
REFERENCES

- Aaker, D., & Aaker, J. L. (2016). What are your signature stories? *California Management Review*, 58(3), 49–65.
- AASCU (American Association of State Colleges and Universities). (2002). *Stepping forward as steward of place: A guide for leading public engagement at state colleges and universities*. Washington, DC: AASCU.
- Ahn, E. S., Dixon, J., & Chekmareva, L. (2018). Looking at Kazakhstan's higher education landscape: From transition to transformation between 1920 and 2015. In J. Huisman, A. Smolentseva, & I. Froumin, eds., *25 years of transformations of higher education systems in post-Soviet countries*. Palgrave Studies in Global Higher Education. Cham: Springer, pp. 199–227.
- Akorda. (2013, November 29). Uchastie v yubileinom Forume Mezhdunarodnoi stipendii "Bolashak" v Astane [Participation in the anniversary forum of the Bolashak International Scholarship in Astana]. www.akorda.kz/ru/events/astana_kazakhsatn/participation_in_events/uchastie-vyubileinom-forume-mezhdunarodnoi-stipendii-bolashak-v-astane.
- Amin, H., & Cochrane, L. (2023). The development of the education system in Qatar: Assessing the intended and unintended impacts of privatization policy shifts. *British Journal of Middle Eastern Studies*, 1–21. <https://doi.org/10.1080/13530194.2023.2198688>.
- Anderson, E. F., & Hrabowski, F. A. (1977). Graduate school success of Black students from White colleges and Black colleges. *Journal of Higher Education*, 48(3), 294–303.
- Andharia, J. (2011). Fieldwork education in community organization: Privileging the process of political engagement. *Community Development Journal*, 46(S1), 96–116.
- Anzai, S., & Matsuzawa, C. (2013). Missions of Japanese national university corporations in the 21st century: Content analysis of mission statements. *Academic Journal of Interdisciplinary Studies*, 2(3), 197–207.
- Argryis, C. (1976). Single-loop and double-loop models on decision making. *Administrative Science Quarterly*, 23(3), 363–375.
- Asanova, J. (2007). Teaching the canon? Nation-building and post-Soviet Kazakhstan's literature textbooks. *Compare: A Journal of Comparative and International Education*, 37(3), 325–343.
- Austin, R. (1997). Armed forces, market forces, intellectuals, and higher education in Chile, 1973–1990. *Latin American Perspectives*, 24(5), 26–58.
- AUW. (n.d.). Pre-undergraduate programs. <https://asian-university.org/academic-programs/pre-undergraduate-programs>.
- Azimbayeva, G., & Harford, J. (2017). Comparing post-Soviet changes in higher education governance in Kazakhstan, Russia, and Uzbekistan. *Cogent Education*, 4(1), pp 1–18. <https://doi.org/10.1080/2331186X.2017.1399968>
- Balzer, H. (2011, May 30). Russian higher education to 2020. *Russian Analytical Digest*, 97. <https://css.ethz.ch/en/publications/rad.html>.
- Bannykh, G., Kostina, S., & Novikova, O. (2019). Experience of introducing the individualization of learning in secondary schools in Russia. In L. G. Chova, A. L. Martinez, & I. C.

- Torres, eds., *Proceedings of 13th International Technology, Education and Development Conference*. Valencia: IATED, pp. 2345–2351.
- Bart, C. K. (2001). Measuring the mission effect in human intellectual capital. *Journal of Intellectual Capital*, 2(3), 320–330.
- Beck, T., & Loeper, L. (2016a). Diversity at UMBC. *Shaping the Past, Building the Future, UMBC at 50*. <https://umbc50.omeka.net/exhibits/show/umbc50/themes/diversity>.
- Beck, T., & Loeper, L. (2016b). Calvin B. Lee. *Shaping the Past, Building the Future, UMBC at 50*. <https://umbc50.omeka.net/exhibits/show/umbc50/themes/presidents/lee>.
