



C R E D O

**Furman University
Community Day
February 16, 2023**

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Today's Agenda

- **Higher Education Landscape**
- **The Thriving Framework**
- **Brainstorming Session**

Why is Credo here?

500+

College, university, and association partners since 1995

120

Campuses engaged per year

200

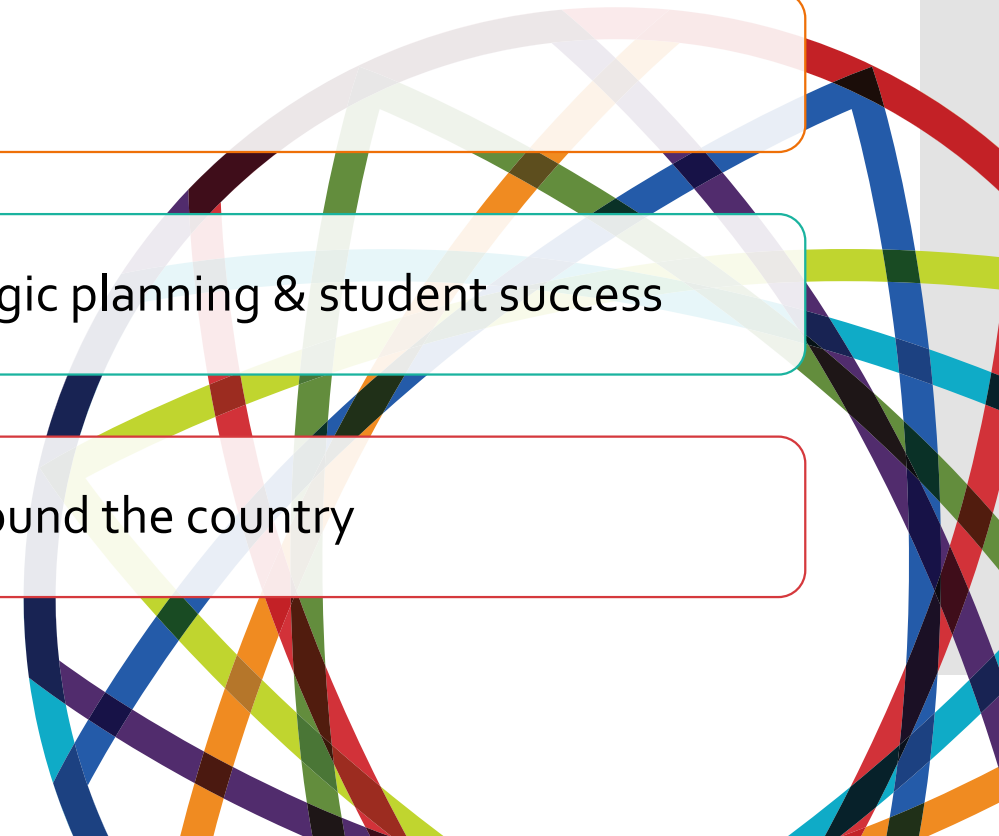
Partner projects per year

2

Key areas of focus: strategic planning & student success

200+

Credo team members around the country



a range of institutional partners

FRANKLIN & MARSHALL
COLLEGE

ST. OLAF
COLLEGE



MACALESTER



SCRIPPS
THE WOMEN'S COLLEGE
• CLAREMONT •

Ohio
Wesleyan
University

VALPARAISO
UNIVERSITY

wittenberg
UNIVERSITY



WAKE FOREST
UNIVERSITY



Linfield
University

California
Lutheran
University

TLU
TEXAS LUTHERAN UNIVERSITY

Duke
UNIVERSITY

1865
RIDER
UNIVERSITY

Mount
Saint Mary's
University
LOS ANGELES

LEWIS
UNIVERSITY

MORAVIAN
COLLEGE

Northeastern
University

TOUGALOO
COLLEGE
1869

BREVARD COLLEGE
BREVARD, NORTH CAROLINA

HBU
HOUSTON BAPTIST
UNIVERSITY

Gwynedd Mercy
University

