

Senior Leadership Homework Assignment October 11 – 12, 2018

One of the first purposes of this first session of the Senior Leadership Seminar is to reacquaint participants with the higher education enterprise and to focus on one significant policy issue that has an impact on all institutions. To prepare for this session obtain and review a copy of your institution's Strategic Plan. If your institution is in the process of developing a new Strategic Plan, please bring the present plan.

Make an appointment and interview the Chief Financial Officer, the Chief Academic Officer/Provost, the Chief Advancement Officer (or other senior/executive official with budgetary and strategic planning responsibilities). If you are on a campus where there is more than one senior seminarian, please consider trying to connect with your colleague to pair up and attend the interview together.

Discuss the following with your executive leader(s):

- (1) How does the institution plan to achieve the goals that are outlined in the plan? What are some of the priority strategies the institution has selected to focus on?
- (2) What resources are needed to achieve the goals?
- (3) How does the institution plan to fund key strategic initiatives?
- (4) How is the institution's annual budget developed? What are the key sources of revenue? And what are major expense categories?
- (5) How does the current economic/budget climate impact immediate goals and initiatives as well as long-term plans?
- (6) How are individuals and groups within the institution involved in the decision-making process, particularly as it relates to budget allocations, cuts and adjustments? Note any unique or innovative approaches to problem-solving and engagement of stakeholders.
- (7) How does your institution fit into the larger discussion and policy issues associated with student access and affordability? How does your institution perceive and address student access and affordability?
- (8) If your institution is in the process of developing a new Strategic Plan, how was process developed? What stakeholders have been involved? Where there any reason to include or exclude specific stakeholders?

Bring to the Seminar a copy of the Strategic Plan and if possible a copy of the institution's current budget. Additionally, if there is a Strategic Plan for your department/division, please bring that as well.

You will have an opportunity to discuss what you learned on Friday, October 12.