

Provost's Leadership Academy

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Provost's Leadership Academy

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Provost's Leadership Academy

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Goals

- Familiarize you with
 - Tradeoffs in pursuing a leadership role
 - Different leadership styles
 - Challenges posed by the external environment
 - Skills you will need to succeed

Outline: This morning

1

- Overview

2

- The turbulent external environment

3

- Panel: choosing a leadership path

4

- Pragmatics: the first 100 days & beyond

5

- Lunch

Outline: This afternoon

1

- Breakouts: Your personal considerations

2

- Strategic planning

3

- University budgeting & financial strategy

4

- External relations & development

5

- Reception

Luncheon sessions

Nov 9

- External relations and development

Dec 14

- Leadership characteristics & strategies

Jan 18

- Affecting change

Feb 8

- Managing conflict

Mar 15

- Recruitment, retention and development

April 9

- Lunch with the Chancellor

May 3

- Wrap up

Public No More:

A new path to excellence for America's public universities

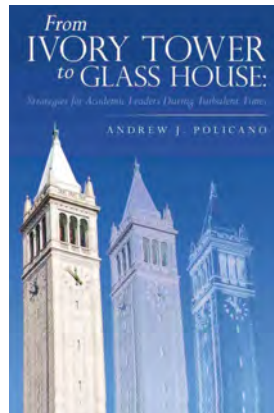
Gary C Fethke and Andrew J Policano



From Ivory Tower to Glass House:

Strategies for Academic Leaders During Turbulent Times

Andrew J Policano



Motivation

- Department Chair
 - Economics, University of Iowa
- Senior Associate Dean
 - College of Business, University of Iowa
- Dean
 - Social and Behavioral Sciences, Stony Brook University
- Dean
 - School of Business, University of Wisconsin
- Dean
 - The Paul Merage School, University of California Irvine

[http://sites.uci.edu/
fromivorytowertoglasshouse/](http://sites.uci.edu/fromivorytowertoglasshouse/)

The Washington Post

Why college tuitions are rising: A contrarian view

By Gary C. Fethke and Andrew J. Policano

FINANCIAL TIMES

Universities must adapt to financial realities

By Andrew Policano

THE SACRAMENTO BEE



UC tuition increase can broaden access for California students

BY ANDREW J. POLICANO

Special to The Bee

THE CHRONICLE

of Higher Education

The Precarious Profession of University President



Michael Morgenstern for T

By Gary C. Fethke and Andrew J. Policano

BloombergBusinessweek

Viewpoint

Public No More: Why the B-School Model Works

By Andrew J. Policano and Gary C. Fethke on March 30, 2012



3 Comments

Los Angeles Times

Want more say over UC? Pay up

The lawmakers outraged over tuition hikes are partly responsible for them by presiding over a sustained decline in public support for higher education.

December 22, 2010 | By Gary Fethke and Andrew Policano

UCI

Provost's Leadership Academy

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- Overview and introductions

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- **The turbulent external environment**

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Why study the environment?

- *A key role of the leader is to define reality*
- If faculty and staff are not informed:
 - Fosters belief that local challenges are idiosyncratic
 - Battles ensue for non-existent resources
- Communicate universally shared challenges
 - Align constituents toward common goals



Global
competition



Digital
Transformation



Student unrest:
cost and debt

A permanently changed environment



Diversity and
inclusion



Federal research
support insufficient

Fiscal Year	Red Line (Billions)	Blue Line (Billions)
FY 2002	112	112
FY 2003	108	108
FY 2004	105	105
FY 2005	102	102
FY 2006	105	102
FY 2007	102	100
FY 2008	105	100
FY 2009	98	80
FY 2010	95	80
FY 2011	92	75
FY 2012	88	68



State funding
insufficient

A transforming model

Traditional	New Reality
<ul style="list-style-type: none">• Ivory Tower• All things to all people• Internal focus• Low tuition-high subsidy• Hour-glass governance• Opaque financial reporting• Many/high internal subsidies• Reliant on subsidy	<ul style="list-style-type: none">• Glass House• Strategic positioning• External focus• High tuition-low subsidy-high aid• Top down shared governance• Transparent financial reporting• Fewer/lower internal subsidies• Financially self-reliant

Common external perceptions

- The cost of college is too high
 - Student debt is out of control
- Universities are inefficient
- Tenure results in low productivity & high cost
 - Faculty do too much research
- Distance education can solve many problems
- Non-academic leaders are needed

How prepared are you to address these issues?

