The Chain of Disaggregation
Michael B. Goldstein
Co-Chair
• Affordability
• Access
• Efficiency
• Competition
How Accreditors View Institutions
What Institutions Do

Secure Funding
Secure & Equip Facilities
Recruit & Employ Faculty & Staff
Appoint Faculty
Develop Curriculum
Adopt Curriculum
Set Admissions Standards & Admit Students
Market Institution & Recruit Students
Collect Tuition & Manage Finances
Acquire & Provide “Learning Resources”
Manage Facilities and Services
Set Academic Standards
Deliver Instruction
Set Student Performance Standards
Evaluate Student Performance
Award Credentials
How They Do It

Monty Python U

Recruit Teach Graduate
JOIN, or DIE.
What are the positively, absolutely “Core” Academic Functions
Secure Funding
Secure & Equip Facilities
Appoint and Supervise Faculty
Develop Curriculum
Adopt Curriculum
Set Admissions Standards & Admit Students
Market Institution & Recruit Students
Collect Tuition & Manage Finances
Acquire & Provide “Learning Resources”
Manage Facilities and Services
Set Academic Standards
Deliver Instruction
Evaluate Student Performance
Award Credentials
Market & Recruit
Develop Courses
Deliver Courses
Evaluate Learning
Provide Learning Resources
Counsel & Advise
Aggregate Competencies
Award Degree

JOIN, or DIE.
Join, or Die.

- Award Degree
- Counsel & Advise
- Aggregate Competencies
- Evaluate Learning
- Provide Learning Resources
- Develop Courses
- Deliver Courses
- Market & Recruit
Only an “Institution” Can...

Award a Recognized Credential
The New Normal

- Market Institution & Recruit Students
- Collect Tuition
- Develop Curriculum
- Recruit and Supervise Faculty
- Deliver Instruction
- Evaluate Performance
- Award a “Recognized” Credential
- Manage Finances