- Belkhiria, E., Al-Zo'by, M., & Ayari, A. (2021). Language, identity, and transformation: The case of Arabic in Qatari higher education. In B. L. Hall & R. Tandon, eds., *Socially responsible higher education*. Leiden: Koninklijke Brill NV, pp. 125–137.
- Bergman, B., Cudney, E., Harding, P., & Saraiva, P. (2018). Global perspectives on quality of education. *Journal of Quality & Participation*, 41(2), 1–41.
- Birnbaum, R. (2000). *Management fads in higher education: Where they come from, what they do, why they fail*. San Francisco, CA: Jossey-Bass/John Wiley & Sons.
- Bolumburu, A. M. (2021, February 5). 2020–2025 new development plan. *Pontificia Universidad Católica de Chile*. www.uc.cl/noticias/2020-2025-new-development-plan.
- Brewer, D., Augustine, C., Zellman, G., Ryan, G., Goldman, C., Stasz, C., & Constant, L. (2007). *Education for a new era: Design and implementation K-12 education reform in Qatar*. Pittsburgh, PA: RAND.
- Calabrese, J. (2023, April 10). Qatar doubles down on LPG amid energy market volatility. *Middle East Institute*. www.mei.edu/publications/qatar-doubles-down-lng-amid-energy-market-volatility.
- Canning, M. (2017). The context for higher education development in Kazakhstan. In M. Hartley & A. Ruby, eds., *Higher education reform and development: The case of Kazakhstan*. Cambridge: Cambridge University Press, pp. 65–82.
- CCQ (Community College of Qatar). (2023). Keystone bachelor studies. www.bachelorstudies.com/institutions/ccq-community-college-of-qatar.
- CIA. (2023). The world fact book. www.cia.gov/the-world-factbook/countries/qatar/summaries/#introduction.
- Clark, B. R. (1972). The organizational saga in higher education. *Administrative Science Quarterly*, 17(2), 178–184.
- Clover, J. (2018). Unintended consequences as evidence to mission distortion: Reconsidering the intended contributions of policing to the public health. *Journal of Community Safety and Well-Being*, 3(3), 91–92.
- Chancel, L., & Piketty, T. (2019). Indian income inequality, 1922–2015: From British raj to billionaire raj? *Review of Income and Wealth*, 65(1), S33–S62.
- Chirikov, I., & Fedyukin, I. (2021). The role of universities in Putin's Russia. In J. A. Douglass, ed., *Neo-nationalism and universities: Populists, autocrats, and the future of higher education*. Baltimore, MD: Johns Hopkins University Press, pp. 220–238.
- Cohen, A. M. (1998). *The shaping of American higher education*. San Francisco, CA: Jossey-Bass.
- Crist, J. T., & Powell, J. J. W. (2020). Higher education systems and institutions, Qatar. In J. C. Shin & P. Teixeira, eds., *Encyclopedia of international higher education systems and institutions*. Dordrecht: Springer, pp. 1410–1414.
- Dash, B. M. (2017). Revisiting eight decades of social work education in India. *Asian Social Work and Policy Review*, 11(1), 66–75.
- Dave, A., Raghavan, V., & Solanki, D. (2012). Centrality of field action in social work education: A case for socio-legal work. *Social Change*, 42(4), 451–466.

- David-Fox, M. (1997). *Revolution of the mind: Higher learning among the Bolsheviks, 1918–1929*. Ithaca, NY: Cornell University Press.
- Delisle, J., & Bernasconi, A. (2018). Lessons from Chile's transition to free college. *Economic Studies at Brookings Evidence Speaks Reports*, 2(43), n.p.
- Department of Education and Science. (1977). *Ten good schools: A secondary school enquiry*. HMI Series: Matters for Discussion No.1. London: Her Majesty's Stationery Office.
- Donnelly, C. (2000). In pursuit of school ethos. *British Journal of Educational Studies*, 48(2), 134–154.
