

# **An Outcomes Based Assessment of Universities**

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Using *Who's Who in America*

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Center for College Affordability and Productivity



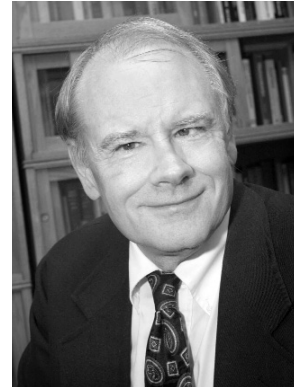
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### Center for College Affordability and Productivity

The Center for College Affordability and Productivity (CCAP) is a non-profit research center based in Washington, DC, that is dedicated to research on the issues of rising costs and stagnant efficiency in higher education, with a special emphasis on developing market-based solutions.

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## Introduction

This study summarizes recent and continuing research conducted by the Center for College Affordability and Productivity (CCAP) on the metrics used for measuring college performance. Unlike other rankings, this study does not concentrate on the inputs of college education such as endowment size, number of faculty, or the educational preparation of students as measured by SAT scores, etc. Instead, it focuses on the *outputs*, namely the success of students after graduation. Using the names of entrants in Marquis Publishing's 2008 edition of *Who's Who in America* as our standard for measuring high levels of success, we collected the names of over 5,200 individuals, along with their educational background.<sup>1</sup> This is more than a 5 percent sampling of all names listed in this standard reference work.<sup>2</sup>

From this sample, we then calculated which colleges produced the most successful graduates. The results thus far have been both fascinating and surprising. We have found that while going to top ranked schools as measured by standard college rankings does correlate with success, it is a weaker relationship than many may have previously believed. The study reveals that the "industry standard," *U.S. News & World Report* (*USNWR*) rankings, on the whole, is only weakly related to graduate success. This suggests that the characteristics contributing to the value of a student's education differ substantially from what is typically assumed.

The goal of this study is not to serve as a definitive source for ranking and comparing colleges. Rather, the research presented herein will hopefully serve as both an impetus and road map for future research into new ways of evaluating the value added component of higher education.

## The Use of *Who's Who in America*

*Who's Who in America* is published annually by Marquis Who's Who. The company now has multiple biographical publications, and its flagship *Who's Who in America* has grown to include the names of roughly 100,000 of America's most notable people. *Who's Who* has long been used as the standard for obtaining biographical information on prominent Americans. The company's publications can often be found among the reference texts of the nation's top university libraries.

Admittedly, *Who's Who in America* is not a perfect measure of graduate success. People who probably should be in the book are sometimes overlooked or simply refuse to submit biographical information. Conversely, there are people in the book who probably should not be. A third possible objection might be that it is inappropriate for Marquis Publishing to define what constitutes "success." While what counts as an acceptable standard for success is subjective, the breadth of this sample and *Who's Who* methodology largely ameliorates this problem. *Who's Who* includes Americans who have a prominent presence in a multitude of fields and disciplines. CEOs, artists, philanthropists, scholars, physicians, and grade school teachers are all among the many biographical entries, thus providing a diverse cross section of people who have achieved some level of success in one way or another. Furthermore, while the data may not measure precisely people's happiness, spiritual well-being, or other intangible factors, it does give a good reading of the vocational success of individuals; and it is the seeking of vocational success that propels much of the demand for higher education.

### Methodology

Data for this study comes from three sources: the *USNWR* 2008 rankings, an unbiased sampling from *Who's Who in America 2008*, and the Integrated Post Secondary Education Data System (IPEDS) of the U.S. Department of Education.<sup>3</sup> The sample was compiled by selecting one name from each page from *Who's Who*. On the first page, the first name was selected; on the second page, the second name was chosen; on the third page, the third name; and so on. If there were not enough names on a page, the first name was selected and the process repeated. For each entry, data were recorded to answer the following questions:

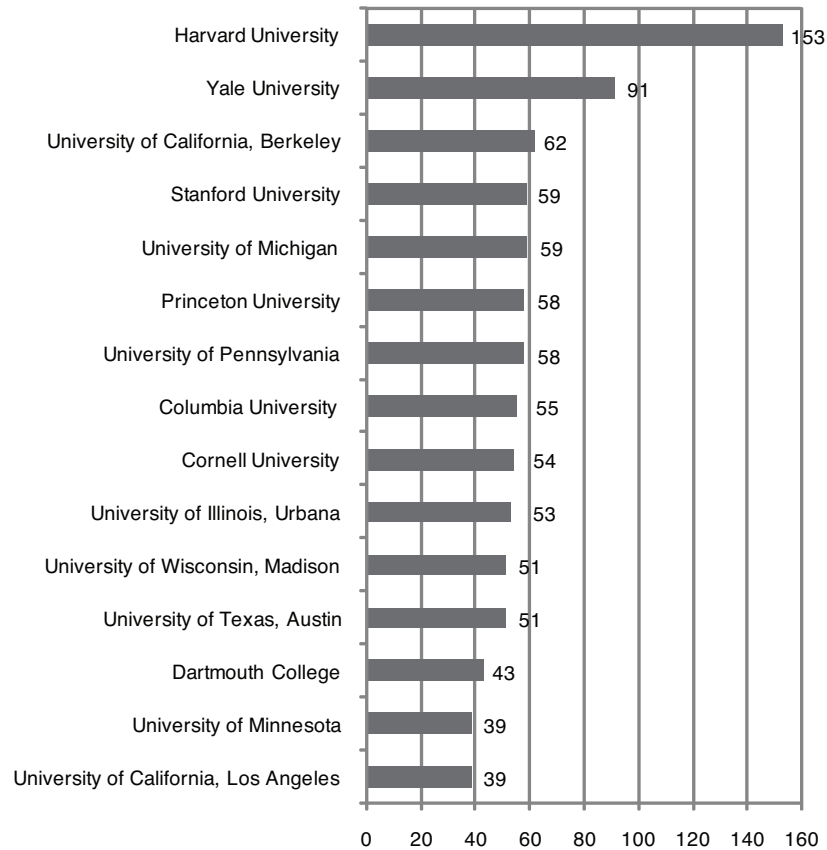
- Sex?
- Age?
- Did he/she graduate from college?
- Was the school foreign or domestic?
- Was the school private or public?
- Was the school one of the top 255 listed by *U.S. News and World Report*?<sup>4</sup>
- If a top 255 school, what was the name of the school?
- If a top 255 school, was it on the national university or liberal arts list?
- What was the rank given to the school by *USNWR*?
- Did the entrant obtain postgraduate degrees?
- If so, what degrees?

