81–82, 153, 157, 387–88. *See also* governance; presidency of Princeton University; *individual names*; *specific titles/administrative positions, e.g., deans*; provost
- Princeton University, Bowen's study and subsequent career at:
as doctoral/graduate student, 26–29, 316
as faculty member/teacher, 29–37, 43, 91–92, 209; Economics 101, 8, 33, 91–92, 176, 232
as provost, xv–xvi, 6–9, 37, 41–69, 82–83 (*see more detail under* Bowen, William G., career of, at Princeton University)
as seventeenth president, xv–xvii, xviii, xx–xxi, 3–11, 78–242, 283 (*see more detail under* Bowen, William G., career of, at Princeton University)
- Princeton University, governance of. *See* governance, Princeton University
- Princeton University alumni. *See* alumni, Princeton University
- Princeton University board of trustees, 153, 202–23, and passim; Bowen's management of, 206–12; and endowment management/spending, 212–14; faith in Bowen, 4, 240; and modernizing systems, 212–14; and South Africa, 214–23; women trustees, first, 156. *See also by name*; Campaign for Princeton, A
- Princeton University deans. *See* deans, Princeton University
- Princeton University endowment, 120–21, 149, 196; dramatic increase during Bowen years, 240–41; management/spending, 212–14; Princeton University Investment Company (PRINCO), 212–13, 241n2, 347
- Princeton University faculty. *See* faculty of Princeton University
- Princeton University Investment Company (PRINCO), 212–13, 241n2, 347
- Princeton University Press, 31, 92, 226, and passim
- Princeton University residential life. *See* residential life, Princeton University
- Princeton University students. *See* students at Princeton University
- Priorities Committee, 50, 66–68, 97n8, 120
- private higher education, xviii, 291, 385; *The Economics of the Major Private Universities* (Bowen), 45–46, 48–49
- productivity in higher education, xix, 11, 35, 48, 360, 366
- professional schools, 41, 122–24, 233
- “programmatic” approach to budgeting, 49–50
- Prospect Club, 182
- Prospects for Faculty in the Arts and Sciences* (Bowen and Sosa), 252–54, 268–69
- Protestant Christianity/Princeton's Protestant history, 173–77, 179, 227
- protests, student, 52–77; anti-apartheid, 55–57, 217; antiwar (*see* Vietnam War). *See also* activism, student
- provosts, Princeton University, 42; Bowen as, 41–69 (*see more detail under* Bowen, William G., career of, at Princeton University); and Priorities Committee, 50, 66–68, 97n8, 120; Rudenstine as, 48n, 81, 83–84, 108, 143, 149, 159, 203, 218, 241. *See also* Brown, J. Douglas; Hackney, F. Sheldon; Rees, Albert
- public affairs, Mellon's engagement in, 281–83
- public affairs, Princeton: Bowen as professor of, 37; vice president for, 84. *See also* Woodrow Wilson School of Public and International Affairs
- public good, xxi
- public higher education, xx, 291, 302–3, 314, 373, 385; flagship, 296, 318; *The Shape of the River: Long-Term Consequences of Considering Race in College and University Admissions* (Bowen and Bok), xix–xx, 172, 253, 288–307 passim, 320–22, 364. *See also* completion rates; *specific topics, e.g., athletics, intercollegiate*

