

STRATEGIC *finance*

FOR COLLEGES & UNIVERSITIES
A New Consulting Service from AGB

SCHEDULE A FREE WORKSHOP

A limited number of workshops funded by Lumina Foundation are available. Contact us now for details and to schedule. Slots are going quickly.

Developing a strategic institutional culture is paramount to universities that expect to succeed in the 21st century. The strategic finance workshop facilitated by AGB was the best we've had and has challenged our board of trustees and administration to confront existing and future challenges we will face together in new ways. Youngstown State University will greatly benefit from our participation in this initiative.

— *Scott R. Schulick, Board Chair, Youngstown State University*

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The AGB Strategic Finance workshop provided a basis for our university board, foundation board, and university leadership to come together and initiate discussions about integrating strategic planning and financial management as well as methods to further develop our understanding of the impact of strategic decision making and to ask the tough questions.

— *Stacy Carrick, Vice President of Finance, Northwest Missouri State University*

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Strategic Finance is the alignment of resources with the institution's mission and strategic plan.

The Association of Governing Boards of Universities and Colleges has a grant from Lumina Foundation for Education to encourage trustees and executive leaders to learn about Strategic Finance as a valuable approach for today's challenging times.

When Every Move Matters

The Strategic Finance initiative is **designed to assist boards and presidents in aligning revenues, expenditures, physical and human assets, mission, and strategic plans** in order to achieve institutional goals.

The Strategic Finance Initiative helps trustees and presidents to:

- understand recent and likely future trend lines of revenues and expense;
- improve the clarity and functionality of their strategic plans;
- align effort, attention, and resources with the initiatives that will enhance institutional vitality;
- focus on achieving and documenting results over inputs;
- increase institutional productivity;
- integrate strategies with financial plans; and
- make specific board and executive level plans for next steps (six months and beyond) to achieve concrete objectives toward greater institutional success.

Strategic Finance Workshop Goals

Customizing a workshop begins with a mutually agreeable set of goals for the day. Sample goals have included:

- Identify the top few action priorities for a data-informed action plan (including responsibilities, timelines, and metrics) through which the university will: educate more people, not fewer; enhance affordability and accessibility; and improve efficiency and effectiveness where possible.
- Understand how strategic finance differs from traditional financial oversight.
- Appreciate the benefits of a strategic approach to finance.
- Define and prepare to pursue a specific action plan to move to a strategic finance approach.
- Understand the range and complexity of options available for funding strategic initiatives to achieve state goals for degree attainment.
- Identify promising funding options that merit additional research and development.

Strategic Finance Workshop Results

AGB has conducted Strategic Finance workshops in numerous states, institutions, and boardrooms. Here are examples of specific action items resulting from past workshops:

- A joint committee of trustees and cabinet will develop a list of strategic indicators. Trends and comparisons with benchmarks will be reported to the board on an agreed-upon schedule.
- The board of trustees will receive ongoing education on financial dynamics related to the university.
- The board of trustees and the administration will develop a strategic financial plan.
- Board and committee meeting agendas will be revised to allow time for discussions of major issues impacting the future of the university.
- Executive leadership will develop two-page proposals for strategic initiatives for consideration by the trustees on each of the following topics: one-university system, articulation of academic credit, technology, efficiency, program decisions, change management, and student learning outcomes.

Lumina-Supported Strategic Finance Workshops

AGB offers **one-day Strategic Finance workshops for trustees and executive leaders of universities, systems, and states**. AGB provides the workshop consultant with funding from Lumina; the sponsoring system or institution pays the cost of travel. The workshops are customized to meet the unique goals of each institution, system or state, and conclude with the identification of action steps for the next six months. Additional consulting support is available through the AGB Consulting Service.

How to arrange for a Strategic Finance Workshop

Contact Kyle Long, project and research coordinator, at kylel@agb.org or 202.776.0834 to discuss your goals, circumstances, participants, timeline, and other details. The project has engaged the services of nine expert consultants so that we can best match backgrounds and strengths to your situation. The consultant will work with you in advance to identify specific goals for the day, desired approaches, key topics, and timelines. The consultant will be available via email and phone on a limited basis during the six months following the workshop.

