

While judging the resiliency of an institution's governance structure to deal with the economic and political dislocation is a prerequisite in today's higher education climate, comprehending the properties of its business model and how it may need to evolve in the face of changing market conditions is essential to not only leading an institution, but also managing successful institutional transformation when that is required.

The following questions focus on an organizational assessment of leadership, strategy, customers, measurements, analysis and knowledge management, workforce, operations, and results.

Where is the institution today and where is it headed?

Excerpted from *VIEWPOINTS: "The Business Model of Higher Education,"* by Eric Denna (*EDUCAUSE, Review* March/April 2014).

Who are our students?

- Who do we serve and what are they trying to do?
- Who should we serve and what are they trying to do?

What is our value proposition?

- How do we help those we intend to serve do what they are trying to do?
- How should we help those we intend to serve do what they are trying to do?

What channels do we use to access students?

- How do we deliver our services to those we are trying to serve?
- How should we deliver our services to those we are trying to serve?

What is our relationship with our students?

- What is the nature of the relationship we have with those we serve?
- What should be the nature of the relationship with those we serve?

Where do revenues come from?

- How do these prior components translate into revenues for our institution?
- How should these prior components translate into revenues for our institution?

What are our key program offerings?

- What are the key activities that create the services we provide?
- What should be the key activities that create the services we provide?

What are our key resources?

- What are the key resources we need to create the services we provide?
- What should be the key resources we need to create the services we provide?

Who do we partner with?

- Who are the key partners that help us create the services we provide to those we serve?
- Who should be the key partners that help us create the services we provide to those we serve?

What is our cost structure?

- How do the key partners, resources, and activities translate into our institution's cost model?
- How should the key partners, resources, and activities translate into our institution's cost model?