- public policy, 34, 100, 246, 253, 297, 299, 301, 326, 334; Bowen's forays into, 166–67. See also *Shape of the River, The* (Bowen and Bok)
- public trust, 169
- Puerto Rican students, 163
- Pulitzer Prize, 108, 115
- Pusey, Nathan M., 77, 224, 246
- Pyne Prize (M. Taylor Pyne Honor Prize), 156, 160–61, 227
- Quadrangle Club, 184–85
- quadrangles, 164, 173, 194–96
- Quandt, Richard E., 30, 113, 281–82
- quotas, and college/university admissions, 167, 170–72; at Princeton, 153–54, 175; *Regents of the University of California v. Bakke*, 86, 170–72, 299, 303, 305, 388
- race, xvi, 6, 52–57, 162–72; and American society as multi-racial, 168; Bowen as provost and, 6, 52–57; and inclusion as priority for Bowen, 151–72; in Ivy League history, 162–64; and race-blind admissions, 305; and race-sensitive admissions, 296–97, 299–300, 317, 375; and segregation, 219, 299. See also activism, student; affirmative action; discrimination; diversity/inclusion; minority students; quotas
- “Race-Sensitive Admissions: Back to Basics” (Bowen and Rudenstine), 375
- racism, 162, 215. See also apartheid; discrimination
- Radcliffe College, 81–82
- Ramaz School, 176
- Ramphele, Mamphela, 283, 358–59
- Randel, Don M., 281, 283–84, 286–87
- randomized trials, 361
- Rawson, Robert H., 34n55, 210
- Raytheon Co., 220–21
- Reader's Digest*, 107, 198, 326n3, 350–51
- Reagan, Ronald/Reagan administration, 264
- recession of 2008–9, 281
- Reclaiming the Game* (Bowen and Levin), xix–xx, 252, 288, 294–95, 311, 313–16, 349
- recruiting. See under *specific topics/descriptions*, e.g., faculty of Princeton University; Mellon Foundation
- Reed, Willis, 230
- Rees, Albert, 32, 81n11, 97n8, and passim
- Regents of the University of California v. Bakke*, xxiii, 86, 170–72, 299, 303, 305, 388
- regression analysis, 293. See also *Shape of the River, The* (Bowen and Bok)
- religion, xvi, 173–83; and inclusion as priority for Bowen, xvi, 173–83; Princeton's Protestant history, 173–77, 179, 227; Princeton Theological Seminary, 27. See also chapel, Princeton University; *specific religions*
- research: digital tools for (see JSTOR); independent research libraries, Mellon as assisting, 248–49, 267, 270–72; of Mellon Foundation, four elements of, 267–68; Mellon's research arm as “Bill Bowen's sandbox,” xviii, 291
- research universities, xvii, 96, 260, 378–79; Princeton as, xvii; Princeton's single faculty and, 41. See also by name
- Reserve Officers Training Corps (ROTC), 74
- residential life, Princeton University, 183–201; Committee on Undergraduate Residential Life (CURL), 191–95; eating clubs, 84, 156, 162, 164, 175, 180, 182–94, 201; and inclusion as priority for Bowen, 183–201; residential college system, 164, 189–201, 204, 240
- resource allocation, 48. See also budgeting
- Reveley, Helen, 381
- Reveley, W. Taylor, III, 229, 263, 286, 327, 329–30, 381, 384
- Review of Economics and Statistics* (journal), 30
- Reynolds, Lloyd G., 32
- Rhodes, Frank, xxi
- Rhodes Scholarship, 153, 156, 164, 225–26
- Robertson, William, IV, 250, 256
- Robert Wood Johnson Foundation, 170
- Robinson, Barbara Paul, 329, 381
- Robinson, Jade, 380
- Robinson, James D., III, 337–39, 341
- Rockefeller, David, 327–28, 330
- Rockefeller, John D., Jr., 327. See also Rockefeller Trust Committee
