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 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?

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?
- Are information flows adequate and timely to participants in governance processes?
Are decisions about problems and solutions made and implemented timely?

**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 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?

**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?

**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?
Structure Questions

- 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?
- 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?

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?
- Is there appetite for change and innovation? Does the organization support risk-taking and entrepreneurialism?
- What are the opportunities for structural innovation?