- Douglass, J. A. (2015). Considering national context and other variables. In J. A. Douglass, ed., *The new flagship university: Challenging the paradigm from global ranking to national relevancy*. London: Palgrave Macmillan, 103–112.
- EAB. (2022). The big bets university leaders are placing on graduate and adult enrollment. White paper. *EAB Global*. <https://eab.com/resources/whitepaper/big-bets-university-leaders-graduate-adult-enrollment>.
- Eklöf, B. (2005). Introduction: Russian education the past and the present. In B. Eklöf, L. E. Holmes, & V. Kaplan, eds., *Educational reform in post-Soviet Russia: Legacies and prospects*. New York: Frank Cass, pp. 1–20.
- Ferrat, N. (2016). The political economy of Russian higher education: Why does Putin support research universities? *Post-Soviet Affairs*, 32(4), 299–337.
- Gagliardi, J. S., Espinosa, L. L., Turk, J. M., & Taylor, M. (2017). *American college president study 2017*. Washington, DC: American Council on Education.
- Gandhi, M. K. (1925, January 29). *Young India, A Weekly Journal*. Available through the National Digital Library of India, item # 2015.21139.
- Gonzalez, G. C., Karoly, L. A., Constant, L., Salem, H., & Goldman, C. A. (2008). *Facing human capital challenges of the 21st century: Education and labor market initiatives in Lebanon, Oman, Qatar, and the United Arab Emirates*. Pittsburgh, PA: RAND. www.rand.org/pubs/monographs/MG786.html.
- Gore, M. S. (1983). Social policy and the sociologist. *Sociological Bulletin*, 32(1), 1–13.
- Gore, M. S. (1988). Levels of social work provisions in relation to needs in a developing society. *Indian Journal of Social Work*, 49(1), 1–9.
- Gore, M. S. (2007). *Memories that linger*. New Delhi: Serials Publications.
- Grawe, N. (2021). *The agile college: How institutions successfully navigate demographic changes*. Baltimore, MD: Johns Hopkins University Press.
- Guttenplan, D. D. (2012, November 6). Battling to preserve Arabic from English's onslaught. *New York Times*. www.nytimes.com/2012/06/11/world/middleeast/11iht-educlde11.html.
- Halim, M. (2017, August 21). Tata Institute of Social Sciences: Degree of pride. *India Today*. www.indiatoday.in/magazine/cover-story/story/20170821-tata-institute-of-social-sciences-tiss-icons-of-modern-india-1028924-2017-08-11.
- Hartley, M. (2002). *A call to purpose: Mission-centered change at three liberal arts colleges*. New York: RoutledgeFalmer.
- Harvey, L. (1998). An assessment of past and current approaches to quality in higher education. *Australian Journal of Education*, 42(3), 237–255.
- Harvey, L., & Knight, P. T. (1996). *Transforming higher education*. Buckingham: Society for Research into Higher Education and Open University Press.
- Harvey, L., & Stensaker, B. (2008). Quality culture: Understandings, boundaries and linkages. *European Journal of Education*, 43(4), 427–441.
- Hayhoe, R., Li, J., Lin, J., & Zha, Q. (2011). Introduction and acknowledgements. In R. Hayhoe, J. Li, J. Lin, & Q. Zha, eds., *Portraits of 21st century Chinese universities: In the move to mass higher education*. Dordrecht: Springer, pp. 1–18.

- Henshall, S. (2020, September 25). Recalibrating UX labs in the COVID 19 Era. *EPIC*. www.epicpeople.org/recalibrating-ux-labs-in-the-covid-19-era.
- Hrabowski, F. A. (1975). *A comparison of the graduate academic performance of Black students who graduated from predominantly Black colleges and from predominantly White colleges*. Doctoral dissertation, University of Illinois at Urbana Champaign.
- Hrabowski, F. A. (2019). *The empowered university: Shared leadership, culture change, and academic success*. Baltimore, MD: Johns Hopkins University Press.