- Rockefeller, John D., 3rd, 196, 198–99. See also Rockefeller College

422 *Index*

- Rockefeller, Laurance S., 146, 196, 198–99, 202, 327
- Rockefeller, Laura Spelman, 198
- Rockefeller Center, 328
- Rockefeller College (John D. Rockefeller 3rd College, or “Rocky”), 146, 196, 198–99, 240
- Rockefeller family, 326–29, and *passim*
- Rockefeller Foundation, 245–46, 248
- Rockefeller Trust Committee, 198, 326–29, 381
- Rockefeller University, 101
- Rogers, David E., 170
- Romanes Lecture at Oxford (“At a Slight Angle to the Universe: The University in a Digitized, Commercialized Age” [Bowen]), 366–67
- Rorty, Richard, 115
- Rosenberg, Brian, xv(n), 354
- Rosenberg, Karen, 229–30
- ROTC, 74
- Rudenstine, Angelica Zander, 255
- Rudenstine, Neil, 80–84, and *passim*
- career at Princeton, 80–84, 241; as dean of students, 52, 54–56, 66n27, 74, 76–77, 81; as dean of the college, 81, 83, 225–26; as provost, 48n, 81, 83–84, 108, 143, 149, 159, 203, 218, 241
- at Mellon Foundation, 241–42, 250, 255, 260, 279
- as president of Harvard, 241, 260, 279
- In Pursuit of the Ph.D.* (Bowen and Rudenstine), 269, 290
- “Race-Sensitive Admissions: Back to Basics” (Bowen and Rudenstine), 375
- Rumsfeld, Donald, 310–11
- Russell, Jocelyn, 228
- Russian literature, 229–30
- Rutgers University, 27, 99, 106, 140, 309;
- “Issues Facing Major Research Universities at a Time of Stress and Opportunity” (Bowen, keynote address), 378–79
- Ryan, Howard, 14
- Sachs Scholarship, 232, 253
- salary, faculty, 34; at Princeton, 46–47, 66, 131–32, 135
- Saltz, Leonard, 372, 380
- Samuelson, Paul, 32
- Sanderson, Allen, 87–88
- Sarbanes, Janet, 160–61
- Sarbanes, John Peter, 160
- Sarbanes, Michael, 160–61
- Sarbanes, Paul S., 160, 221–22
- SAT scores, 322
- Saudi Arabia, 136–37
- Saunders, Stuart, 283
- Sawyer, John E., 245–47, 250, 267
- Schapiro, Mimi, 352
- Schapiro, Morton O., 91–92, 282n40, 285–86, 311, 316, 346, 347, 351–52, 387
- Schill, Michael H., 344, 346n12, 357, 365, 367, 378, 388, 388n
- Schlumberger Ltd., 220–21
- scholarship, 28; Bowen’s love of, 37; Bowen’s own, xviii, 24, 30, 34, 37, 288–89; importance of, 320; Princeton’s mission of, 80
- scholarships: athletic, 312. *See also by name*; financial aid
- Schorske, Carl E., 99, 115
- Schwarzschild, Martin, 114, 116
- sciences: hard sciences, 123. *See also* data-based science; life sciences
- sciences, arts and. *See* arts and sciences
- Scolnick, Edward M., 331
- Sculco, Thomas, 382
- SDS. *See* Students for a Democratic Society
- secondary school, 190, 209
- Sedgewick, Robert, 102
- segregation, 219, 299
- selectivity, academic, 192–93, 291. *See also* *Shape of the River, The* (Bowen and Bok)
- Seltzer, Daniel, 109
- Sexton, Griffith, 328–29
- sexual harassment, 84, 237
- Shackelford, Donald B., 381
- Shape of the River, The: Long-Term Consequences of Considering Race in College and University Admissions* (Bowen and Bok), xix–xx, 172, 253, 288–307 *passim*, 320–22, 364
- Shapiro, Harold T., xvii, 65n24, 182–83, 204n8, 241–42, 249, 310, 386
- Shared Shelf, 281
- Shatkin, Aaron, 140
- Shearman, John, 109
- Shenk, Thomas E., 102, 144–49, 335
- Shenstone, Allen, 4

- Shepetin, Lois, 236, 249