UNIVERSITY OF THE
OZARKS

MARIAN UNIVERSITY
Indianapolis

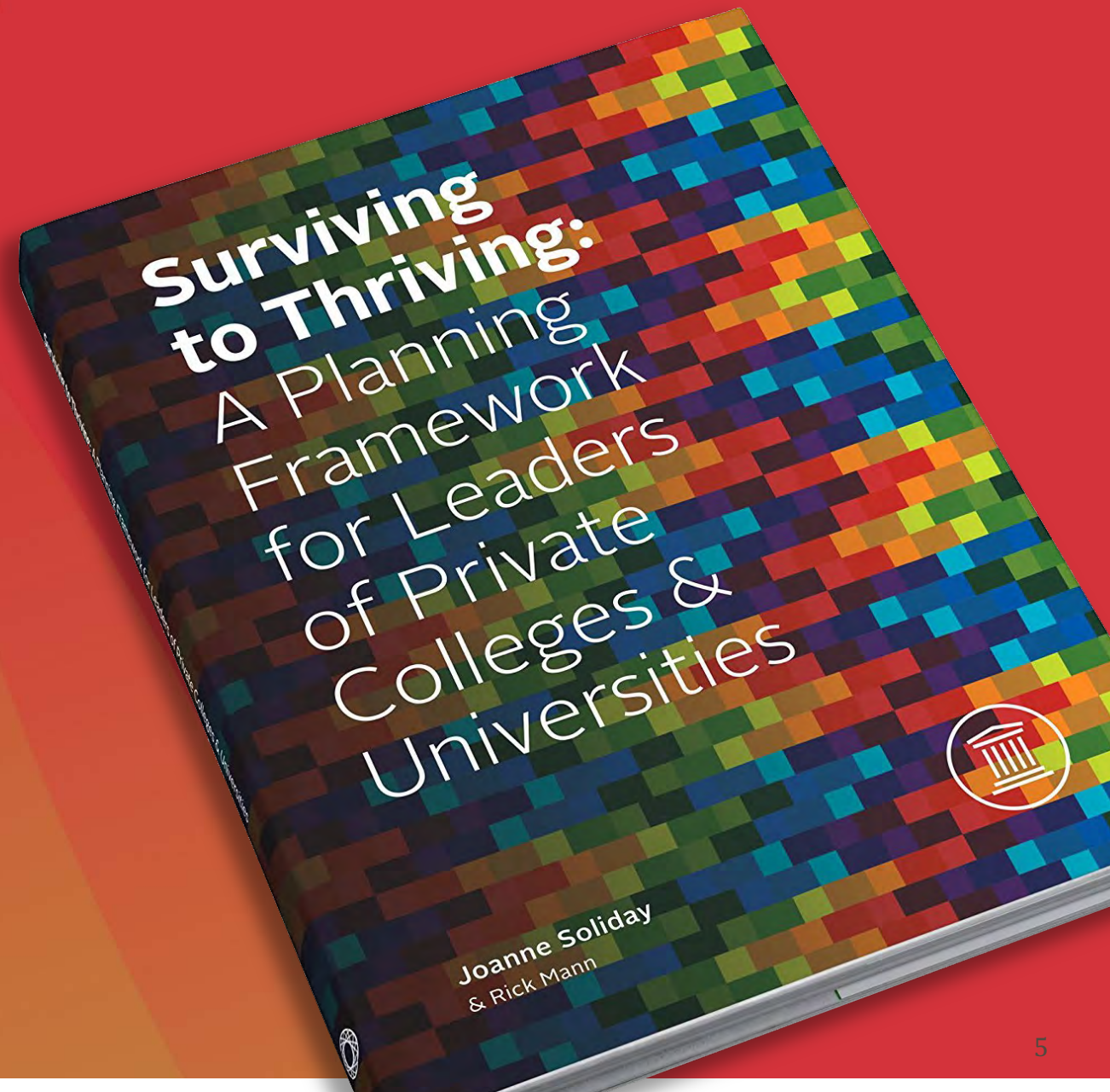
UNIVERSITY OF
MARY HARDIN-BAYLOR

St Ambrose
University

Felician
UNIVERSITY

DAKOTA WESLEYAN
UNIVERSITY

*We wrote the book on **thriving** for independent higher education.*



*We also wrote
the book on
change for
independent
higher
education.*

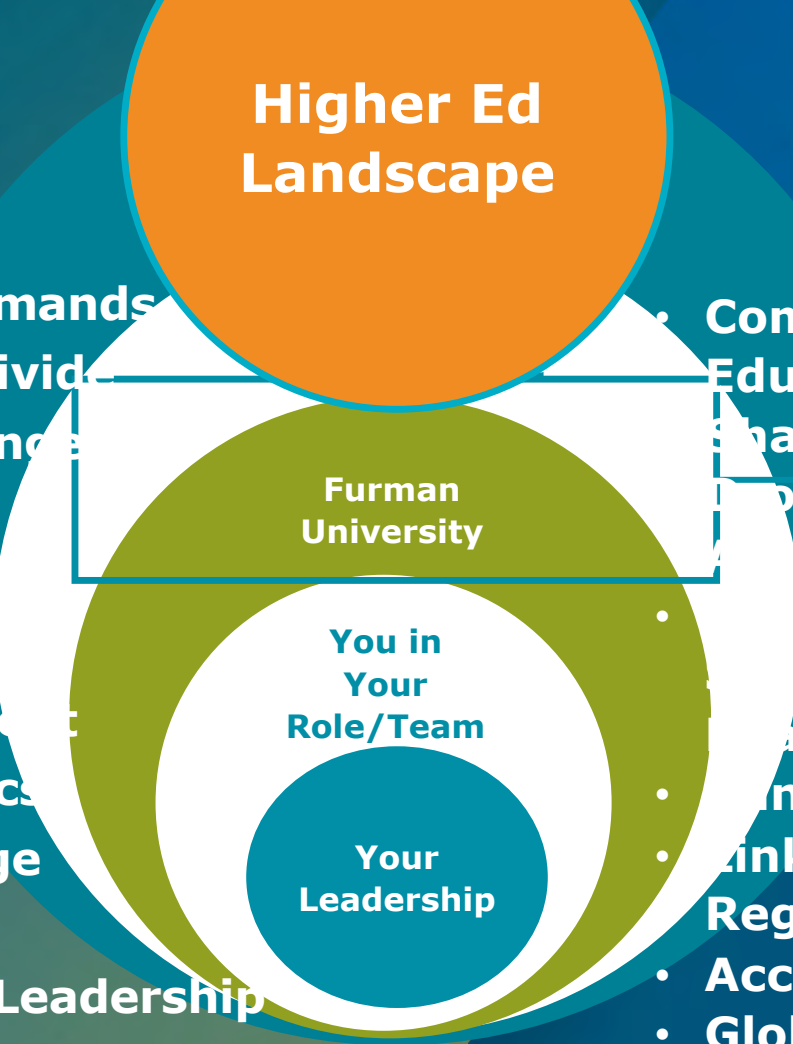




Higher Ed:
Pivotal Years
for Leading
Institutions

Higher Ed Landscape

- Talent War
- Shifting Workforce Demands
- National Ideological Divide
- Business Model Challenges
- Cost & Affordability
- Rising Discount Rates
- Student Mental Health
- Declining TUG Enrollment
- Changing Demographics
- Pace/Volume of Change
- Leadership Turnover
- Demand for Inclusive Leadership
- Challenge to Value Proposition
- Unbundling
- Micro-credentials



- Competency-Based Education

Shared Governance
10,000 Feet
Drop in National Retention

- Average
- Academic Impact on Student Learning & Readiness
- ransomware Attacks
- Link to Career Readiness
- Regulatory Uncertainty
- Accreditation Demands
- Global Exhaustion



The Thriving Framework

Student
Learning &
Success

Transformative
Environments

Net Revenue
& Strategic
Finance

Institutional
Self-esteem

Institutional
Story

WHERE thriving institutions focus their energy

The Thriving Framework

HOW thriving institutions do their work

Vision

Culture of
Innovation &
Planning

Habit of
Reflection &
Intentionality

Courageous
& Collaborative
Leadership



VISION



Thriving institutions craft a concise, compelling vision to live out their mission.



VISION



Thriving institutions craft a concise, compelling vision to live out their mission.

- The vision is inspiring, motivating, succinct, and memorable.
- The vision and refined mission emerge after initial planning events occur.
- The institution has made the necessary collaborative efforts for the vision to be owned by all constituencies.
- The vision gives life to the strategic plan of the college or university.

Mission is **what you do** ... and is long term.

Values are **why & how you do what you do** ... and are long-term.

Vision is **where you are going** ... how you will translate your mission in this planning period.