- Hrabowski, F. A., & Johnson, D. L. (1986). Meeting the needs of minority, urban students. *AGB Reports*, 28(1), 29–34.
- Hunt, J. H. (1933). Census of India, 1931. <https://archive.org/details/CensusOfIndia1931>.
- Isherwood, C. (1939). *Goodbye to Berlin*, reprinted in 2008 in *The Berlin stories*. New York: New Directions.
- Ivey, P. W., Oliver, G., & Henry, M. (2014). Evaluating the impact of research produced by a mission-directed emergent university. *Journal of Research Administration*, 45(2), 73–88.
- Jansen, J. D. (1998). But our natives are different! Race, knowledge and power in the academy. *Social Dynamics*, 24(2), 106–116.
- JERP (Joint Economic Research Program). (2010). *Workshop on strategic choices for institutional development*, Astana, January 10–14 and 25–26.
- Jordan, J. (2005). *Directed by desire: The complete poems of June Jordan*. Port Townsend WA: Copper Canyon Press.
- Jumabayeva, Z. (2016). The key drivers of the Unified National Test in Kazakhstan: A critical analysis of its impact on school leavers. *NUGSE Research in Education*, 1(2), 16–20.
- Kegan, R., & Lahey, L. (2001). The real reason people won't change. *Harvard Business Review*, 79, 84–92.
- Khodr, H. (2011). The dynamics of international education in Qatar: Exploring the policy drivers behind the development of Education City. *Journal of Emerging Trends in Educational Research and Policy Studies*, 2, 514–525.
- Kimball, B. A. (1986). *Orators and philosophers: A history of the idea of liberal education*. New York: Teachers College Press.
- Koch, N. (2014). The shifting geopolitics of higher education: Inter/nationalizing elite universities in Kazakhstan, Saudi Arabia, and beyond. *Geoforum*, 56, 46–54.
- Krauss, C. (2023, December 9). Qatar extends its natural gas dominance at Russia's expense. *New York Times*. www.nytimes.com/2022/12/09/business/energy-environment/qatar-gas-oil.html.
- Krylova, N. B. (1998). Values of Russian education, what is changing and how: Answers to some philosophical questions. *Twentieth World Congress of Philosophy*, Boston, MA, August 10–15. www.bu.edu/wcp/MainEduc.html.
- Kumar, A. (2018). Pragmatic and paradoxical philanthropy: Tatas' gift giving and scientific development in India. *Development and Change*, 49(6), 1422–1446.
- Kumar, A. (2022). Philanthropy and the making of a new moral order: A history of developing community. *Journal of Business Ethics*, 177(4), 729–741.
- Kuraev, A. (2016). Soviet higher education: An alternative construct to the Western university paradigm. *Higher Education*, 71, 181–193.
- Kurrila, I. (2013, October 9). Education reform in Russia. *Russian Analytical Digest*, #137, 2–4. <https://css.ethz.ch/en/publications/rad.html>.
- Lanares, J. (2011). Developing a quality culture to become a world class university. In N. C. Liu, Q. Wang, & Y. Cheng, eds., *Paths to a world class university: Lessons from practice and experience*. Rotterdam: Sense Publishers, pp. 263–274.

- Lawrence-Lightfoot, S. L. (1983). *The good high school: Portraits of character and culture*. London: Basic Books.
- Lawrence-Lightfoot, S., & Davis, J. H. (1997). *The art and science of portraiture*, 1st edn. San Francisco: Jossey-Bass.
- Lederman, D. (2023, 13 February). Valerie Sheares Ashby on leadership and succeeding a legend. *Inside Higher Education*. www.insidehighered.com/news/2023/02/14/valerie-sheares-ashby-leadership-and-succeeding-legend.
- Libman, A. (2021). *Historical legacies of communism*. Cambridge: Cambridge University Press.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Newbury Park, CA: Sage.
- Luxmore, M. (2021, July 29). In banning Bard College Russia shuts a program that bridged an international divide. *Radio Free Europe*. www.rferl.org/a/russia-bard-college-blacklisted/31384301.html.
