Index

Academic capitalism, 17, 131
Accountability, 5, 97–100
Advanced Certified Fundraising Executive (ACFRE), 143
Advertising, 44
Altruism, 51, 58
Altruistic philanthropy, 51
Alumni relations, 199–200
American Association of University Professors (AAUP), 128, 134, 144
American Express Company, 44
American higher education
  complexities, 25
  corporate support, 44
  funding, 31
  interorganizational relationships, 27
American university, 8
Aristotelian personal virtues, 34
Association of Fundraising Professionals (AFP), 7, 142–143
Authenticity, 96

Balance continuity, 170–171
Billanthropy, 65
Boston College Center for Corporate Citizenship (BCCCC), 40
Brand development
  advertising, 44
  cause-related branding, 44
  cause-related marketing, 44
  research, 46–49
  sponsorships, 46
Brundtland Report, 91
Business ethics, 34–39
Business-Higher Education Forum (BHEF), 40

Campbell Soup Company
  Campbell values, 118
  countries, 120
  Dow Jones Sustainability Indices, 121
  Global Reporting Initiative (GRI), 119
  thoughtful decision-making, 118
Capitalism, 31
Career development strategies
  access costs issues, 203
  businesses and corporate recruitment, 190–193
  corporate attractiveness, 181–182
  curriculum, 185
  definition, 187–188
  employment, 197–199
  ethics, 204–205
  facilities, 184
  higher education, 183
  long-term relationships, 199–200
  mentoring, 194–195
  networking, 195–197
  people capital, 179–181
  poor funding issues, 202
  professional development, 189–190
  programs, 184–185
  scholarships, 184
  swaying curriculum, 203–204
Caring actions, 74
Categorical trust, 195
Cause-related branding, 44
  collaborations, 88
  defined, 88
  higher education, 89
Cause-related marketing, 44
Celanthropists, 65
Charity, 52

Childhood obesity, 9
Civil society, 4
Classical corporate philanthropy, 56–62
Classical market model, 27, 28
Classical perspective, 37
Clevenger Nexus, 228–229
Collaborations, 30
College Cost Reduction and Access Act of 2007, 10
Commercialization, 44, 89
Committee for Economic Development (CED), 174
Committee to Encourage Corporate Philanthropy (CECP), 40
Commodification, 44, 89
Community enrichment, 43
Compliance-driven actions, 73
Conflicts of interest, 144
Consciousness, 94
Constituency perspective, 37
Constricted philanthropy, 64
Contributive liberty, 34
Corporate actors, 37
Corporate behavior
  models, 27–29
  strategies, 25
Corporate citizenship, 25, 219–220, 226–227, 233
  accountability, 97–100
  characteristics, 93–100
  corporate citizenship spectrum, 85–93
  defined, 84
  employee engagement, 95–96
  environmentalism, 96–97
  higher education, 100–101
  leadership, 93–95
  management modeling, 93–95
  organizational culture, 70
  programs, 11
  transparency, 97–100
Corporate Citizenship Management Framework (CCMF), 84
Corporate citizenship spectrum
  categories, 85
  cause-related branding, 88–89
  DNA citizenship ethos, 91–93
  operational culture, 89–91
  philanthropy, 86–88
Corporate design, 221–222, 233
Corporate engagement
  citizenship concepts, 114
  company self-assessment survey, 111
  ethics, 148
  external motivators, 115
  higher education social value diagram, 116
  internal motivators, 114
  issue analysis worksheet, 111
  multiple opportunities, 146
  Partnership Continuum, 111
  relationship management investing, 147–148
  social value spectrum, 115
  strategic planning, 145–146
  sustainable livelihoods approach, 109
  value propositions, 146–147
  Zone of Mutual Benefit, 110, 112
Corporate ethics, 37
Corporate foundations, 59–62
Corporate–higher education relationship, 39–42
Corporate law, 26
Corporate partnership models, 137–141
  corporate and foundation relations, 137
  corporate engagement process, 137
  Corporate Relationship Continuum, 139–140
  Network of Academic Corporate Relations Officers (NACRO), 137, 138
  senior administrators, 138