INSTITUTIONAL SELF-ESTEEM



**Thriving institutions are proud
of the work they do.**



INSTITUTIONAL SELF-ESTEEM



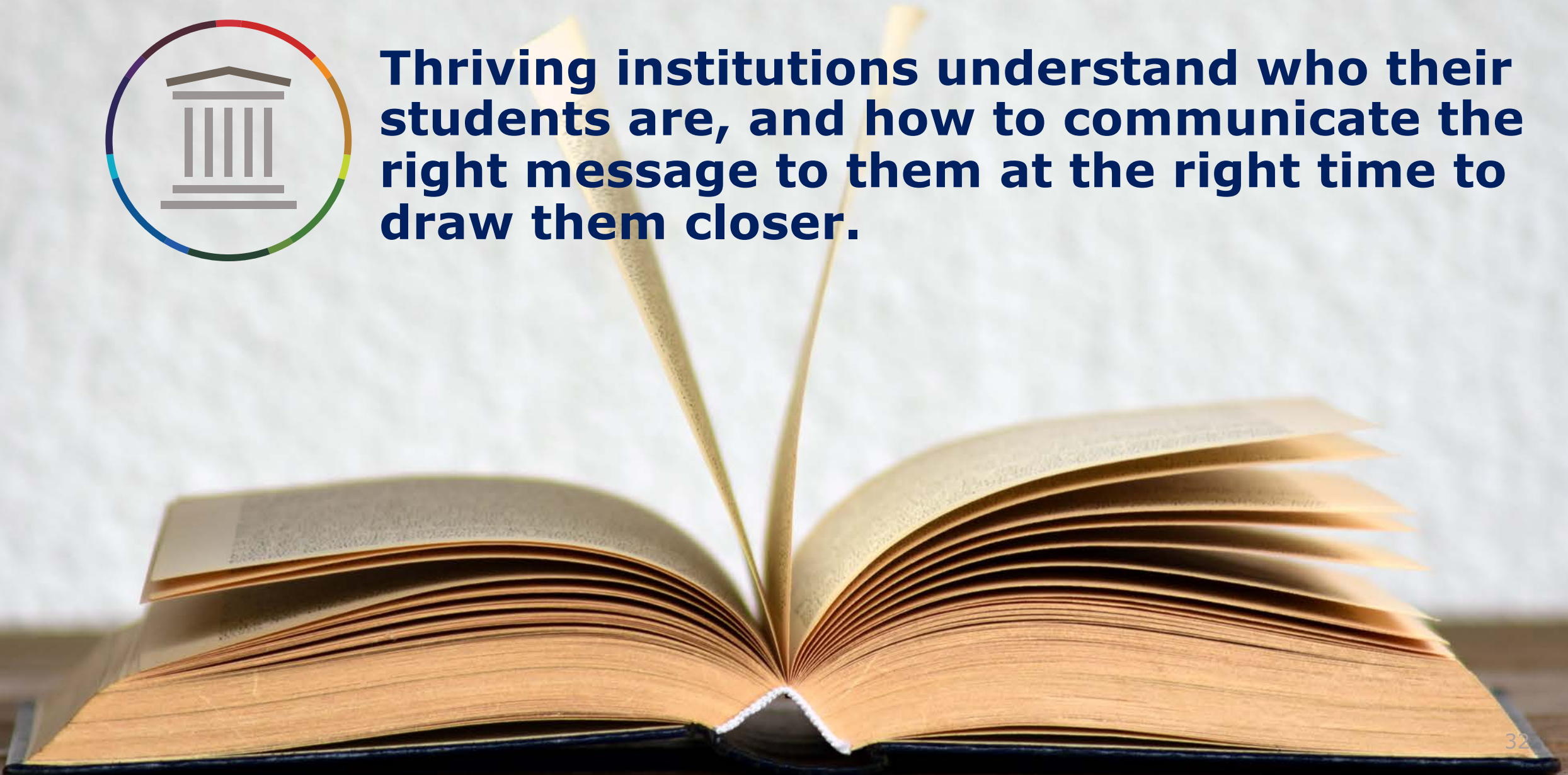
Thriving institutions are proud of the work they do.

- Strategic investments are made in people, programs, and places.
- The campus community is consistently and strategically affirmed.
- Levels of constituency engagement are increasing.
- The institution teaches well the students it has.
- Students seek out the institution, and stay.
- Elements of regional and national visibility are leveraged.

INSTITUTIONAL STORY



Thriving institutions understand who their students are, and how to communicate the right message to them at the right time to draw them closer.