- Mäkinen, S. (2021). Global university rankings and Russia's quest for national sovereignty. *Comparative Education*, 57(3), 417–434.
- Manshardt, C. (1961). Social work in the British period. In A. R. Wadia, ed., *History and philosophy of social work in India: A souvenir volume of the silver jubilee of the Tata Institute of Social Sciences*. Bombay: Allied Publishers, pp. 27–38.
- Manshardt, C. (1967). *Pioneering on social frontiers in India*. Bombay: Lalvani Publishing House.
- Mastrola, M. H. (2021). UMBC is a 2021 Great College to Work For . . . in every category. *UMBC News*. <https://umbc.edu/stories/great-colleges-to-work-for-2021>.
- McCaffrey, K. (2020). UMBC's top highlights of 2019. *UMBC News*. <https://umbc.edu/stories/umbcs-top-highlights-of-2019>.
- McCaffrey, K. (2021). UMBC welcomes largest incoming class in history. *UMBC News*. <https://umbc.edu/stories/umbc-welcomes-largest-incoming-class-in-university-history>.
- Mince, S. (2022). How the 1960s created the colleges and universities of today. *Inside Higher Ed*. www.insidehighered.com/blogs/higher-ed-gamma/how-1960s-created-colleges-and-universities-today.
- Mintzberg, H. (1987). The strategy concept II: Another look at why organizations need strategies. *California Management Review*, 30(1), 25–32.
- Mishra, A. (2021). Professionalization of social work in colonial India: Glancing at the history of social work in India before 1936. *International Social Work*, 66(4), 1018–1029.
- MOEHE. (2023a). Private education sector. www.edu.gov.qa/en/Pages/pvschoolsdefault.aspx.
- MOEHE. (2023b). Higher education in Qatar. www.edu.gov.qa/en/Pages/highereddefault.aspx#:~:text=The%20number%20of%20universities%20in,the%202019%2D2020%20academic%20year.
- Moini, J. S., Bikson, T. K., Neu, C. R., & DeSisto, L. (2009). *The reform of Qatar University*. Pittsburgh, PA: RAND. www.rand.org/pubs/monographs/MG796.html.
- Morphew, C., & Hartley, M. (2006). Mission statements: A thematic analysis of rhetoric across institutional type. *Journal of Higher Education*, 77(3), 456–471.
- Mustafawi, E., & Shaaban, K. (2019). Language policies in education in Qatar between 2003 and 2012: From local to global then back to local. *Language Policy*, 18(2), 209–242.
- Nasser R. (2017). Qatar's educational reform past and future: Challenges in teacher development. *Open Review of Educational Research*, 4(1), 1–19.
- Newton, J. (2010). A tale of two “qualitys”: Reflections on the quality revolution in higher education. *Quality in Higher Education*, 16(1), 55–53.
- Nolan, L. (2012, February 29). Liberalizing monarchies? How gulf monarchies manage education reform. *Brookings*. www.brookings.edu/research/liberalizing-monarchies-how-gulf-monarchies-manage-education-reform.

- NU (Nazarbayev University). (2012). Nazarbayev University strategy for 2013–2020. https://old.nu.edu.kz/wp-content/uploads/2016/09/NU_strategy_-final-1.pdf.
- NU. (2018). Nazarbayev University strategy for 2018–2030. https://nu.edu.kz/media/partner/NU-Strategy_ENG_2030.pdf.
- NU. (2019). Nazarbayev University: 9 Years. Office of the President, Nur Sultan City, Nazarbayev University.
- OECD. (2013). *Reviews of national policies for education: Quality assurance in higher education in Chile 2013*. Paris: OECD Publishing.
- Oleksiyenko, A. V. (2021). World-class universities and the Soviet legacies of administration: Integrity dilemmas in Russian higher education. *Higher Education Quarterly*, 76(2), 385–398.