Showalter, Elaine, 99–100, 106, 112
Shulman, James L., 252–53, 279–81, 297–98, 307, 311–16, 374n57. *See also* *Game of Life, The: College Sports and Educational Values* (Shulman and Bowen)
Shultz, George, 229
Sigma Chi fraternity, Bowen as member of, 20–21, 25
Sigmund, Paul, 177
Silhavy, Thomas J., 102
Simmons, Adele Smith, 81, 388
Simmons, Ruth J., 85, 107–8
Simpson, John W. H., 88n39
single faculty at Princeton, xvii, 41
sit-ins, 54–55, 71, 217
Smith, Mark, 25
Smith College, 85
Smithsonian Institution, 249, 326n3
Snowden, Marcia H., 85, 87, 92n52
social science research, xviii–xx, 252, 286. *See also* College and Beyond database
Social Science Research Council, 29n46, 34
social sciences, 25, 45, 84, 98–99, 100, 123, 267–70, 290, and *passim*
socioeconomic status (SES), 271, 295, 304–5, 313, 316–17, 360, 377; antagonism between haves and have-nots, 320; and Bowen’s own background, 25–26, 296, 316–17; and class-based admission preferences, 317; *Equity and Excellence in American Higher Education* (Bowen, Kurzweil, and Tobin), xix–xx, 252, 288, 290, 295, 317, 317n83, 319, 364, 367–68, and *passim*; and income inequality, 320; and Princeton’s history, 162, 184, 201; and race-blind admissions, 305; and undermatching, 318–321; and upward/social mobility, 25–26, 152, 296, 316–17, 377. *See also* low-income students; *specific topics, e.g.*, affirmative action; diversity/inclusion
Socratic method, 209
Solow, Robert, 32
Song of Solomon (Morrison), 108
Sonnenschein, Beth, 107
Sonnenschein, Hugo, 100, 106–7, 116, 149n79
Sosa, Julie Ann, 252–54, 268–69
Sotomayor, Sonia, 156
South Africa, xvii, 6, 212, 214–23, 282–83; Bowen’s most important role with respect to, 219; and divestment, 55–56, 214–22, 282; higher education system of, 282–83; student protests regarding, 55–56, 217
Southgate, Wyndham, 24–26
Special Committee on Biochemistry, 141–43
Special Committee on the Structure of Princeton University, 60
Speers, Susan Savage, 209–10
Spelman Hall, 198
Spencer Foundation, xix–xx, 290, 318, 350. *See also* McPherson, Michael S.
Spies, Richard R., 84–85, 361–64
sports. *See* athletics, intercollegiate; *specific sports*
squash, 231, 234, 349
stability and growth, economic, 37
stagflation, 120
standardized tests, 322
Stanford Business School, 252
Stanford University, xxi, 42, 65, 100, 135, 357; Casper as president of, 343–44, 346n13; Hennessy as president of, 365–67, 380; Lyman as president of, 7, 246n2; Tanner lectures at, 365–67; tuition and fees, Bowen-era, 120
state funding, 378
State University of New York (SUNY), 102, 108, 134–35, 360
statistics (courses/students), 290, 292, 359–63
status, socioeconomic. *See* socioeconomic status (SES)
St. Croix, US Virgin Islands, 264–65
stereotypes, 360
Stern, Robert A. M., 182
Stevenson Hall, 180; Kosher Stevenson, 180–81
Stiglitz, Joseph E., 100, 107
Stickers-Muller, Beatrijs, 371–72
St. Lawrence Rehabilitation Center, 369
stock market values, 120–21, 203
Stokes, Donald E., 121–22
Stone, Lawrence, 99, 170
Stony Brook, State University of New York at (SUNY-Stony Brook), 102, 134–35
Strayer, Joseph R., 4, 115–16
strikes, student, 72–76

424 *Index*

- Strotz, Robert, 9
student aid: Bureau of Student Aid, 165.