This procedure was used to obtain 5,220 entries, which represents roughly 5 percent of the entire volume. The entries were then aggregated into tables to give results on a school-by-school basis, yielding a raw score for each, reflecting the number of times that school's name appeared in our sample. A problem exists because the probability of being listed in *Who's Who* obviously depends on the size of the school. We would expect more entrants from larger schools than from smaller ones. Accordingly, the results were adjusted based on the undergraduate full-time equivalent enrollment of the school for the year 1980. The goal was to use enrollment data that approximated school size in the year in which the *Who's Who* entrant graduated. Enrollment data from 1980 was used because it was the date closest to the average year of graduation in our study (1968). Earlier data, while available, were technically deficient. For example, these data typically did not distinguish between graduate and undergraduate enrollments. The 1980 enrollment figures were then used to weight the results of each college by enrollment. The number of entries for a particular school was divided by the undergraduate enrollment to give the probability that a student graduating from that school would appear in *Who's Who*. These probabilities were then converted into index scores with the top school (Harvard) equaling 100.

### Major Findings

Figure 1 shows the top schools according to their raw score (results for all schools are available in appendix A).

FIGURE 1  
RAW NUMBER OF ENTRIES IN *WHO'S WHO* SAMPLE

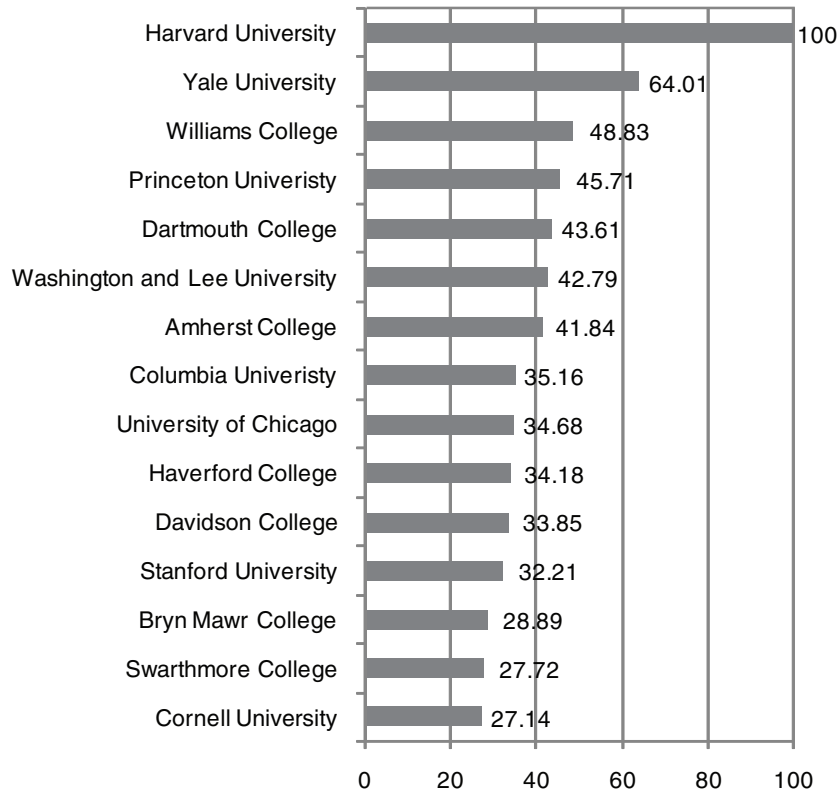


Source: *Who's Who*, CCAP calculations.

The results show that when we do not adjust for enrollment, Harvard leads in producing successful graduates. Perhaps surprisingly, a large number of public schools perform well according to this measure. No elite liberal arts colleges make the list, though this is not shocking given their small enrollments. Overall, seven of the top fifteen schools are private, seven are public, and one (Cornell) is mixed. The notion that the modern American state public university can and often does produce quality, highly successful graduates is supported by these findings. Attending an Ivy League school is not necessarily a prerequisite for future success in America. The enrollment-adjusted scores (the total number of entries divided by the 1980 FTE enrollment), as displayed in figure 2, tell an interesting story as well. (See appendix B for full results).

Harvard and Yale still dominate the rankings, but the large public universities have dropped significantly. Taking their place are many liberal arts schools. Even among the liberal arts schools and major universities, there are important variations from *USNWR*. For example, Amherst, ranked 2nd by *USNWR*, was outperformed by Washington and Lee, which ranks 15th. Bryn Mawr, ranked 24th as a liberal arts

FIGURE 2  
TOP 15 SCHOOLS, ENROLLMENT ADJUSTED (HARVARD=100)<sup>a</sup>



Note: a=schools with less than three entries were omitted.  
Source: *Who's Who*, IPEDS, CCAP calculations.