Corporate social responsibility (CSR), 72–79, 219–220
amalgamation, 77
annual rankings and indices, 41
caring actions, 74
compliance-driven actions, 73
continuum, 75
corporate involvement, 78
DNA citizenship ethos, 93
external stakeholder groups, 76
holistic actions, 74
internal stakeholder groups, 76
profit-driven actions, 74
pyramid, 35, 36
spectrum, 77
stakeholder management, 72, 79–80
synergistic actions, 74
theories and approaches, 78
Corporate Social Responsibility Index (CSRI), 99
Corprate philanthropy
altruistic, 51
behavior, 52–56
classical corporate, 56–62
new philanthropy, 65–66
roots, 87
strategic, 62–64
Council for Advancement and Support of Education (CASE), 7, 142
Council for Aid to Education (CAE), 7
CSR*See* Corporate social responsibility (CSR)
Cultivation
corporate relationships, 132–133
interorganizational relationships, 132
Curriculum
capstones, 187
internships, 185–187
research, 187
Customer satisfaction, 8

Decentralized model, 135
Decision-making
corporate actors, 37
organizations, 70
Deeper Aristotelian ethics, 6
Democracy, 10
Democratic politics, 10
Density, 195
Dishonest solicitation, 142
Distributive justice, 34
DNA citizenship ethos, 91–93
Donor manipulation, 142

Economic development
Business and Policy Principles of Practice, 156
business curriculums, 158–159
capacity building, 157
corporations, 152
definition, 151–152
economic research and analysis, 157
entrepreneurship, 153, 173–174
higher education engagement, 155–156
human resources development, 156
innovation, 154
institutional innovation, 155 (See Institutional innovation)
leveraging innovation, 161–165
new business development, 158
public administration curriculums, 158–159
public colleges and universities, 153
public policy curriculums, 158–159
research, 157
Small Business Development Centers (SBDCs), 158
Strategic Program Principles of Practice, 155
technical assistance, 157
technology transfer, 157–158

University-Industry Demonstration Project (UIDP), 161
Embrace nonmarginal change, 165–166
Employee engagement, 95–96
Employee Volunteering and Giving Programs (EVGPs), 71
Employee volunteerism, 71–72
Engage disequilibrium, 166–168
Enlightened self-interest, 58
Entrepreneurship, 173–174
Environmentalism, 96–97
Ethical responsibility, 36
External environmental factors, 32
External partners
  academic capitalism, 131
  institutional advancement, 129
  institutional theory, 130
  natural connection, 130
  open systems theory, 130
  resource dependence theory, 131

Financial stakeholders, 106
Fiscal intersection, 6–7
Forced diversity, 205
For-profit sector, 4, 36

Global citizenship
  business perspective, 222–223
  general public's perspective, 223–224
  higher education perspective, 223
Global Reporting Initiative (GRI), 119
Government-University-Industry Research Roundtable (GUIRR), 41

Higher education
  American system, 4
  cause-related branding, 89
  corporate citizenship, 100–101
  corporate engagement, 144–145
  corporate interests, 133–134
  corporate relationships, cultivation, 132–133
  corporate relations models, 135–136
  corporations, 6
  declining enrollments, 30
  effective corporate engagement, 144–145
  ethical parameters, 142–144
  external partners, 128–132
  funded, 6
  fundraising, 142–144
  institutions, 131–132, 136
  interorganizational relationships, 105–108
  financial pressures, 30
  financial support and engagement, 3
  natural connection, 130
  organizational theories, 16–17
  philanthropy, 87
  private support, 3, 9
  qualities, 33
  resource development, 142–144
  rising costs, 6
  shortages, 30
  transparency, 10
Higher Education Opportunity Act of 2008, 10
Holistic actions, 74
Human resources development, 156

Impact, 104
Individual behavior, 54
Industrial-focused model, 135
Institutional advancement, 129
Institutional innovation
  balance continuity, 170–171
  collaboration, 171–173
  creative destruction, 162–163
  definition, 164–165
  disequilibrium, 162
  elements, 165–171

embrace nonmarginal change, 165–168
path dependency, 169
spill silos, 169–170
value creative destruction, 168–169
Institutional isomorphism, 142
Institutionalization, 104
Institutional theory, 130
Institution-based trust, 195
Integration, 104
Interorganizational relationships, 2, 134
American higher education, 27, 31–34
Clevenger Nexus, 228–229
corporate America, 31–34
corporate citizenship, 219–220, 226–227
corporate design, 221–222
corporate social responsibility, 219–220
corporations and higher education, 5
corporations' perspective, 105–108
cultivation of, 132
culture, 216–217
environment, 215–216
ethical perspectives, 213–215
ethics, 220–221
expectations, 213–215
future research, 227–228
global citizenship, 222
globalization, 226–227
higher education, 105–108
implications for practice, 219
leaders new ecology, 209–213
organizational learning, 218–219
public's scrutiny, 213–215
small and medium enterprises, 224–225
social and academic causes, 208
social value creation, 225–226
sustainability, 219–220
understanding, 17–18
Interorganizational theories, 13–18
Investment, 104