AGB Strategic Finance Project Director

Dr. Ellen-Earle Chaffee is a senior fellow for the Association of Governing Boards of Colleges and Universities (AGB), and director of its Lumina Foundation funded project on Governance for Student Success. She was president of Valley City State University from 1993 to 2008. From 1993 until 2002, she was also president of Mayville State University. Recently, she has been President in Residence at Harvard University. A trustee since 2002, Dr. Chaffee chaired the board of a \$1 billion health care system, guiding its 50/50 merger with another \$1 billion health care system.

AGB Strategic Finance Consultants

Dr. Kent John Chabotar is president of Guilford College. From 1991 to 2002, Dr. Chabotar was vice president for finance and administration and treasurer at Bowdoin College. Previously, Dr. Chabotar was on the Faculty of Education at the Harvard Graduate School of Education (1982-91). He serves as treasurer of the Board of Directors of the Council on Independent Colleges (CIC), as a member of the Executive Council of the Commission on Colleges of the Southern Association of Colleges and Schools (SACS), and on several non-profit boards of directors.

Dr. R. Barbara Gitenstein is president of The College of New Jersey. Previously she was provost and executive vice president of Drake University. She currently serves as a commissioner for Middle States Commission on Higher Education and as a member of the Association of Governing Boards (AGB) Council of Presidents. She has chaired numerous organizations and committees including the New Jersey Association of State Colleges and Universities President's Council and the Quality and Reputation subcommittee of the New Jersey Commission on Higher Education's Long-Range Plan Steering Committee.

Larry Isaak is president of the Midwestern Higher Education Compact (MHEC). Previously, Mr. Isaak was the chancellor of the North Dakota University System for nearly 10 years. He also worked in the North Dakota Office of Management & Budget serving both as acting director and as the state executive budget analyst. He served as the assistant legislative budget analyst and auditor for the North Dakota Legislative Council. Mr. Isaak has served as chair of the State Higher Education Executive Officers (SHEEO) and as a commissioner to both the Midwestern Higher Education Compact and the Western Interstate Commission for Higher Education.

Dennis P. Jones is president of the National Center for Higher Education Management Systems (NCHEMS), a nonprofit research and development center founded to improve strategic decision making in institutions and agencies of higher education. He has been on staff since 1969. Prior to joining NCHEMS, Mr. Jones served as an administrator (in business and in institutional planning) at Rensselaer Polytechnic Institute.

Dr. Thomas C. Longin is the former vice president for programs and research for the Association of Governing Boards of Universities and Colleges (AGB). Prior to joining AGB, he served for 12 years as provost of Ithaca College and for three years as vice president for academic affairs at Seattle University. He was dean of the School of Humanities and Sciences at Ithaca College from 1976 until 1982, and before that a faculty member at Ithaca College, Virginia Tech, and Carroll College.

Dr. Kenneth (Buzz) A. Shaw recently retired as chancellor of Syracuse University. He has served as a university president for nearly 30 years. Prior to joining Syracuse in 1991, Dr. Shaw was president of the University of Wisconsin System, chancellor of the Southern Illinois University System (1979-86), president of Southern Illinois University at Edwardsville (1977-79), and vice president and dean of the University at Towson State University (1969-77).

Richard Staisloff is vice president for finance and administration at the College of Notre Dame of Maryland. Prior to joining Notre Dame, Mr. Staisloff served four years at Carroll Community College, where he helped lead the creation of this independent college. From 1992 to 1994, Mr. Staisloff acted as a finance policy analyst for the Maryland Higher Education Commission. Finally, he served with the Maryland General Assembly, House Committee on Ways and Means, focusing on education and taxation issues.

Jane Wellman is founder and Executive Director of the Delta Project on Postsecondary Costs, Productivity and Accountability. The Delta Project's mission is to improve productivity in higher education through more effective management of resources without compromising student access or quality. Ms. Wellman has served as a senior associate with the Institute for Higher Education, was vice president for government relations with the National Association of Independent Colleges and Universities (NAICU), deputy director of the California Postsecondary Education Commission, and staff director of the California Assembly Ways and Means Committee.