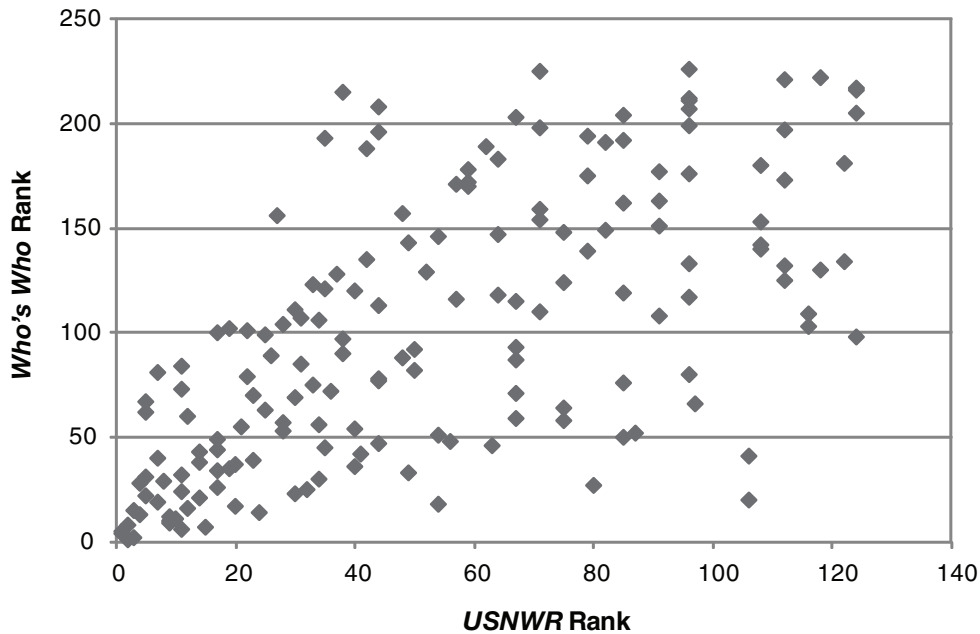
college, beat Cornell, which ranked 12th as a national research university. This was a common trend, with many lower ranked *USNWR* schools outperforming their higher ranked *USNWR* peers. In contrast to our first table, when taking into account enrollment differences, the probability of success appears to be vastly greater for students attending selective private schools.

An even more profound relationship is revealed by correlating the *USNWR* ranking data to our *Who's Who* data as shown in figure 3.

The highly ranked schools near the origin (0,0) are tightly grouped. The upward sloping of the *USNWR/Who's Who* ranking relationship suggests the two approaches yield similar results. However, after the *USNWR* ranking of about forty, the relationship becomes more erratic and a less reliable predictor of success as measured by *Who's Who* presence. This suggests that the *USNWR* rankings fail to provide an accurate picture of the value added by many colleges. That might result from the metrics that *USNWR* uses. *USNWR* ranks colleges by measuring inputs and ignores the outputs of schools, such as how successful students are after graduation. Consequently, it seems that the *USNWR* ranking might be



FIGURE 3  
*WHO'S WHO* RANKINGS V. *USNWR* RANKINGS



Source: *Who's Who*, *USNWR*, CCAP calculations.

failing to take into account what arguably matters most—how well the schools have equipped their students to succeed in life. These findings suggest that the current system of evaluating colleges is inadequate and that *USNWR* should concentrate on incorporating postgraduate success into their methodology.

The rather significant differences between the *Who's Who* and *USNWR* rankings are further revealed in Table 1, which looks at enrollment-adjusted rankings of the top 25 public universities. While the top few schools are similar on both lists, there are important differences below the top five. Some seven schools are ranked at least 30 positions higher than in the *USNWR* rankings: the University of Arkansas, University of Alabama, Ohio University, SUNY Buffalo, University of Oregon, University of Oklahoma, and the University of Missouri. On the other hand, several highly ranked *USNWR* schools (e.g., Penn State, several of the University of California campuses) rank lower on the *Who's Who* rankings.

Our data also reveal that higher education is nearly a prerequisite for success. Those without higher education tended to be concentrated in the athletic and entertainment industries. There is a strong relationship between success and graduate education, though it was weaker at the PhD level. However, as Figure 4 shows, most notable Americans did not attend top ranked *USNWR* universities. Indeed, more *Who's Who* entrants went to unranked, relatively less distinguished (by *USNWR* standards) institutions than to top ranked schools. The idea that attendance at a lesser known school nearly destroys the possibility of achieving vocational distinction is not supported by our findings. More research on these issues might prove fruitful in quantifying the importance of graduate education with respect to vocational success. Figure 5 charts these educational differences within the sample studied.

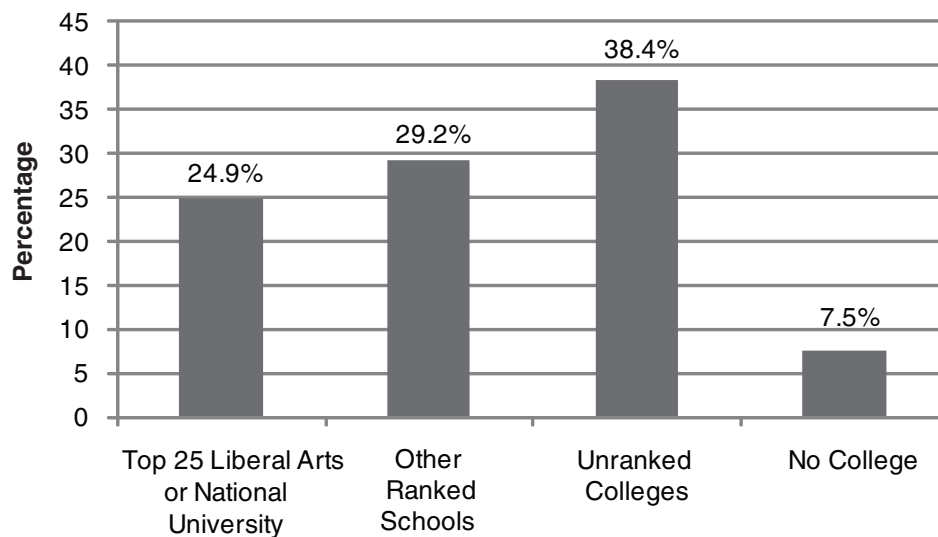
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TABLE 1  
TOP 25 PUBLIC NATIONAL UNIVERSITIES: COMPARISONS OF RANKINGS