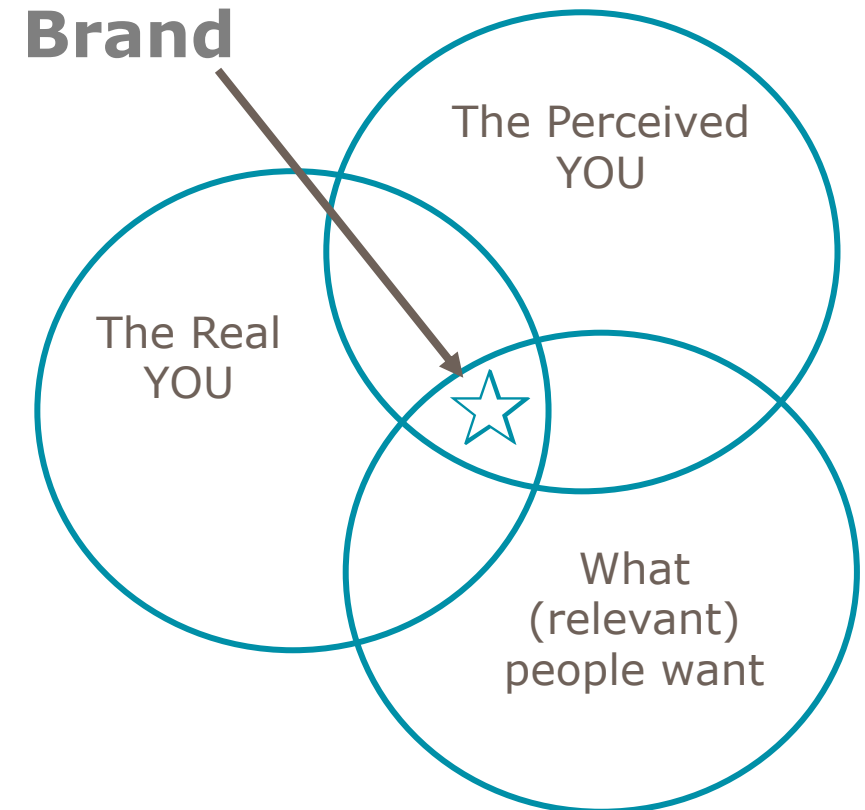




INSTITUTIONAL STORY

Thriving institutions understand who their students are, and how to communicate the right message to them at the right time to draw them closer.

- Market research is central to understanding current realities.
- There is an explicit and consistent understanding of brand and value proposition(s).
- Marketing messages are outcome driven.
- The institutional story is internally and externally shared.
- Marketing resources are organized for success.



COURAGEOUS & COLLABORATIVE LEADERSHIP



Thriving institutions know that urgent times call for strong leadership grounded in trust, collaboration, and action.



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Thriving institutions know that urgent times call for strong leadership grounded in trust, collaboration, and action.

- Leadership teams across campus are functional and effective.
- There is an appropriate balance between leadership and inclusivity.
- Timely decisions are made with less processing, and more efficient preparation.
- The board owns the mission and vision, and knows and executes its role appropriately.
- The board and community have been thoroughly educated about changes and trends in higher education.



STUDENT LEARNING & SUCCESS



Thriving institutions know their students, meet them where they are, and take them to a place of their highest potential.



STUDENT LEARNING & SUCCESS



Thriving institutions know their students, meet them where they are, and take them to a place of their highest potential.

- Unwavering attention is paid to innovative teaching and learning practices.
- The institution has a strong orientation toward student service.
- Learning represents a strong integration between academic & student affairs.
- Students are engaged with high impact experiential practices at increasing levels.
- Advising is being re-envisioned and re-tooled to address life goals and vocation.
- Student success metrics are improving consistently.

NET REVENUE & STRATEGIC FINANCE



Thriving organizations recognize that the execution of their mission and vision is dependent upon financial health.

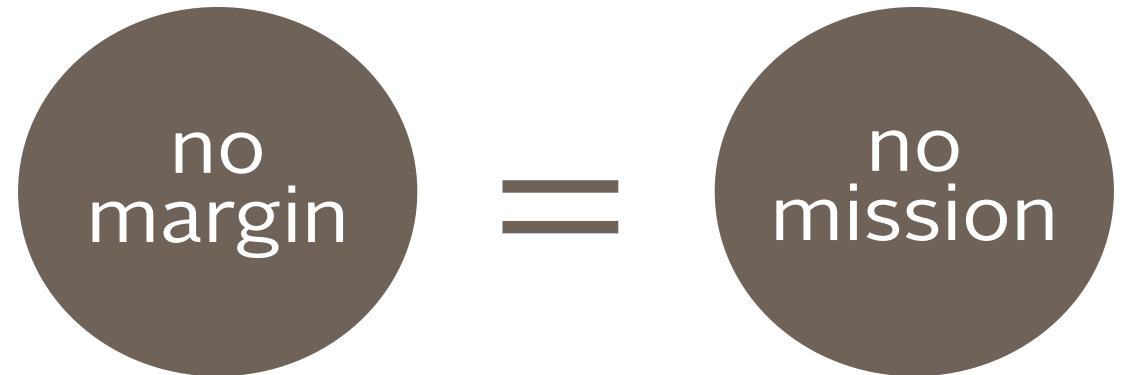


NET REVENUE & STRATEGIC FINANCE



Thriving institutions recognize that the execution of their mission and vision is dependent upon the financial health of the institution.

- The campus is **growing** and maximizing net tuition revenue.
- The student demographic of the future drives entrepreneurial thinking about alternative revenue streams.
- Metrics are established and used for adding and deleting programs.
- The budget process is conservative and predictive financial models are being used to inform decision making
- The campus is informed about financial literacy in higher education.



