



THE NACUBO ECONOMIC MODELS PROJECT **JOURNEY** STRUCTURE QUESTIONS

ORGANIZATION

- ▶ Is our organization efficiently and effectively organized? How do we know?
- ▶ Is accountability clear and aligned with responsibilities?
- ▶ How do our organizational charts relate to industry metrics including enrollment?
- ▶ Does our structure support our business plan and mission?
- ▶ Is our current organizational structure relevant to current needs? Does it create barriers to improvement?
- ▶ How do we incent behaviors to align with institutional direction?
- ▶ Are we demanding excellence/productivity? How is productivity measured?
- ▶ Do performance evaluation, promotion and tenure criteria support mission?

CULTURE

- ▶ What incentives help or inhibit staff from contributing? Are staff empowered to develop creative solutions?
- ▶ How does our institutional culture align or conflict with goals and strategies?
- ▶ Does our vision conflict with existing organizational culture, impairing success??

POLICIES AND PROCESSES

- ▶ Are policies in place for processes that are necessary for achievement of mission?
- ▶ Is our academic calendar congruent with needs and desires of current students?
- ▶ Are information and communication systems in place to support mission and goal attainment?
- ▶ How is change managed? How is our culture adapted to new requirements?

- ▶ Should we centralize or decentralize services, resources and decision making?
- ▶ How do our academic schedule (including drop/add dates, etc.) and course scheduling and occupancy support student success and institutional mission?
- ▶ What opportunities do we have to change processes for student transfer and articulation?

DECISION MAKING

- ▶ Is decision making delegated to the appropriate positions and levels?
- ▶ Does our budgeting process and ERP system allow for necessary change?
- ▶ Is there consensus on appropriate levels of risk? Is there a risk management strategy?
- ▶ Are policies in place that are necessary for achievement of mission? How do institutional policies support or hinder the mission?



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- ▶ Are information flows adequate and timely to participants in governance processes?

LEADERSHIP

- ▶ Do our leaders confront the historical, legacy issues that threaten long-term viability?
- ▶ Do our leaders agree to invest in institutional priorities rather than local needs and squeaky wheels?
- ▶ Do leadership's strengths support our institutional niche?
- ▶ Does our leadership have the expertise to lead the college in light of current opportunities and challenges?
- ▶ Is our leadership willing to take strategic risk to better position the institution?
- ▶ Do we have transformational leadership at all levels?
- ▶ Does our leadership share the "brutal facts" transparently while leading with vision?

GOVERNANCE

- ▶ Does our current governance structure support a culture of change?

- ▶ Does our leadership structure promote or inhibit collaborative practices across the institution?
- ▶ Is our leadership team sufficiently stable and focused on the long-term institutional well-being?
- ▶ Does our existing structure inhibit or promote productive, practical leadership? What governance structures inhibit change? Do we have the courage to change them?
- ▶ How do we consistently drive change despite leadership changes?
- ▶ Is the Board knowledgeable about and focused on their role in institutional change?
- ▶ How do we engage Board members with differing levels of experience with higher education in significant discussion and decision making?

MARKET FACTORS

- ▶ What are the impacts of the changing regulatory and statutory environment? What regulatory and statutory requirements constrain opportunities for change?

- ▶ How does our regional and program-specific accreditation support institutional success?
- ▶ How do we engage unions to collaborate on change?
- ▶ How do we retain our uniqueness and competitive edge within the state system (if applicable)?
- ▶ How do political structures impact our mission?

COLLABORATION

- ▶ Should we position our institution for industry consolidation?
- ▶ What opportunities exist to expand community collaboration to promote institutional growth and avoid duplication of services?
- ▶ In what areas should we expand, strengthen or pursue collaboration or partnership with other colleges and universities?
- ▶ What benefits do/might we gain from being a part of the state system (if applicable)?
- ▶ What industries in our community offer opportunities for programmatic or other partnerships?



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- ▶ Are we adequately assessing downside risk as well as upside opportunity?
- ▶ What opportunities exist for sharing of services and programs and partnerships/collaborations within our institution and with others?
- ▶ Can we leverage intra-institutional mergers to garner resource savings while enhancing interdisciplinary and transdisciplinary instruction and research/scholarship?
- ▶ Do silos prevent us from delivering services more effectively and efficiently?
- ▶ Is there appetite for change and innovation? Does the organization support risk-taking and entrepreneurialism?
- ▶ What are the opportunities for structural innovation?

THINKING FORWARD

- ▶ Is the current organizational structure appropriate for the future?
- ▶ What is a better structure of service delivery to achieve better outcomes?
- ▶ Are the structures supporting innovation in place?
- ▶ What is “core” to our mission? What might this imply for possible areas for innovation or outsourcing?