| School                               | USNWR Ranking<br>(Public National<br>Universities) | School                       | USNWR Ranking<br>(Public National<br>Universities) |
|--------------------------------------|--|------------------------------|--|
| 1. University of California-Berkeley | 1  | 14. Ohio University          | 54   |
| 2. University of Michigan            | 3  | 15. SUNY Buffalo             | 58   |
| 3. University of Virginia            | 2  | 16. University of Oregon     | 54   |
| 4. University of Illinois            | 8  | 17. University of Vermont    | 45   |
| 5. University of Wisconsin           | 8  | 18. University of Washington | 11   |
| 6. University of Arkansas            | 62   | 19. University of Colorado   | 35   |
| 7. UCLA                              | 3  | 20. University of Oklahoma   | 52   |
| 8. UNC-Chapel Hill                   | 5  | 21. University of Florida    | 17   |
| 9. University of Alabama             | 42   | 22. University of Maryland   | 18   |
| 10. University of Texas-Austin       | 13   | 23. Purdue University        | 24   |
| 11. Miami University (Ohio)          | 27   | 24. Indiana University       | 33   |
| 12. University of Iowa               | 24   | 25. University of Missouri   | 58   |
| 13. University of Kansas             | 37   |                              |  |

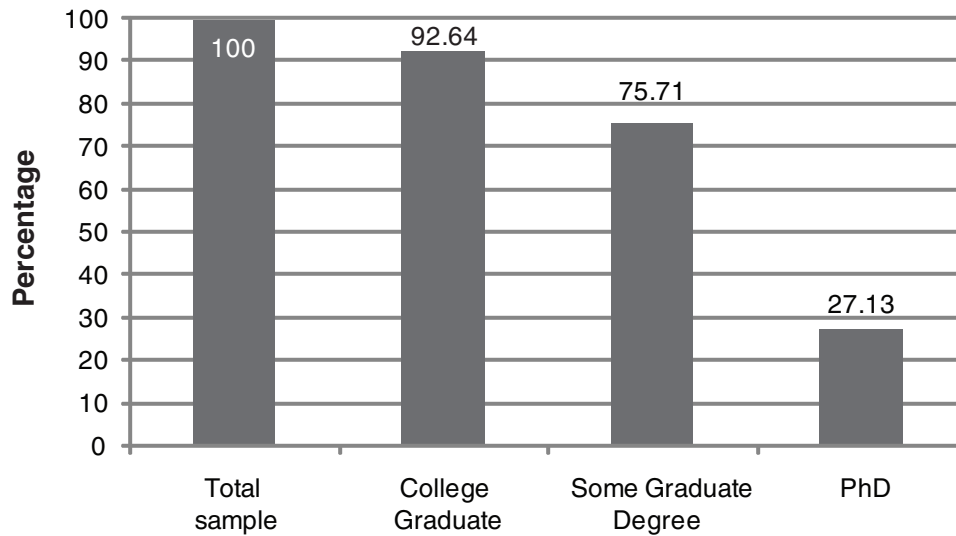
Source: *US News & World Report* and CCAP calculations.

FIGURE 4  
SAMPLE DISTRIBUTION BY COLLEGE RANK



Source: CCAP calculations.

FIGURE 5  
EDUCATION LEVEL OF SAMPLE



Source: CCAP calculations.

### Future Possibilities

The data suggests rich possibilities for future research. For example, further analysis could benefit tremendously from enlarging the sample size. In addition to a larger sample, the study could also be improved if unranked schools were included. For example, the City University of New York, which in fact had a large number of *Who's Who* entrants, was not listed in the *USNWR* top tier of schools, and thus was not explicitly measured in this sample.

Further information on the average scores on the Scholastic Aptitude Test of applicants and the incidence of Pell grants for each school could be used in a model to control for demographic differences between school populations. Perhaps some schools with relatively weak entering classes of students, many from low income backgrounds, do remarkably well producing graduates of distinction. Another possibility is conducting a similar study but with earlier issues of *Who's Who*. This would allow for analyses of success as it relates to colleges across time. A pioneering writer, Clarence Lovejoy, was devising his own rankings decades ago based on entries in the 1937–40 editions of *Who's Who*. Interestingly, nine of the top ten schools in absolute number of entries in this earlier period are in the top ten today. The top schools then were Harvard and Yale, as is the case today. That hints that there is enormous stability or, arguably, stagnation, in rankings—unlike the creative innovation and destruction that is the hallmark of the market economy. *Business Week* says that “a full one-third of the companies listed in the 1970 Fortune 500, for instance, had vanished by 1983.”<sup>5</sup> In other words, Fortune 500 companies experienced more change in thirteen years than the higher education system did in sixty. Further historical research can add to our knowledge on shifts in interuniversity performance over time.

Finally, these findings could be augmented with the addition of entirely new data sets. As this current study has demonstrated, third party data, especially that which tracks postgraduate success, can be extremely useful in assessing colleges. Consequently, future studies might do well to focus on devising other ways to evaluate colleges using third party data. It is now possible for colleges to request anonymous earnings data on their graduates by submitting Social Security numbers to the Bureau of Labor Statistics. Since earnings in many cases roughly measure success, such data would add an entirely new means of measuring the value-added component of colleges. With modest changes in federal legislation, IRS data could be used to evaluate earnings of graduates, a far more complete measure of work earnings than is available from the Social Security Administration.

### **Conclusion**

This sampling of over 5,200 names from *Who's Who in America* has helped to create an alternative system for ranking and evaluating colleges. It has also brought into question current methods of ranking colleges as major discrepancies can be found between the *USNWR* rankings and colleges' propensity to produce successful students. The findings in this study highlight the need for continued explorations into methods for evaluating colleges and suggest that a great deal of research needs to be done in this field. The basic question that any business in a market economy can ask and readily answer is: Is our business successful? Colleges currently provide us with little or no objective evidence of the value added during the university years. Given their reluctance to provide that information, third parties need to mine external evidence in order to compile assessments of institutions based more on what they accomplish than on what they simply spend.