- Ott, L. E., Carpenter, T. S., Hamilton, D. S., & LaCourse, W. R. (2018). Discovery learning: Development of a unique active learning environment for introductory chemistry. *Journal of the Scholarship of Teaching and Learning*, 18(4), 161–180.
- Patton, M. Q. (1990). *Qualitative evaluation and research methods*. Newbury Park, CA: Sage.
- Perna, L. W., Orosz, K., Gopaul, B., Jumakulov, Z., Ashirbekov, A., & Kishkentayeva, M. (2014). Promoting human capital development: A typology of international scholarship programs in higher education. *Educational Researcher*, 43(2), 63–73.
- Perna, L. W., Orosz, K., Jumakulov, Z., Kishkentayeva, M., & Ashirbekov, A. (2015). Understanding the programmatic and contextual forces that influence participation in a government-sponsored international student-mobility program. *Higher Education*, 69(2), 173–188.
- Peters, T. J., & Waterman, R. H. (1982). *In search of excellence: Lessons from America's best-run companies*. New York: Harper & Row.
- Pierson, J. H. (2021). *A new history of social work: Values and practice in the struggle for social justice*. Oxfordshire: Routledge.
- Planning and Statistics Authority – Qatar. (2023a). Qatar national vision (QNV) 2030. www.psa.gov.qa/en/qnv1/Pages/default.aspx.
- Planning and Statistics Authority – Qatar. (2023b). About national development strategy. www.psa.gov.qa/en/nds1/Pages/default.aspx.
- Platonova D., & Semyonov D. (2018). Russia: The institutional landscape of Russian higher education. In J. Huisman, A. Smolentseva, & I. Froumin, eds., *25 years of transformations of higher education systems in post-Soviet countries*. Palgrave Studies in Global Higher Education, Cham: Springer Nature, pp. 337–362.
- Poole, B. (2010). Quality, semantics and the two cultures. *Quality Assurance in Education*, 18(1), 6–18.
- Presidential Decree of the Russian Federation. (2012). On measures to realize state policy in the sphere of education and science. Decree no. 599. <https://mipt.ru/en/science/5top100>.
- QU. (2017). Qatar University strategy: 2018–2023. www.qu.edu.qa/about/strategic-plan.
- QU. (2022). Fact book. [www.qu.edu.qa/static_file/qu/offices%20and%20departments/Chief%20of%20Strategy%20and%20Development/documents/Fact%20Book%202021-22%20\(EN\).pdf](http://www.qu.edu.qa/static_file/qu/offices%20and%20departments/Chief%20of%20Strategy%20and%20Development/documents/Fact%20Book%202021-22%20(EN).pdf).
- QU. (2023, March 21). QU hosts press conference to announce prestigious accreditation from WSCUC. www.qu.edu.qa/sites/en_US/about/newsroom/Qatar-University/QU-Hosts-Pres-Conference-to-Announce-Prestigious-Accreditation-from-WSCUC.
- Romani, V. (2009, May). The politics of higher education in the Middle East: Problems and prospects. *Middle East Brief*, 36. www.brandeis.edu/crown/publications/middle-east-briefs/pdfs/1-100/meb36.pdf.
- Roy, P., & Das Gupta, S. (1995). *Urbanization and slums*. Delhi: Har-Anand Publications.

- Rutter, M., Maughan, B., Mortimore, P., Ouston, J., & Smith, A. (1979). *Fifteen thousand hours: Secondary schools and their effects on children*. Cambridge, MA: Harvard University Press.
- Saini, A. (2022, December 13). Not anti-development but pro-poor and pro-people: How S. Parasuraman (1952–2022) transformed TISS. *Scroll*. <https://scroll.in/article/1039320/not-anti-development-but-pro-poor-and-pro-people-how-s-parasuraman-1952-2022-transformed-tiss>.