 See also financial aid
student government: Bowen's high school participation in, 14; Bowen's undergraduate participation in, 20, 25; at Princeton, 55, 59–60, 68, 71, 153–54, 159, 161, 164, 216, 224, 228; student loans, 272. *See also* financial aid
student movement, 52–77 *passim*
students, college/university. *See by description, e.g.*, first-generation college/university students; low-income students; minority students; *specific topics, e.g.*, coeducation; completion rates; socioeconomic status; undermatching
“Students and the University” (Kuhn), 59–60
students at Princeton University, 224–39; as center of Bowen's wheelhouse, 91, 224–34; dean of (*see under* deans, Princeton University: dean of students); discipline of (Judicial Committee), 68–69; minority (*see* minority students at Princeton); and a student affair, xxiii, 234–39; student leaders, 54, 224 (*see also under* student government); women as, 155 (*see also* coeducation). *See also individual names; specific topics and events, e.g.*, activism, student; Kelley Committee
Students for a Democratic Society (SDS), 58, 65, 79
Sueoka, Noboru, 127, 134, 139
Sullivan, Edward D., 80–81, 109
Sullivan, Leon H., 219–20, 220n48
Sullivan, Steve, 382
Sullivan, T. Dennis, 286, 382
Sullivan Principles, 219–20
SUNY. *See* State University of New York
Supreme Court, New Jersey, 188–89
Supreme Court, US, xxiii, 171, 227, 388; *Gratz v. Bollinger*, 297–98, 301–2, 375; *Grutter v. Bollinger*, xxiii, 266n, 294, 297–98, 301–6, 375, 388; *Hopwood v. Texas*, 299, 304; O'Connor, Sandra Day, 305–6; Powell, Lewis F., Jr., 179–72, 303, 305; *Regents of the University of California v. Bakke*, xxiii, 86, 170–72, 299, 303, 305, 388. *See also* Kagan, Elena; Sotomayor, Sonia
Sweet Briar College, 21, 375–76
“talent scout,” Bowen as, 227, 343–54, 384–89, and *passim*
Tanner lectures at Stanford University, 365–67
Tarjan, Robert E., 102
Tatlock, Anne M., 264–65
Taubman, Sarah Levin, 252, 293–95. *See also Reclaiming the Game* (Bowen and Levin)
Taylor, Joseph H., 101
Teachers College, 53
Teachers Insurance and Annuity Association and College Retirement Equities Fund Boards of Overseers, 326n3, 342
teaching corps, 377–79
technology/advances in technology. *See by name/description, e.g.*, JSTOR; digital technologies; online learning
tennis, 308–9, 371
 Bowen as player/Bowen's skill at, 14–15, 17–20, 24–27, 80, 90–91, 152, 231, 234, 265, 308, 349; Ohio Athletic Conference championship, 18
tenure, 273; for Bowen as young professor, 31, 33, 36–37; flow plans for, 97; at Princeton, 103–5, 112, 131–33, 155, 157–59, 189, 200; tenure-track and non-tenure-track professors, 268–69, 377–78; for women, 155, 157–59, 189, 200, 260
test scores, 291, 305, 322
Texas: *Hopwood v. Texas*, 299, 304
Thier, Samuel O., 334–35
Third World Center (TWC), 164
Third World Coalition, 54
This Side of Paradise (Fitzgerald), 162
Thomas, Franklin A., 246n2
Thomas, Lewis, 123–24, 146; Lewis Thomas Laboratory, 147, 202, 240
Thompson, Carol, 116–17
Thompson, Dennis F., 7, 10n22, 108–9, 112–14, 116–17, 121
Tiger Inn, 185–89
Tignor, Robert, 90, 218
Tilghman, Shirley M., 102
time to degree. *See under* degrees: time to degree
Title VII and Title IX, 269
Tobin, Eugene M., 251, 290, 295, 368–69, and *passim*. *See also Equity and Excel-*

- lence in American Higher Education* (Bowen, Kurzweil, and Tobin); *Locus of Authority* (Bowen and Tobin)
- Tobin, James, 348
- Tower Club, 184–85
- trustees/boards of trustees. *See* boards of directors and trustees
- Tsui, Daniel C., 101
- Tufte, Edward, 112
- Tufts University, xviii–xix, 81, 349–50. *See also* Bacow, Lawrence S.