## APPENDIX A

## RAW SCORES

| Name                                      | # of Entries | Name                                  | # of Entries |
|---|--------------|---------------------------------------|--------------|
| <b>All Unranked Schools</b>               | <b>2,016</b> | Boston University                     | 23           |
| <b>No College</b>                         | <b>379</b>   | George Washington University          | 23           |
| Harvard University                        | 153          | Indiana University                    | 23           |
| Yale University                           | 91           | University of Iowa                    | 22           |
| University of California, Berkeley        | 62           | University of Kansas                  | 22           |
| University of Michigan                    | 59           | United States Naval Academy           | 21           |
| Stanford University                       | 59           | Johns Hopkins University              | 21           |
| University of Pennsylvania                | 58           | Oberlin College                       | 20           |
| Princeton University                      | 58           | Miami University (OH)                 | 19           |
| Columbia University                       | 55           | Amherst College                       | 18           |
| Cornell University                        | 54           | University at Buffalo, SUNY           | 18           |
| University of Illinois, Urbana            | 53           | Fordham University                    | 18           |
| University of Texas, Austin               | 51           | University of Colorado                | 18           |
| University of Wisconsin, Madison          | 51           | University of Rochester               | 18           |
| Dartmouth College                         | 43           | University of Missouri, Columbia      | 17           |
| University of Minnesota                   | 39           | Rutgers University                    | 17           |
| University of California, Los Angeles     | 39           | Washington University in St. Louis    | 16           |
| Northwestern University                   | 38           | Rensselaer Polytechnic Institute      | 16           |
| New York University                       | 37           | University of Oklahoma                | 16           |
| University of Notre Dame                  | 34           | Texas A&M University, College Station | 16           |
| Duke University                           | 32           | Ohio University                       | 15           |
| Michigan State University                 | 31           | University of Tennessee               | 15           |
| Massachusetts Institute Technology        | 31           | Washington and Lee University         | 15           |
| Brown University                          | 30           | Barnard College                       | 14           |
| Ohio State University                     | 29           | Tufts University                      | 14           |
| Syracuse University                       | 29           | University of Oregon                  | 14           |
| University of Maryland                    | 28           | Smith College                         | 14           |
| University of Virginia                    | 28           | University of Alabama                 | 14           |
| University of Chicago                     | 27           | Vassar College                        | 13           |
| Williams College                          | 26           | University of Southern California     | 13           |
| Purdue University                         | 26           | Boston College                        | 13           |
| University of North Carolina, Chapel Hill | 26           | American University                   | 13           |
| Pennsylvania State University             | 26           | Wesleyan University                   | 13           |
| University of Florida                     | 25           | Davidson College                      | 13           |
| University of Washington                  | 25           | University of Arkansas                | 13           |
| Georgetown University                     | 24           | Brigham Young University              | 13           |

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### APPENDIX A (CONTINUED)

#### RAW SCORES

| Name                                 | # of Entries | Name                                    | # of Entries |
|--------------------------------------|--------------|---|--------------|
| University of Nebraska, Lincoln      | 13           | Lehigh University                       | 8            |
| University of Georgia                | 12           | Kenyon College                          | 8            |
| Case Western Reserve University      | 12           | University of California, Davis         | 8            |
| University of Miami                  | 12           | University of Delaware                  | 8            |
| Tulane University                    | 12           | Calvin College                          | 7            |
| Depauw University                    | 12           | Hobart and William Smith Colleges       | 7            |
| University of Pittsburgh             | 11           | University of New Hampshire             | 7            |
| Vanderbilt University                | 11           | North Carolina State University         | 7            |
| Wellesley College                    | 11           | University of California, Santa Barbara | 7            |
| Florida State University             | 11           | Mount Holyoke College                   | 6            |
| Baylor University                    | 11           | Ohio Wesleyan University                | 6            |
| University of Kentucky               | 11           | College of William and Mary             | 6            |
| Arizona State University             | 11           | Brandeis University                     | 6            |
| University of Arizona                | 11           | Allegheny College                       | 6            |
| Iowa State University                | 11           | Auburn University                       | 6            |
| Union College                        | 11           | Bowdoin College                         | 6            |
| Southern Methodist University        | 11           | Northeastern University                 | 6            |
| Howard University                    | 10           | College of the Holy Cross               | 6            |
| Haverford College                    | 10           | Marquette University                    | 5            |
| University of Vermont                | 10           | Wake Forest University                  | 5            |
| Swarthmore College                   | 10           | Texas Christian University              | 5            |
| Colgate University                   | 10           | Washington and Jefferson College        | 5            |
| Bryn Mawr College                    | 9            | Carleton College                        | 5            |
| Carnegie Mellon University           | 9            | Knox College                            | 5            |
| Trinity College                      | 9            | Claremont McKenna College               | 5            |
| University of Connecticut            | 9            | St. Louis University                    | 5            |
| United States Military Academy       | 8            | Kansas State University                 | 5            |
| University of Massachusetts, Amherst | 8            | Georgia Institute of Technology         | 5            |
| Rice University                      | 8            | Middlebury College                      | 5            |
| Emory University                     | 8            | University of South Carolina            | 5            |
| Reed College                         | 8            | California Institute of Technology      | 5            |
| Illinois Institute of Technology     | 8            | St. John's University (MN)              | 5            |
| Bucknell University                  | 8            | Colorado State University               | 5            |
| Drexel University                    | 8            | University of Richmond                  | 4            |
| Franklin and Marshall College        | 8            | Washington State University             | 4            |
| Hamilton College                     | 8            | Occidental College                      | 4            |