The Seven Legal Ways to get Resources

1

Grow
more new
students,
better
retention

2

Raise
annual
fund,
campaign,
major
gifts,
grants

3

Borrow
bond
issue,
other
forms of
traditional
financing,
borrow
from
yourself

4

Shift
(the hardest way)
stop doing
something
to do
something
else and/or
do less of
one thing
to do more
of another

5

Focus
get more
with
existing
resources
through
training
and
raising
awareness

6

Alternate
create new
revenue
streams

7

Partner
a continuum
with
cooperation
on one end
and merger
on the other

TRANSFORMATIVE ENVIRONMENTS



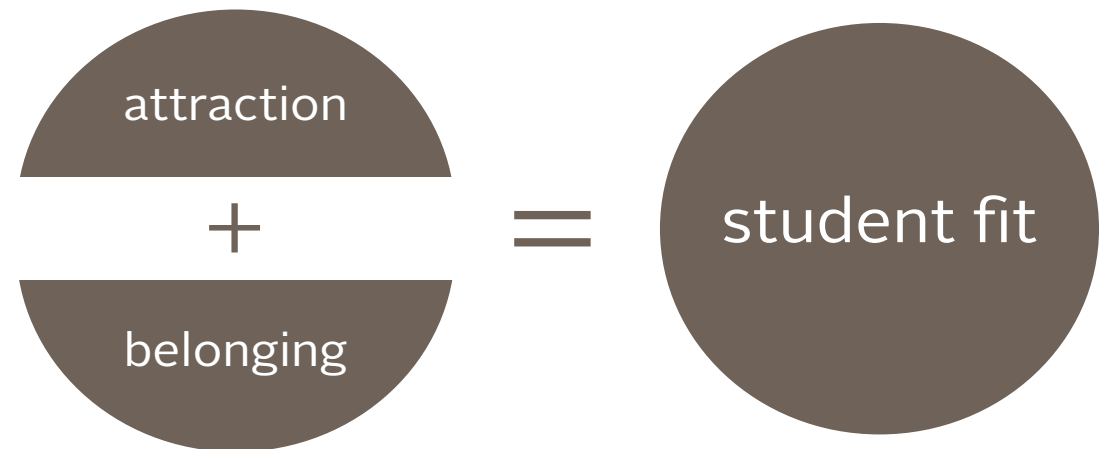
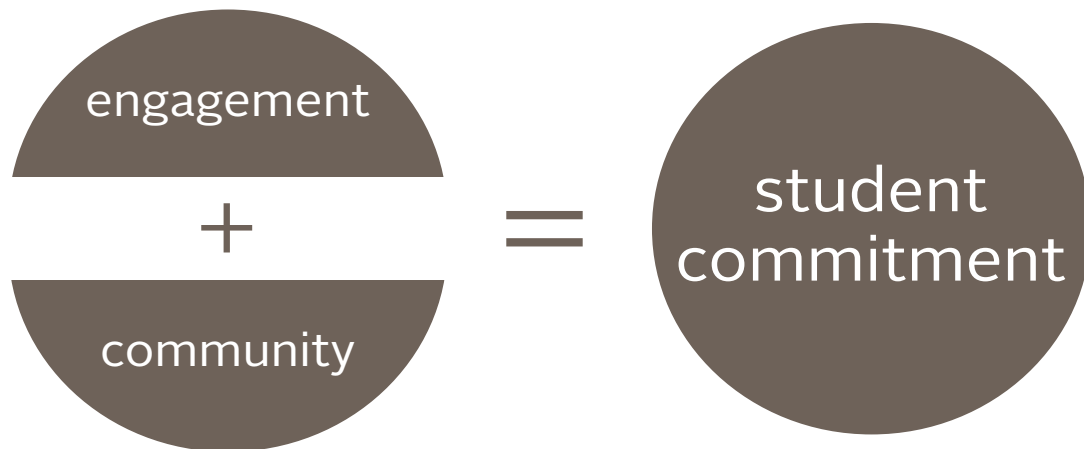
Thriving institutions focus on virtual and physical spaces that are transformative to the student experience.



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TRANSFORMATIVE ENVIRONMENTS



Thriving institutions focus on virtual and physical spaces that are transformative to the student experience.

- Planning for the campus environment supports engaged learning inside and outside the classroom.
- Classrooms are being designed for multiple and creative uses.
- Physical spaces communicate the institutional story.
- Residence halls are reflective of current best practices in living and learning environments.
- The campus master plan is compelling and living and special attention is focused on “experience planning.”
- There is a strong focus on curb appeal and engagement space.
- Buildings and grounds are assets, not liabilities.
- Investments in technology are firmly tied to mission and vision.