- Sánchez Díaz, I. (2023). Palabras del Sr. Rector Dr. Ignacio Sánchez, D, Con Motivo de la Celebración del Día Del Sagrado Corazón y de la Cuenta Anual de Rectoría 2022. <https://rectoria.uc.cl/wp-content/uploads/Discursos-y-documentos/Discursos-del-Rector/discurso-dia-del-sagrado-corazon-2023.pdf>.
- Sarkar, R. (2020). Association of urbanisation with demographic dynamics in India. *GeoJournal*, 85, 779–803.
- SAS (School of Advanced Studies). (2019). Regulations for conducting educational activities at the School of Advanced Studies. <https://sas.utmn.ru/wp-content/uploads/2020/05/2-%D0%9F%D0%BE%D1%80%D1%8F%D0%B4%D0%BE%D0%BA-%D0%BF%D0%BE-%D0%9E%D0%9F-SAS-%D0%A4%D0%98%D0%9D%D0%90%D0%9B.pdf>.
- Savelyeva, N. (2020, March 13). How “love what you do” went wrong in an “academic sweatshop” in Siberia. *openDemocracy*. www.opendemocracy.net/en/odr/how-love-what-you-do-went-wrong-in-an-academic-sweatshop-in-siberia.
- Schein, E. H. (2010). *Organizational culture and leadership*, 4th edn. San Francisco, CA: Jossey-Bass.
- Seidimbek, A. (2013). Nazarbayev University: Integration of Western and Central Asian educational systems. *Procedia-Social and Behavioral Sciences*, 89, 682–686.
- Sen, A. (2004). How does culture matter? In M. Walton & V. Rao, eds., *Culture and public action: A cross-disciplinary dialogue on development policy*. Washington, DC: World Bank Publications, pp. 37–58.
- Sennimalai, S., & Sivakumar, S. D. (2021). Income inequality and consumption pattern among BOP consumers in India. *International Review of Business and Economics*, 5(2), 1–13.
- Shcherbenok, A. (2021). Director’s address. <https://sas.utmn.ru/en/about-en#section1>.
- Singh, S., Gumz, E., & Crawley, B. (2011). Predicting India’s future: Does it justify the exportation of US social work education? *Social Work Education*, 3(7), 861–873.
- Smolentseva, A. (2017a). Universal higher education and positional advantage: Soviet legacies and neoliberal transformations in Russia. *Higher Education*, 73, 209–226.
- Smolentseva, A. (2017b). Where Soviet and neoliberal discourses meet: The transformation of the purposes of higher education in soviet and post-soviet Russia. *Higher Education*, 74(6), 1091–1108.
- Snow, C. P. (1959). *The two cultures*. Cambridge: Cambridge University Press.
- Subbaraman, R., Shitole, S., Shitole, T., Sawant, K., O’Brien, J., Bloom, D. E., & Patil-Deshmukh, A. (2013). The social ecology of water in a Mumbai slum: Failures in water quality, quantity, and reliability. *BMC Public Health*, 13(173), 1–14.
- Sudarshan, R. M. (2000). New partnerships in research: Activists and think tanks, an illustration from the NCAER in New Delhi. In D. Stone, ed., *Banking on knowledge: The genesis of the global development network*. London: Routledge, pp. 87–104.
- TISS (Tata Institute of Social Sciences). (2017). Proposal for institution of eminence, submitted to the Department of Higher Education, Ministry of Human Resource Development, Government of India.
- Tierney, W. G. (1988). Organizational culture in higher education: Defining the essentials. *Journal of Higher Education*, 59(1), 2–21.

- Tierney, W. G. (2008). *The impact of culture on organizational decision-making: Theory and practice in higher education*. Sterling, VA: Stylus Publishing.
- Timmons, W. T. (2007). Older than snow: The two cultures and the Yale Report of 1828. *Forum on Public Policy: A Journal of the Oxford Roundtable*, Winter, 1–25.
- Tok, M. E., Alkhater, L. R. M., & Pal, L. A. (2016). Policy-making in a transformative state: The case of Qatar. In M. E. Tok, L. R. M. Alkhater, & L. A. Pal, eds., *Policy-making in a transformative state: The case of Qatar*. London: Palgrave Macmillan, pp. 1–36.