## APPENDIX A (CONTINUED)

## RAW SCORES

| Name                                 | # of Entries | Name                               | # of Entries |
|--------------------------------------|--------------|------------------------------------|--------------|
| Connecticut College                  | 4            | Denison University                 | 2            |
| Lafayette College                    | 4            | Hillsdale College                  | 2            |
| Colorado College                     | 4            | Drew University                    | 2            |
| University of Denver                 | 4            | Macalester College                 | 2            |
| Clemson University                   | 4            | Augustana College                  | 2            |
| Bennington College                   | 4            | Hollins University                 | 2            |
| SUNY-Stony Brook                     | 4            | College of Saint Benedict          | 2            |
| Loyola University Chicago            | 4            | Muhlenberg College                 | 2            |
| Dickinson College                    | 4            | Whitman College                    | 2            |
| Wheaton College                      | 4            | Fisk University                    | 2            |
| Birmingham-Southern College          | 4            | Worcester Polytechnic Institute    | 2            |
| Gettysburg College                   | 4            | New College of Florida             | 2            |
| Virginia Tech                        | 4            | University of Dayton               | 2            |
| University of California, Santa Cruz | 4            | Cornell College                    | 2            |
| Catholic University of America       | 3            | St. Lawrence University            | 2            |
| Grinnell College                     | 3            | University of the Pacific          | 2            |
| Clark University                     | 3            | University of Tulsa                | 2            |
| College of Wooster                   | 3            | Principia College                  | 1            |
| Kalamazoo College                    | 3            | Stonehill College                  | 1            |
| Pomona College                       | 3            | Pepperdine University              | 1            |
| Albion College                       | 3            | University of Missouri, Rolla      | 1            |
| Beloit College                       | 3            | Illinois Wesleyan University       | 1            |
| University of California, San Diego  | 3            | Susquehanna University             | 1            |
| Millsaps College                     | 3            | Samford University                 | 1            |
| Furman University                    | 3            | New Jersey Institute of Technology | 1            |
| University of California, Irvine     | 3            | Lake Forest College                | 1            |
| Rhodes College                       | 2            | Randolph-Macon College             | 1            |
| Yeshiva University                   | 2            | Goucher College                    | 1            |
| Skidmore College                     | 2            | Janiata College                    | 1            |
| Hampden-Sydney College               | 2            | University of San Diego            | 1            |
| Bard College                         | 2            | Linfield College                   | 1            |
| Stevens Institute of Technology      | 2            | Colorado School of Mines           | 1            |
| Wabash College                       | 2            | Ursinus College                    | 1            |
| SUNY-Binghamton                      | 2            | Siena College                      | 1            |
| Wittenberg University                | 2            | Luther College                     | 1            |
| Lewis and Clark College              | 2            | Wells College                      | 1            |

## An Outcomes Based Assessment of Universities

### APPENDIX A (CONTINUED)

#### RAW SCORES

| Name                        | # of Entries | Name                                | # of Entries |
|-----------------------------|--------------|-------------------------------------|--------------|
| Harvey Mudd College         | 1            | Lawrence University                 | 1            |
| Bates College               | 1            | Hanover College                     | 1            |
| Virginia Military Institute | 1            | Agnes Scott College                 | 1            |
| Willamette University       | 1            | Berry College                       | 1            |
| Earlham College             | 1            | University of California, Riverside | 1            |
| St. Michael's College       | 1            | Washington College                  | 1            |
| St. Olaf College            | 1            | <b>Grand Total</b>                  | <b>5,220</b> |
| Colby College               | 1            |                                     |              |

### APPENDIX B

#### WEIGHTED INDEX<sup>a</sup>

| Who's Who Rank | NAME                               | Index (Harvard =100) | U.S. News Rank <sup>b</sup> |
|----------------|------------------------------------|----------------------|-----------------------------|
| 1              | Harvard University                 | 100.00               | 2                           |
| 2              | Yale University                    | 64.01                | 3                           |
| 4              | Williams College                   | 48.83                | 1                           |
| 5              | Princeton University               | 45.71                | 1                           |
| 6              | Dartmouth College                  | 43.61                | 11                          |
| 7              | Washington and Lee University      | 42.79                | 15                          |
| 8              | Amherst College                    | 41.84                | 2                           |
| 9              | Columbia University                | 36.16                | 9                           |
| 10             | University of Chicago              | 34.68                | 9                           |
| 11             | Haverford College                  | 34.18                | 10                          |
| 12             | Davidson College                   | 33.85                | 9                           |
| 13             | Stanford University                | 32.21                | 4                           |
| 14             | Bryn Mawr College                  | 28.89                | 24                          |
| 15             | Swarthmore College                 | 27.72                | 3                           |
| 16             | Cornell University                 | 27.14                | 12                          |
| 17             | Oberlin College                    | 26.86                | 20                          |
| 18             | Reed College                       | 26.38                | 54                          |
| 19             | Massachusetts Institute Technology | 24.95                | 7                           |
| 20             | Bennington College                 | 24.85                | 106                         |
| 21             | Johns Hopkins University           | 23.95                | 14                          |
| 22             | California Institute of Technology | 21.39                | 5                           |