- tuition, 121; increases in, 66; Princeton tuition and fees, Bowen-era, 120–21. *See also* “cost disease”; financial aid; Priorities Committee
- Tulane University, 81n11, 122
- Turner, Sarah, 252
- Twentieth Century Fund, 34–35
- Twitchett, Denis, 197
- two-year colleges, 195, 200, 363, 377
- undergraduate education: Princeton’s focus on, xvii. *See also* *under* deans, Princeton University: dean of the college; *specific topics*, e.g., residential life
- undermatching, 318–21
- unemployment, 37, 120
- Union Pacific Railroad, 146–47
- United Kingdom, xvi; Bowen’s seven-month research leave in, 34. *See also* Cambridge University; Oxford University; Rhodes Scholarship; Sachs Scholarship
- United States: American society, 52, 168, 299, 320, 345, 387–88; and democracy, 318; power structure in, 320, 387–88. *See also* higher education, American; *specific topics and events*, e.g., civil rights/civil rights movement
- United States Congress, 268–69
- United States Department of Justice, 121–22
- United States Department of Labor, 166
- United States higher education. *See* higher education, American
- United States Supreme Court. *See* Supreme Court, US
- University Libraries and Scholarly Communication* (Cummings), 270
- University of California, xx–xxi, 5, 49. *See also* Kerr, Clark
- University of California at Berkeley, xx, 5, 66, 99–101, 126, 373. *See also* Kerr, Clark
- University of California at Davis, 99, 171; *Regents of the University of California v. Bakke*, 86, 170–72, 299, 303, 305, 388
- University of California at San Francisco, 134–35
- University of Cambridge, 101
- University of Cape Town, 282–83, 358
- University of Chicago, xxi, 8–9, 26, 29–30, 32, 42, 99–100, 106, 227. *See also* Gray, Hanna Holborn; Randel, Don M.
- University of Massachusetts, 101
- University of Michigan, 101, 233, 241, 262, 274, 299, 363; race-conscious admissions policies by, 296. *See also* Bolinger, Lee
- University of North Carolina, xxiii
- University of Notre Dame, 18, 179
- University of Oregon, 344, 346n12, 365, 378
- University of Oxford. *See* Oxford, University of
- University of Pennsylvania, 5–6, 102, 106. *See also* Ivy League colleges and universities
- University of Texas Law School, 299, 304
- University of Wisconsin, 320, 353
- University of Witwatersrand, 282–83
- University Research Board (URB), 71, 143
- University System of Maryland, xviii, 360, 363–64. *See also* Kirwan, William E. “Brit”
- upward mobility/social mobility, 25–26, 152, 271, 296, 316–17, 377
- Uses of the University*, *The* (Kerr), xxi
- Vagelos, Roy, 130–34, 138–39, 141, 330, 333, 335–36
- Vanderbilt University, 45–46, 80
- Van Fraassen, Bas C., 101
- Vassar College, 316
- Venturi, Robert, 146
- Vest, Chuck, 350
- veterans, 27, 227
- vice president for administration, 89

426 *Index*

- vice president for development, 206
vice president for information technology, 273–374
vice president for public affairs, 84
Vietnam War, xvi, 6, 53, 69–77, 214; Cambodia, Nixon’s widening of war into, 69–70, 72, 77
Viner, Jacob, 28, 86
Vioxx, 330–35
Vlastos, Gregory, 6–7, 179
Volcker, Paul, 327–29
- wages, 31–32, 35, 37, 120; *Performing Arts: The Economic Dilemma* (Baumol and Bowen), 34–37, 45–46, 48–49, 229
