

## Case Study Information

Teams of 5 – 6 will work throughout Tuesday and Wednesday and create a set of deliverables to be reported out during Wednesday. Additional groups may be added depending on attendees.

### 1. Case Study Facts: Academic Department

- Last strategic plan was done 5 years ago
- New Dean with intact executive team
- Budget cut of 30% in last 3 years
- 70 tenure track faculty, many could retire
- 90 staff (many research or administrative support)
- 600 students
- Mid-size private university in the northwest
- College town, some town/gown tensions
- Reduced research dollars and donor support
- Stiff competition in the region
- Hard to attract new faculty
- Generally traditional education delivery
- 10% faculty salaries on soft money

### 2. Case Study Facts: Auxiliary Unit

- Housing and Food Services (residential life, campus dining and catering)
- Student demand for housing increasing, and for different types (singles, apartments, short term, etc), while currently the housing is traditional
- Strong environmental focus at the college
- Mediocre food program – contracted with partner
- Student activism increasing, demanding more for the money they are paying
- Students want more educational programming (related to coursework, service, and life skills)
- Increasing mental health issues
- Self-sustaining but struggling and Regents don't want to see price increases
- Reports to EVP
- Strong leader but new to the college (reports to the EVP)

### 3. Case Study Facts: Administrative

- EVP area (many units)
- 25% budget cut in last 5 years
- Major public university
- Faculty critical of central administration; some don't see value in some of the services (faculty recognizes that administrative services are a necessary evil, but could be streamlined and re-organized).
- Relationships with other senior leadership is strong
- Leadership team relatively new, most promoted from within
- Appetite for change varies by leader
- Some metrics in place for some, mostly benchmarks with APPA, NACUBO, COGR, HelioCampus, etc.

#### 4. Case Study Facts: Student

- Central Advising Offices (curriculum, financial, career)
- Mid-size private college
- Faith based
- Centrally funded
- Enrollment dropping
- Budget cuts of 20%, more coming
- Faculty Senate pressure to show why advising should be centralized
- Duplicative efforts in departments anyway
- Reports to Vice Provost centrally, to Deans matrixed
- Disjointed leadership team, work in silos
- Low student satisfaction

Deliverables for the report out on Wednesday (about 10 minutes each including Q&A):

1. SWOT analysis
2. Strategy map (mission, vision, values, goals)
3. Action plan to achieve one goal
4. Report out: Your team can choose to report out in whatever way works best: powerpoint, visuals (will learn about them in class), etc.
5. Description of how your team functioned