## APPENDIX B (CONTINUED)

WEIGHTED INDEX<sup>a</sup>

| <i>Who's Who</i> Rank | NAME                               | Index (Harvard =100) | U.S. News Rank <sup>b</sup> |
|-----------------------|------------------------------------|----------------------|-----------------------------|
| 23                    | Barnard College                    | 20.43                | 30                          |
| 24                    | Vassar College                     | 20.43                | 11                          |
| 25                    | Kenyon College                     | 20.05                | 32                          |
| 26                    | Smith College                      | 19.20                | 17                          |
| 27                    | Knox College                       | 19.16                | 80                          |
| 28                    | Wellesley College                  | 19.12                | 4                           |
| 29                    | Duke University                    | 18.97                | 8                           |
| 30                    | Trinity College                    | 18.78                | 34                          |
| 31                    | University of Pennsylvania         | 18.47                | 5                           |
| 32                    | Wesleyan University                | 18.25                | 11                          |
| 33                    | Depauw University                  | 18.11                | 49                          |
| 34                    | Hamilton College                   | 17.68                | 17                          |
| 35                    | University of Notre Dame           | 17.59                | 19                          |
| 36                    | Union College                      | 16.84                | 40                          |
| 37                    | United States Naval Academy        | 16.84                | 20                          |
| 38                    | Northwestern University            | 16.64                | 14                          |
| 39                    | Georgetown University              | 16.00                | 23                          |
| 40                    | Bowdoin College                    | 15.83                | 7                           |
| 41                    | Washington and Jefferson College   | 15.54                | 106                         |
| 42                    | Case Western Reserve University    | 15.26                | 41                          |
| 43                    | Brown University                   | 15.19                | 14                          |
| 44                    | Colgate University                 | 14.74                | 17                          |
| 45                    | University of Rochester            | 13.85                | 35                          |
| 46                    | Hobart and William Smith Colleges  | 13.73                | 63                          |
| 47                    | Rensselaer Polytechnic Institute   | 13.44                | 44                          |
| 48                    | Wheaton College                    | 12.30                | 56                          |
| 49                    | Rice University                    | 11.64                | 17                          |
| 50                    | Allegheny College                  | 11.48                | 85                          |
| 51                    | George Washington University       | 11.31                | 54                          |
| 52                    | Millsaps College                   | 11.21                | 87                          |
| 53                    | Mount Holyoke College              | 11.12                | 28                          |
| 54                    | Franklin and Marshall College      | 11.09                | 40                          |
| 55                    | University of California, Berkeley | 11.04                | 21                          |
| 56                    | New York University                | 11.00                | 34                          |
| 57                    | Tufts University                   | 10.93                | 28                          |
| 58                    | Birmingham-Southern College        | 10.57                | 75                          |
| 59                    | Beloit College                     | 10.50                | 67                          |

## An Outcomes Based Assessment of Universities

### APPENDIX B (CONTINUED)

#### WEIGHTED INDEX<sup>a</sup>

| <i>Who's Who</i> Rank | NAME                                      | Index (Harvard =100) | <i>U.S. News</i> Rank <sup>b</sup> |
|-----------------------|---|----------------------|------------------------------------|
| 60                    | Washington University in St. Louis        | 10.09                | 12                                 |
| 62                    | Carleton College                          | 9.82                 | 5                                  |
| 63                    | University of Michigan                    | 9.80                 | 25                                 |
| 64                    | St. John's University (MN)                | 9.75                 | 75                                 |
| 66                    | Ohio Wesleyan University                  | 9.54                 | 97                                 |
| 67                    | Middlebury College                        | 9.51                 | 5                                  |
| 69                    | Bucknell University                       | 9.38                 | 30                                 |
| 70                    | University of Virginia                    | 9.34                 | 23                                 |
| 71                    | Fordham University                        | 9.25                 | 67                                 |
| 72                    | Occidental College                        | 8.82                 | 36                                 |
| 73                    | Grinnell College                          | 8.76                 | 11                                 |
| 75                    | College of the Holy Cross                 | 8.66                 | 33                                 |
| 76                    | American University                       | 8.42                 | 85                                 |
| 77                    | Connecticut College                       | 8.29                 | 44                                 |
| 78                    | Dickinson College                         | 8.27                 | 44                                 |
| 79                    | Carnegie Mellon University                | 8.26                 | 22                                 |
| 80                    | Illinois Institute of Technology          | 8.15                 | 96                                 |
| 81                    | Pomona College                            | 8.08                 | 7                                  |
| 82                    | Syracuse University                       | 8.06                 | 50                                 |
| 84                    | Claremont McKenna College                 | 7.82                 | 11                                 |
| 85                    | Brandeis University                       | 7.72                 | 31                                 |
| 87                    | Kalamazoo College                         | 7.52                 | 67                                 |
| 88                    | Gettysburg College                        | 7.51                 | 48                                 |
| 89                    | Colorado College                          | 7.45                 | 26                                 |
| 90                    | University of Illinois, Urbana            | 7.41                 | 38                                 |
| 92                    | Tulane University                         | 7.37                 | 50                                 |
| 93                    | Southern Methodist University             | 7.09                 | 67                                 |
| 97                    | University of Wisconsin, Madison          | 6.79                 | 38                                 |
| 98                    | University of Arkansas                    | 6.78                 | 124                                |
| 99                    | University of California, Los Angeles     | 6.74                 | 25                                 |
| 100                   | Emory University                          | 6.73                 | 17                                 |
| 101                   | United States Military Academy            | 6.73                 | 22                                 |
| 102                   | Vanderbilt University                     | 6.72                 | 19                                 |
| 103                   | Calvin College                            | 6.53                 | 116                                |
| 104                   | University of North Carolina, Chapel Hill | 6.51                 | 28                                 |
| 106                   | Lafayette College                         | 6.42                 | 34                                 |
| 107                   | Lehigh University                         | 6.39                 | 31                                 |

