



THE COUNCIL OF
INDEPENDENT COLLEGES

Institutional Diagnostic Service for New Presidents

The Council of Independent Colleges (CIC), partnering with The Presidential Practice (TPP), is pleased to announce the Institutional Diagnostic Service (IDS) that will assist recently appointed college and university presidents to identify (1) serious problems that should be addressed immediately as well as (2) promising opportunities for strategic attention. The IDS will engage a team of former presidents and experienced consultants, who will review institutional documents and conduct interviews with key individuals during a campus visit. Presidents who have just completed their initial year or who have just assumed the presidency are especially encouraged to request this assistance. Presidents who have just completed their initial year or who have just assumed the presidency are especially encouraged to request this assistance.

Need and Opportunity

Colleges and universities are complex organizations. In small and mid-sized institutions there are significant cultural, organizational, and financial subtleties that new presidents must learn within their first two years in office. The learning curve takes time, especially for presidents who arrive from another institution; and even those appointed from within often have not had access to all institutional data and issues. There may be, for example, recently realized problems—revenue shortfalls or troublesome debt—that require immediate action. Similarly, a new president may not fully appreciate some of the bedrock strengths of the institution on which to build. It often takes time for a new president to discern both the deeper problems and the true treasures. The purpose of the Institutional Diagnostic Service is to enable new presidents to make the most effective use of their early months as president.

The Program

For each participating institution, the Institutional Diagnostic Service will provide a four-person team of former independent college and university presidents and experienced higher education consultants. The team will review a large quantity of written and electronic materials and spend a day-and-a-half on the campus, meeting with the president, members of the board, and senior staff, as well as discussing findings and

possible strategies with the president. This service is not intended to replace either specialized administrative or academic consulting help or ongoing campus processes, but is designed to help a president quickly discover and understand the true strengths of the college and to uncover any serious problems that require strategic attention. In its depth and scope, the IDS should realize benefits similar to those resulting from respectful and thoughtful accreditation visits.

While each institution's use of the IDS will be customized, there will be some standard features:

- The IDS process will begin with a lengthy telephone conference involving the president and representatives of TPP.
- The IDS team will utilize a higher education equivalent of a physician's checklist of commonly recurring symptoms and diagnoses. This checklist will also include a list of institutional information needed for the team's preparation prior to their visit, such as budgets, enrollment/retention figures, fundraising and annual fund numbers, and communications/marketing materials.
- Before the campus visit, the team will plan the meeting schedule in a conference call with the president.
- The team will spend one-and-a-half days on campus in discussion with a range of individuals and groups.
- Following the campus visit, the team will prepare a written report on its findings, recommendations, and next steps. In addition to this report, which will be written for possible distribution if the president so chooses, the team members and the president will hold a confidential follow-up conference call.

The Presidential Practice

The IDS for each institution will be organized by The Presidential Practice, an organization that provides coaching and counsel to newly and recently appointed presidents, as they work out complex institutional and cultural issues. TPP draws upon years of experience in higher education and work with the leaders of more than 150 colleges and universities that participated in a national planning project (the Pew Higher Education Roundtable and the Knight Higher Education Collaborative) administered by the University of Pennsylvania's Institute for Research on Higher Education from 1986 to 1999. A significant number of these institutions were small to medium-sized independent colleges and universities.

Institutions that have recently worked with TPP include Brenau University, Bucknell University, Linfield College, Nazareth College, Rider University, Spelman College, Saint Olaf College, Simmons College, University of Scranton, and Wheaton College.

Additional information about The Presidential Practice is available on the TPP website: thepresidentialpractice.com.

Team Members

TPP includes recent college and university presidents who through long and successful presidencies developed strategies for handling an array of challenging issues and opportunities. The current roster of consultants for TPP, who will also participate in the IDS, consists of the individuals listed below. This roster is augmented by additional recent presidents on a regular basis.

- Rita Bornstein, President Emerita, Rollins College, FL
- Scott Colley, President Emeritus, Berry College, GA
- Joseph Crowley, President Emeritus, University of Nevada, Reno
- Ann Duffield, Founding Principal, The Presidential Practice (formerly of the University of Pennsylvania, Philadelphia, PA)
- Gregory Farrington, President Emeritus, Lehigh University, PA
- James Galbally, Founding Principal, The Presidential Practice (formerly of the University of Pennsylvania, Philadelphia, PA)
- Robert Glidden, President Emeritus, Ohio University, OH
- Carol Harter, President Emerita, University of Nevada, Las Vegas
- Richard Kneedler, President Emeritus, Franklin & Marshall College, PA
- Stephen Lewis, President Emeritus, Carleton College, MN
- Dale Rogers Marshall, President Emerita, Wheaton College, MA
- John McCardell, President Emeritus, Middlebury College, VT
- Sister Mary Reap, President Emerita, Marywood University, PA
- Kenneth Shaw, Chancellor Emeritus, Syracuse University, NY
- Jon Strauss, President Emeritus, Harvey Mudd College, CA

Expressions of Interest and Selection of Participants

Presidents should let CIC know of their potential interest by contacting Stephen Gibson either by email (sgibson@cic.nche.edu) or phone at (202) 466-7230.