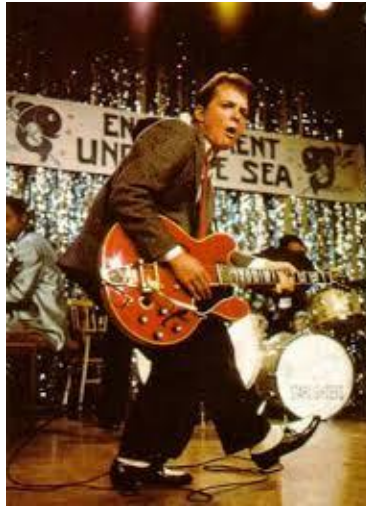




**The Board and President:
A Leadership “Team” Approach to
Navigating a Dynamic New Landscape**



Introduction to Today's Discussion



- ◆ There is no “Back to the Future”
 - The landscape for the entire higher ed sector has changed ... forever
- ◆ Chiropractic colleges are particularly challenged
- ◆ The dynamic nature of these circumstances makes strategic governance an imperative
- ◆ What does that look like and what are some pathways to achieving it?

The Changing Landscape of Higher Education



- ◆ The “Good Old Days” are gone ... perhaps forever
 - Costs across the board continue to escalate
 - The market no longer amenable to “cost+pricing” and tuition increases outpacing inflation
 - As a result, net tuition revenue is flat or declining
 - Traditional sources of non-tuition revenue are stagnant or declining

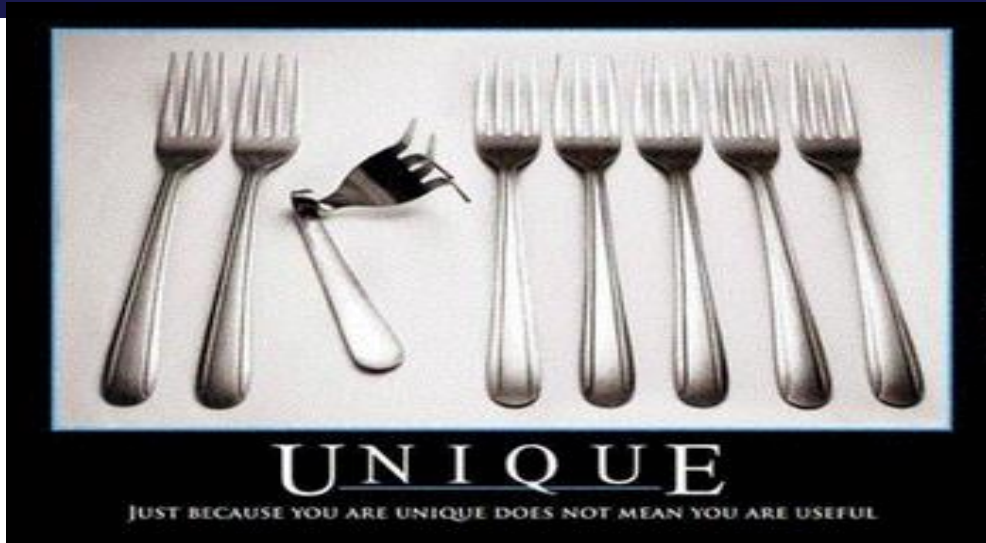
- ◆ Complicating matters, and making it even harder to “catch a break” ...
 - Huge shifts in the demographics of students, both regionally and by median age
 - The mixed blessing ... and curse ... of institutional mission – performance accountability is the new mantra of regional and specialized accrediting bodies
- ◆ In response, much of the sector is slow to respond, or in denial
 - Growth by accretion, rather than substitution, is still endemic
 - Very little consolidation
- ◆ As a result ...
 - Moody’s continues to serve a “negative outlook” for the sector

The Chiropractic Education Sector



- ◆ Any institution primarily “single-purpose” is especially challenged
- ◆ The chiropractic sector is no different
- ◆ A lack of program/mission diversity within a single institution makes it extremely challenging to weather the vagaries of the market for its graduates
- ◆ The vagaries of the market are difficult to predict
 - Some of it is economic and workforce development related (somewhat rational and somewhat predictable)
 - Some of it is perception, attitudes and behaviorally related (largely irrational and unpredictable)
- ◆ Speaking of rational vs. irrational thinking and behavior ...
 - How many of us would put our entire retirement nest egg in a single financial instrument?
 - Yet, single-purpose institutions have this amazing way of justifying a narrow mission in the face of evidence to the contrary
- ◆ Some institutions in the sector get this
 - As a specialized sector, seeing stagnant or declining enrollments within a larger, more adaptive sector that is also seeing the same thing

Unique Characteristics



◆ Some historic context ...

- Traditionally, chiropractic colleges have been led by charismatic and successful practitioners of the profession
- Their boards have been dominated by practitioners of the profession
- Many of them were educated and trained in a different era

◆ The world has changed ...

- The complex demands of running a college or a university require levels of experience and cognitive complexity that transcend those of a practitioner
- The complex demands of modern governance vs. fiduciary oversight requires not only sophisticated levels of specialized experience, but a diversity of emotional intelligence as well
- The complexity of the landscape for allied health professions – worldwide – has increased so dramatically that it demands a response that old programs, processes cannot effectively meet

What's a President to Do?



- Recognize – and accept – the strategic imperative facing you
 - The need to lead a transformation
 - Requires looking at the institution's vitality and vulnerabilities through new and different frames
 - Using that information as the basis for engaging the Board in strategic – not operational – discussions and decision making
- Striking a new conceptual framework for strategic institutional leadership
 - It's the Board and the President, not the Board vs. the President
 - The focus is on optimal team – not individual – performance
 - Requires professional baseline assessment and ongoing evaluation
- Requires a fundamental shift in how your Boards “govern”
 - A simultaneous balance of thinking and acting “in concert” with the President
 - Requires professional training and development to enable the team to achieve optimum high performance



Conclusions



- ◆ Yours is a challenged niche ... within a challenged higher ed sector ... serving the needs of a challenged industry ... at a challenging time
- ◆ The traditional responses of “cut costs, increase enrollments, and raise more philanthropic dollars” aren’t going to work
- ◆ New models of shared leadership are going to be required to define and transform your future viability
- ◆ These will require new ways of examining your vulnerabilities, using that information to frame strategic and generative decision-making with your Boards, and enhancing the performance of the Board-President leadership team
- ◆ That will require expertise you either don’t have, can’t spare, or who can help you deliver messages that may not be immediately welcome

Recommendations



- ◆ Consider joint knowledge- and skill-building opportunities for Presidents and Board Chairs
 - Similar to that offered for the larger higher ed sector
 - But specialized for the chiropractic sector
- ◆ Consider leadership team development opportunities for the entire Board and institutional leadership
- ◆ We specialize in both of the above
- ◆ Use the power of your collegiate association (CCE) to explore opportunities for “lifting all boats with a rising tide”
- ◆ There is a host of possibilities along the consortia continuum ... working together in whatever fashion works best for mutual advantage may very well better serve the industry and the education sector



My Background



◆ About me ...

- At Casagrande Consulting LLC ...
 - ✓ President/Board Performance and Effectiveness
 - ✓ Institutional Vitality Assessment
 - ✓ Institutional Planning
 - ✓ Online Learning Readiness Assessment
- Academic research background in board effectiveness
- More than 30 years experience in public and private higher education
- Former college and university president/chancellor and chief operating officer

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