## APPENDIX B (CONTINUED)

WEIGHTED INDEX<sup>a</sup>

| <i>Who's Who</i> Rank | NAME                              | Index (Harvard =100) | U.S. News Rank <sup>b</sup> |
|-----------------------|-----------------------------------|----------------------|-----------------------------|
| 108                   | University of Alabama             | 5.97                 | 91                          |
| 109                   | Albion College                    | 5.91                 | 116                         |
| 110                   | College of Wooster                | 5.80                 | 71                          |
| 111                   | Wake Forest University            | 5.63                 | 30                          |
| 113                   | University of Texas, Austin       | 5.30                 | 44                          |
| 115                   | Miami University (OH)             | 5.20                 | 67                          |
| 116                   | Boston University                 | 5.10                 | 57                          |
| 117                   | Howard University                 | 5.04                 | 96                          |
| 118                   | University of Iowa                | 4.94                 | 64                          |
| 119                   | University of Kansas              | 4.85                 | 85                          |
| 120                   | University of Richmond            | 4.75                 | 40                          |
| 121                   | Boston College                    | 4.70                 | 35                          |
| 123                   | College of William and Mary       | 4.67                 | 33                          |
| 124                   | Baylor University                 | 4.64                 | 75                          |
| 125                   | Ohio University                   | 4.57                 | 112                         |
| 128                   | Furman University                 | 4.23                 | 37                          |
| 129                   | University of Miami               | 4.20                 | 52                          |
| 130                   | University at Buffalo, SUNY       | 4.19                 | 118                         |
| 132                   | University of Oregon              | 4.12                 | 112                         |
| 133                   | University of Vermont             | 4.09                 | 96                          |
| 134                   | Catholic University of America    | 3.93                 | 122                         |
| 135                   | University of Washington          | 3.87                 | 42                          |
| 139                   | University of Colorado            | 3.78                 | 79                          |
| 140                   | Texas Christian University        | 3.77                 | 108                         |
| 142                   | University of Oklahoma            | 3.72                 | 108                         |
| 143                   | University of Florida             | 3.69                 | 49                          |
| 146                   | University of Maryland            | 3.61                 | 54                          |
| 147                   | Purdue University                 | 3.58                 | 64                          |
| 148                   | Indiana University                | 3.57                 | 75                          |
| 149                   | St. Louis University              | 3.53                 | 82                          |
| 151                   | University of Missouri, Columbia  | 3.41                 | 91                          |
| 153                   | Drexel University                 | 3.38                 | 108                         |
| 154                   | University of Minnesota           | 3.35                 | 71                          |
| 156                   | University of Southern California | 3.30                 | 27                          |
| 157                   | Pennsylvania State University     | 3.29                 | 48                          |
| 159                   | Michigan State University         | 3.22                 | 71                          |
| 162                   | University of Denver              | 3.14                 | 85                          |

## An Outcomes Based Assessment of Universities

### APPENDIX B (CONTINUED)

#### WEIGHTED INDEX<sup>a</sup>

| <i>Who's Who</i> Rank | NAME                                    | Index (Harvard =100) | <i>U.S. News</i> Rank <sup>b</sup> |
|-----------------------|---|----------------------|------------------------------------|
| 163                   | Clark University                        | 3.12                 | 91                                 |
| 170                   | Rutgers University                      | 2.65                 | 59                                 |
| 171                   | Ohio State University                   | 2.63                 | 57                                 |
| 172                   | University of Georgia                   | 2.62                 | 59                                 |
| 173                   | Florida State University                | 2.56                 | 112                                |
| 175                   | University of California, Santa Cruz    | 2.54                 | 79                                 |
| 176                   | University of Tennessee                 | 2.53                 | 96                                 |
| 177                   | University of Nebraska, Lincoln         | 2.52                 | 91                                 |
| 178                   | University of Pittsburgh                | 2.48                 | 59                                 |
| 180                   | University of New Hampshire             | 2.40                 | 108                                |
| 181                   | University of Kentucky                  | 2.34                 | 122                                |
| 183                   | University of Connecticut               | 2.24                 | 64                                 |
| 188                   | University of California, Davis         | 2.17                 | 42                                 |
| 189                   | Texas A&M University, College Station   | 2.15                 | 62                                 |
| 191                   | Marquette University                    | 2.11                 | 82                                 |
| 192                   | Iowa State University                   | 2.02                 | 85                                 |
| 193                   | Georgia Institute of Technology         | 2.01                 | 35                                 |
| 194                   | Brigham Young University                | 1.98                 | 79                                 |
| 196                   | University of California, Santa Barbara | 1.95                 | 44                                 |
| 197                   | Loyola University Chicago               | 1.91                 | 112                                |
| 198                   | University of Delaware                  | 1.86                 | 71                                 |
| 199                   | University of Arizona                   | 1.85                 | 96                                 |
| 203                   | Clemson University                      | 1.57                 | 67                                 |
| 204                   | North Carolina State University         | 1.57                 | 85                                 |
| 205                   | Arizona State University                | 1.57                 | 124                                |
| 207                   | University of Massachusetts, Amherst    | 1.50                 | 96                                 |
| 208                   | University of California, Irvine        | 1.46                 | 44                                 |
| 211                   | SUNY-Stony Brook                        | 1.38                 | 96                                 |
| 212                   | Auburn University                       | 1.37                 | 96                                 |
| 215                   | University of California, San Diego     | 1.24                 | 38                                 |
| 216                   | Colorado State University               | 1.24                 | 124                                |
| 217                   | Kansas State University                 | 1.22                 | 124                                |
| 221                   | University of South Carolina            | 1.04                 | 112                                |
| 222                   | Washington State University             | 0.99                 | 118                                |
| 225                   | Virginia Tech                           | 0.82                 | 71                                 |
| 226                   | Northeastern University                 | 0.76                 | 96                                 |

Notes: a=schools with less than three entries not shown. b=*U.S. News* assigns multiple schools the same ranking so some ranks will repeat.

**Notes**

1. Marquis Who's Who, *Who's Who in America* 2008, 62nd ed. (Chicago: Marquis Who's Who, 2008).
2. As a reader of a blog based on this work so perceptively noted, this is not the first attempt to use *Who's Who* to rank colleges. A pioneering writer in this area, Clarence Lovejoy, was ranking colleges this way as early as 1940. See Clarence Lovejoy, *So You're Going to College* (New York: Simon & Schuster, 1940).
3. For *U.S. News* rankings, see: [http://colleges.usnews.rankingsandreviews.com/usnews/edu/college/rankings/rankindex\\_brief.php](http://colleges.usnews.rankingsandreviews.com/usnews/edu/college/rankings/rankindex_brief.php). For IPEDS data, see: <http://nces.ed.gov/ipeds/>.
4. The list includes the top two tiers of schools classified as “national universities” and the top two tiers of schools classified as “liberal arts colleges.”
5. “The Living Company: Habits for Survival in a Turbulent Business Environment,” *Business Week*, available at [www.businessweek.com/chapter/degeus.htm](http://www.businessweek.com/chapter/degeus.htm) (accessed February 25, 2008).



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