- Tolman, C. W., Cherry, F., van Hezewijk, R., & Lubek, I. (1996). *Problems of theoretical psychology*. Toronto: Captus Press.
- UMBC (University of Maryland, Baltimore County). (n.d.a). About UMBC. <https://umbc.edu/about>.
- UMBC. (n.d.b). Breaking ground. <https://civillife.umbc.edu/civic-culture-at-umbc/breakingground>.
- UMBC. (n.d.c). Chancellor and president biographies. <https://lib.guides.umbc.edu/c.php?g=24874&p=8065899>.
- UMBC. (n.d.d). Chess program. <https://chess.umbc.edu>.
- UMBC. (n.d.e). History of UMBC. <https://lib.guides.umbc.edu/umbchistory/umbctimeline>.
- UMBC. (n.d.f). Hrabowski Innovation Fund. <https://calt.umbc.edu/academic-innovation-competition>.
- UMBC. (n.d.g). Meyerhoff Scholars Program: History. <https://meyerhoff.umbc.edu/about/history>.
- UMBC. (n.d.h). Retention and graduation rates. <https://irads.umbc.edu/university-data/retention-graduate-rates>.
- UMBC. (n.d.i). Sustainability. <https://fm.umbc.edu/sustainability>.
- UMBC Magazine. (2016). Accomplishments and aspirations. <https://umbc.edu/stories/accomplishment-aspirations>.
- UN (United Nations). (2023). World population prospects. www.macrotrends.net/cities/22179/doha/population#:~:text=The%20metro%20area%20population%20of,a%200.78%25%20increase%20from%202020.
- Varghese, N. V. (2015). *Challenges of massification of higher education in India*. CPRHE Research Papers 1. New Delhi: Centre for Policy Research in Higher Education. <http://cprhe.niepa.ac.in/sites/default/files/Report-Files/CPRHE%20Research%20Paper%201%20Massification.pdf>.
- Vásquez, A., Belén Bravo, M., & Bolumburu, A. M. (2023, June 16). On its 135th anniversary, UC reiterates its commitment to the constitutional and peace process in Chile. *Pontificia Universidad Católica de Chile*. www.uc.cl/noticias/uc-en-aniversario-135-reitera-compromiso-con-proceso-constitucional-y-de-paz-en-chile.
- Vidovich, L. (2001). That chameleon “quality”: The multiple and contradictory discourses of “quality” policy in Australian higher education. *Discourse: Studies in the Cultural Politics of Education*, 22(2), 249–261.
- Weick, K. E. (1976). Educational organizations as loosely coupled systems. *Administrative Science Quarterly*, 21(1), 1–19.
- Wilkins, A. L., & Ouchi, W. G. (1983). Efficient cultures: Exploring the relationship between culture and organizational performance. *Administrative Science Quarterly*, 28, 468–481.
- Winnick, D. (2022a). Valerie Sheares Ashby named next president of UMBC, arriving from Duke in August 2022. <https://umbc.edu/stories/valerie-sheares-ashby-named-president-of-umbc>.
- Winnick, D. (2022b). UMBC ascends to the nation’s highest level as a Research 1 university. *UMBC News*. <https://umbc.edu/stories/umbc-ascends-to-the-nations-highest-level-as-a-research-university>.

- Wolff, R. A. (2016). Current issues with accreditation in the USA. In C. S. Collins, M. N. N. Lee, J. N. Lee, N. Hawkins, & N. Neubauer, eds., *The Palgrave handbook of Asia Pacific higher education*. New York: Palgrave Macmillan, pp. 393–407.
- Yale. (1828). *Reports on the course of instruction in Yale College by a Committee of the Corporation and the Academical Faculty*. New Haven, CT: Hezekiah Howe. www.yale.edu/sites/default/files/files/1828_curriculum.pdf.