Just Capital, 41

Larger corporations, 29
Late twentieth-century trends, 7–9
Leadership, 200
acceleration, 210
accountability, 211–212
complexity, 212–213
connection, 210
cooperative advantages, 212–213
diversification, 211
multiplication, 211
privatization, 209
reflection, 211
strategic advantages, 212–213
Legal perspective, 37
Legal responsibility, 36
Long-term business agendas, 25–50
Long-term relationships
Alumni relations, 199–200
leadership, 200

Managerial model, 27, 28
Manipulation, 205
Mass communications, 31
Medium corporations, 29
Motivations, 57

National Association of Colleges and Employers (NACE), 183, 198
National Council on Workplace Volunteerism, 71
National Governors Association, 174
Natural connection, 130
Negative deviance, 39
Networking
contacts, 196–197

network ties, 196
trust, 195–196
Network of Academic Corporate Relations Officers (NACRO), 40, 107, 137
Nonfinancial stakeholders, 106
Nonprofit sector, 4
Nonredundant information, 196

Open systems theory, 130
Operational culture, 89–91
Organizational analysis matrix, 14
Organizational behavior, 136
Organizational culture, 69–70, 216–217
Organizational effectiveness, 16
Organizational identity theory, 53–54
Organizational learning, 218–219
Organizational theory
closed systems, 15, 16
collective action view, 14
history, 13–14
map, 231
natural selection view, 14
open systems, 15, 16
open *versus* closed systems theory, 14–15
organizational analysis matrix, 14
specific implication to higher education, 16–17
strategic choice, 14
system-structural view, 14

Partnerships, 30, 33
Penurious era, 9–13
Peripheral philanthropy, 64
Philanthrocapitalism, 65
Philanthropic behavior
organizational identity theory, 53–54
prosocial behavior, 55–56
social identity theory, 54–55
Philanthropy
higher education, 87
responsibilities, 36, 86
social relationship, 87
Pluralistic interplay, 30–31
Pluralistic intersection, 4–5
Political, economical, social, and technological issues (PEST) analysis, 40
Positive deviance, 39
Professional development
campus activities, 189
clubs activities, 189
credentialing, 190
national organizations, 189–190
Prosocial behavior, 55–56
Profit-driven actions, 74
Public higher education, 4
Public–private partnerships, 136

Quantifying impact, 147

Reachability, 195
Recruitment
Carnegie Classification system®, 192
diversity, 190–191
hiring candidates, 191–192
reputation, 193
size matters, 193
Resource dependence theory, 5, 131
Responsive philanthropy, 66

Sábato's Triangle, 4, 5
Sacred values, 171
Shareholder maximization, 67
Shatter path dependency, 169
Signature programs, 108
Small Business Development Centers (SBDCs), 158
Small corporations, 29
Social accountability, 34–39
Social entrepreneurship, 65
Social, environmental, and economic responsibility and sustainability (SEERS), 92

Social environment model, 27, 28, 84
Social exchange, 87
Social identity theory, 54–55
Social media, 31
Social network trust, 195
Social responsiveness, 70–71
Social value creation, 225–226
Societal expectations, 5
Spill silos, 169–170
Sponsorships, 46
Stakeholder engagement
  defined, 69
  employee volunteerism, 71–72
  organizational culture, 69–70
  social responsiveness, 70–71
Stakeholder management
  principles, 68
  strategic, 68
Stewardship, 58
Strategic corporate alliances (SCAs), 128
Strategic management, 67
Strategic philanthropy, 62–64
Strategic platforms, 108
Strengths, weaknesses, opportunities, and threats (SWOT) analysis, 40
Structural holes, 170
Sustainability, 219–220
Sustainable livelihoods approach, 109
Swaying curriculum, 203
Synergistic actions, 74

Taillore Declaration, 1990, 174
Tax Reform Act of 1986, 7
Technology transfer, 157–158
Temporal continuity, 54
Transparency, 97–100

University Career Centers, 183
University-Industry Demonstration Project (UIDP), 41, 161
University relations and recruiting (URR), 198
Utilitarian concept, 34

Value creative destruction, 168–169
Vital pluralistic interplay, 9–13

Workforce development, 42–43

Zone of Mutual Benefit, 110, 112