HABIT OF REFLECTION & INTENTIONALITY



Thriving institutions habitually ask themselves if what they are doing is working, and if not, they change.

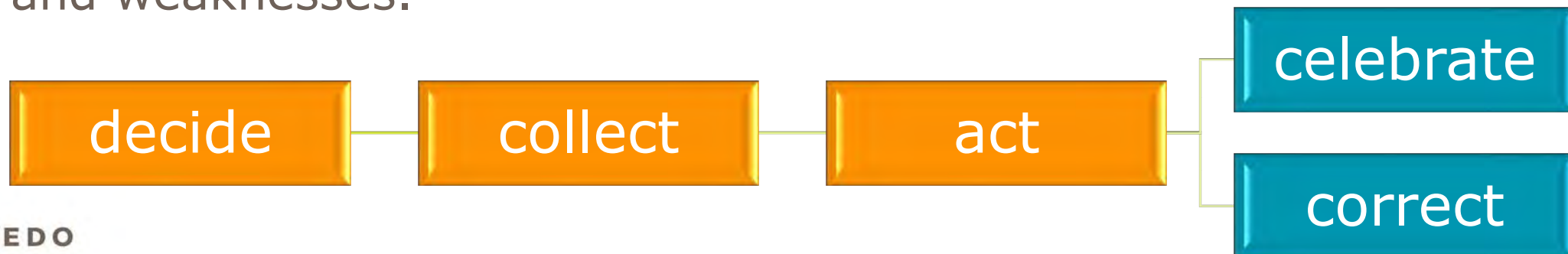


HABIT OF REFLECTION & INTENTIONALITY



Thriving private institutions habitually ask themselves if what they are doing is working, and if not, they change.

- Collected data is used strategically, evaluated for relevance and usefulness, and considered when making course corrections.
- Both leading and lagging indicators are used to evaluate progress and weaknesses.



CULTURE OF PLANNING & INNOVATION



Thriving institutions create bold, living plans, paying close attention to connection and communication with the entire campus community.





Culture of Planning & Innovation

Thriving private institutions create bold, living plans, paying close attention to connection and communication with the entire campus community.

- Planning reflects clarity, transparency, and agility.
- Planning is collaborative, but efficient.
- Planning is focused around action.
- Budget planning is aligned with strategic initiatives.
- Time for innovation and strategy replaces the time for word-smithing and operational issues.



**In the end,
it all comes back to your
students.**





CREDO

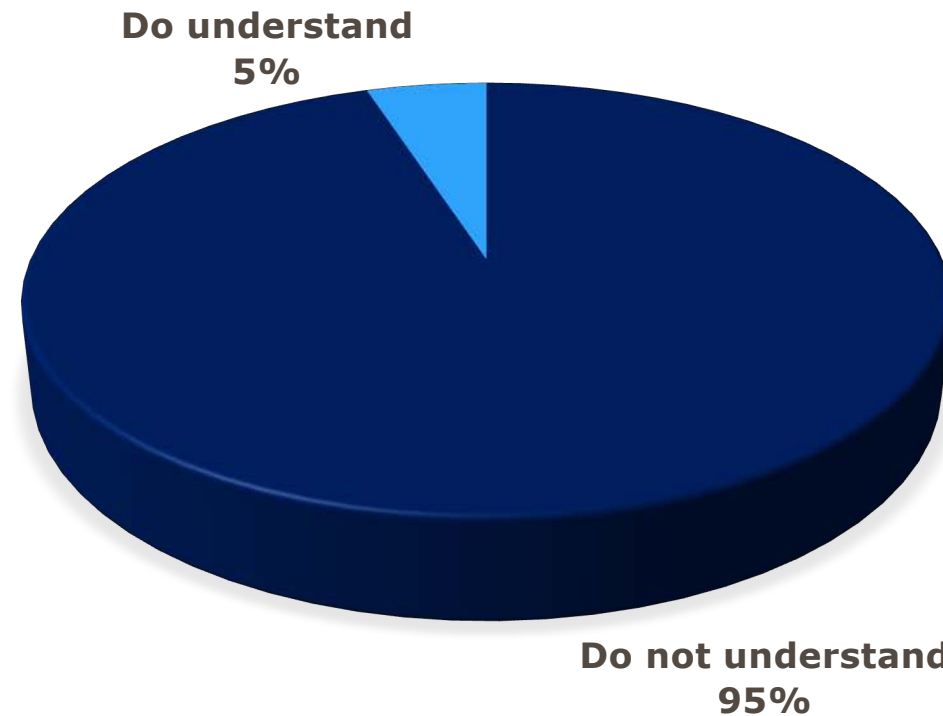
Strategic Planning at



FURMAN
UNIVERSITY

Relating Strategy to Employees

Only 5% of employees understand their company's strategy



Data from: Kaplan and Norton | The Strategy-Focused Organization

Relating Strategy to Employees



9 out of 10
organizations
fail
to execute their
strategic plan

Data from: Kaplan and Norton | The Strategy-Focused Organization

A Framework For The Opportunity Ahead





Culture of Planning & Innovation

What Does the New Normal in Planning Require?