Has the cost of higher education risen?



Confusion between price and cost

- Cost = faculty + staff + operations +...
- Price = tuition
- Cost/student has been restrained
 - At 2 year publics:
 - \$1K decrease over last 10 years
 - In the UC
 - decrease >20% since 1991

The challenge at four year publics

4 yr publics	Average
Published tuition	\$9,970
Cost per student FTE	~\$15,500

Difference paid with state subsidy, gifts, entrepreneurial activities

State support is down about 20% since 2008

Is College Too Expensive?

Type of Institution	Average	Low	High
Four Year Publics Published tuition	\$9,970	\$5,220	\$16,070
Two Year Publics Published tuition	\$3,520	\$1,430	\$7,980
Day Care Centers*	\$11,666	\$3,582	\$18,773

Source: for tuition figures: College Board

Source for day care:: https://www.babycenter.com/0_how-much-youll-spend-on-childcare_1199776.bc#articlesection1

Los Angeles Times

Op-Ed The problem with the cost of college
isn't the price but who's paying the bill

Andrew J. Policano

Challenge

- Room and board are expensive
 - But college or not, the individual needs food & shelter
- Often, these costs are outside university control

Comparative room and board

For upper middle and upper income families

Princeton

- Tuition: \$49,330
- Residential college fee: \$890
- Room and board: \$16,290
- **Total: \$66,510**

UC Irvine: in-state

- Tuition & student fees: \$12,630
- Other campus Fees: \$2,885
- Room and board: \$14,861
- **Total \$30,376**

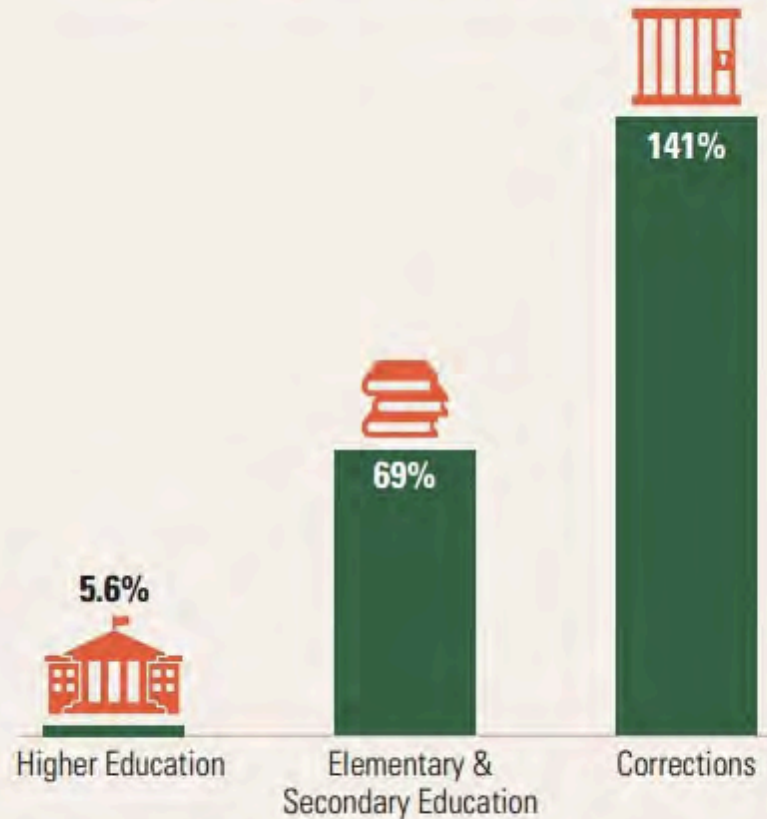
The reality

- Costs can still be lowered but,
the real debate is not about
the **cost** of higher education,
but rather on ***who should pay for it.***