Wage Behavior in the Postwar Period: An Empirical Analysis (Bowen), 31–32
Wage-Price Issue, The: A Theoretical Analysis (Bowen), 31
Wallace, DeWitt and Lila, 326n3, 350–51. *See also* Macalester College; *Reader’s Digest*; Wallace Foundation
Wallace, James, 350
Wallace Foundation, 107–8
Ward, John William, 155
Warman, Michele, 91, 259
Warner, Rawleigh, Jr., 338–39
Warren, Kay Barbara, 160
Wartenburg, Carl, 87
Washington University in St. Louis, 47, 130, 132
Watson, James D., 138–39
Watson, Laurie, 155–56
Weber, Arnold R., 9
Wei, Fong, 372
Weinberg, John L., 203, 205
Weintraub, Harold, 125, 134, 138
Weiss, Daniel H., 352–53, 373–74, 386
Weiss, Nancy J., xxiii–xxiv, 81, 159–60, 200
Wendell, Peter, 327, 335, 348
Western College for Women, 16
Westoff, Charles F., 90–91
Wheaton College, 251, 259
WHEN (Women’s Studies Hiring, Education Network), 158–59
white students, disadvantaged. *See* low-income students
Whitehead, John C., 264, 281
Whitman College, 200
Wichterman, Catherine, 255
Wickenden, Jim, 308–9
Wilcox Hall, 195
Wilentz, Sean, 112
Wiles, Andrew J., 100
Williams, Van Zandt, Jr., 206
Williams College, 91, 245, 286, 316, 346, 350. *See also* McPherson, Michael; Schapiro, Morton O.
Wilson, Woodrow, 162, 194. *See also* Wilson College; Woodrow Wilson Award; Woodrow Wilson Fellowships; Woodrow Wilson Lodge; Woodrow Wilson School of Public and International Affairs; Woodrow Wilson Society
Wilson College, 164, 194–96
Witten, Edward, 101
women: added to Princeton faculty, xxiii–xxiv, 97, 153, 157, 200; Bowen as appointing to leadership/administrative positions, xxiii–xxiv, 79, 81–82, 153, 157, 387–88; first to be tenured at Princeton, 155. *See also* coeducation; gender; *individual names, specific topics and events*
Women’s Center, 158–59, 188–89
women’s colleges, 291. *See also by name*
Women’s Studies Program, Princeton University, xxiii–xxiv, 159–60, 189, 240; WHEN (Women’s Studies Hiring, Education Network), 158–59
women’s studies programs, 157–58
Woodford, Patricia T., 255–56, 292
Woodrow Wilson Award, 123
Woodrow Wilson College, 194–96
Woodrow Wilson Fellowship, 19–29 *passim*
Woodrow Wilson Lodge, 194–95
Woodrow Wilson School of Public and International Affairs, 37, 112, 121, 371; Bowen as director of graduate studies, 43; dean of, 349
Woodrow Wilson Society, 194–95
World War I, 183
World War II, 27
wrestling, 310–11
Wright, Thomas H., Jr., 88, 177–79, and *passim*

- Wu, Gordon Y. S., 146, 196–97, 204;
Gordon Wu '58 Professor of Chinese
Studies, 197, 204; Wu Hall, 146, 196,
204
- Wyoming, Ohio, 12–17, 21, 27, 152,
198
- Wyoming High School, 13–17, 152
- Wyoming Invitational Tournament, 15
- Yale University, xxi, 26, 32, 47, 66, 97–98,
117, 123, 252–53, 348–49; Brewster as
president of, 42, 348–49; Giamatti as
president of, 309–10; Levin as president
of, 293, 315–16, 344, 344n8, 348–49,
354; tuition and fees, Bowen-era, 120.
See also Gray, Hanna Holborn; Ivy
League colleges and universities
- Yellen, Janet, 301
- Yeshiva University, 180–81, 342
- Yom Kippur War, 119–20
- Zaharko, Wendy, 234–39
- Zeitlin, Froma I., 177
- Zilkha, Ezra, 92–93
- Zuckerman, Harriet, 251, 260, 269–70,
388