1. **Clarity** to our stakeholders on our direction and priorities
2. **Agility** to move strategically and quickly to leverage emerging opportunities
3. **Alignment** of our focus, people, work, and resources
4. **Accountability** to stakeholders (students, faculty, board, etc.)
5. **Transparency** with our campus stakeholders
6. **Transformative** student success, **increased** revenue and **reduced** expenses, long-term **sustainability – it must matter.**



Strategic Planning & Implementation



Brainstorming Tips & Tricks for Today

- Differentiate between *strategic* and *operational*
 - Operational – something that helps maintain today and requires attention
 - Strategic – longer-term and future-oriented and eventually become operational
- Focus on *significance* - initiatives that will move the organization forward
- Develop a *culture* of planning rather than an episode
 - Strategic initiatives may have phases
 - Accountability cascades to all levels
- Write down all ideas – no need to debate or edit
- Dream without constraints!
- Work breaks into your brainstorming time as needed

Upcoming Theme Areas

Accomplished
&
Inclusive

Inspirational &
Sustainable

Transformative
& Preeminent

and What's Missing?

What We Need on Your Sheets (Please)

- **THEME NAME**
- **QUESTION NUMBER(S)**
- **LEGIBLE WRITING**
- **PLEASE USE NOTATION STYLE – paragraphs, diagrams, and drawings are hard to capture**
- **USE SHEETS TO CAPTURE YOUR CONVERSATION**

Electronic Reporting: One Person per Table

- **ACCESS THE LINK BELOW VIA PHONE/OTHER DEVICE**
- **SELECT THE APPROPRIATE THEME**
- **FOLLOW THE QUESTION NUMBER(S) 1-4**
- **TYPE IN YOUR TOP 10 IDEAS**
- **PLEASE USE NOTATION STYLE – paragraphs, diagrams, and drawings are hard to capture**
- **CLICK SUBMIT AFTER EACH THEME**



<https://bit.ly/3YAYS87>

Accomplished & Inclusive

Furman aspires to be a university where individuals are accomplished, and the community is inclusive. Thinking about Furman's values,

Brainstorm these questions:

1. If we can envision high performance and well-being as attributes of the Furman culture, how would these show up together on campus? What 1-2 specific things could Furman do to bring that kind of culture to life for its students, faculty, and staff?
2. What kinds of things should Furman spend money on to support and develop its students, faculty, and staff? What is one new thing that Furman could do to help you do your job better?
3. What can Furman do differently or do better to attract, support, and foster the success of students, faculty, and staff?
4. What are the top things that would indicate that Furman is a thriving, diverse community? What does having that kind of community mean to you?



Inspirational & Sustainable

Furman seeks to elevate its place in the higher education landscape by being a university that is inspirational and sustainable. Thinking about Furman's external profile and resource base,

Brainstorm these questions:

1. Beyond what it already does, what more could Furman do to raise its profile and elevate its reputation?
2. What new revenue sources might Furman pursue? If you were asked to pick a single item as a funding priority, what would it be?
3. Beyond the status quo, in what ways can you imagine Furman relating to external constituents to create new and innovative programs and opportunities?
4. What words first come to mind when you think of Furman? Beyond what you already do, how can you positively influence the perception and visibility of the university?



Transformative & Preeminent

As champions of the liberal arts and sciences, Furman has an opportunity to offer unsurpassed, transformative experiences. Thinking about the quality and prestige of Furman's programs,

Brainstorm these questions:

1. What are Furman's most exceptional experiences? If you could choose one experience to add and/or one to fortify, which would it be?
2. What investments in campus spaces and places would you make to elevate Furman further?
3. What 1-2 things can Furman do better, do differently or stop doing to enhance the university's quality and prestige?
4. What programs would you add to increase Furman's reach, impact, and reputation?



Final Brainstorm

Think about the Three themes

Accomplished & Inclusive
Inspirational & Sustainable
Transformative & Preeminent

Is there something missing?
If so, what is it?



<https://bit.ly/3YAYS87>



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