Consider the choice of a legislator

- Is the benefit of a 4-year college education greater than alternative uses?
 - Community colleges
 - K – 12 education
 - Health care
 - Job training
 - Prisons

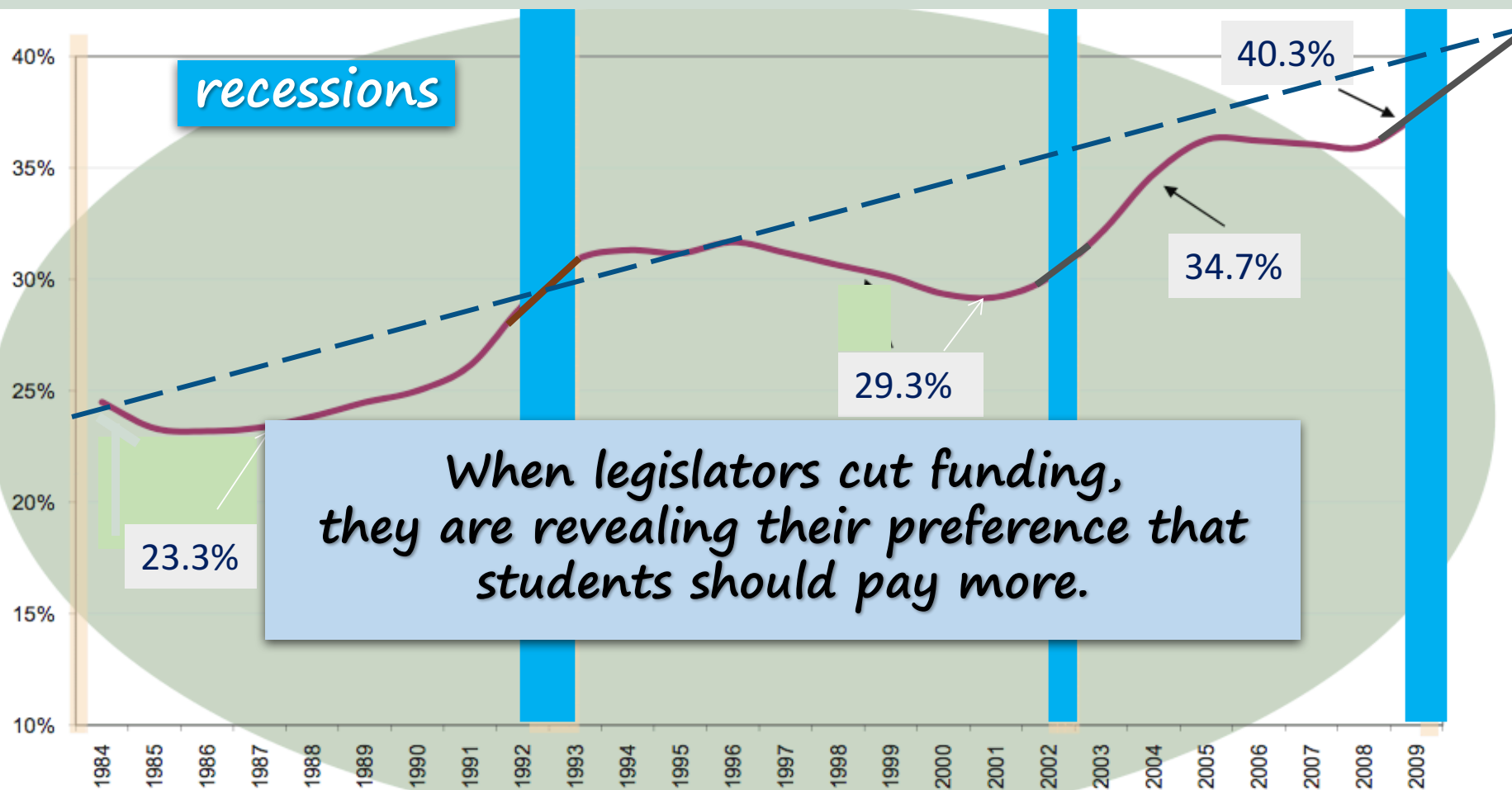
Growth in State General Fund Spending Adjusted for Inflation, 1986–2013



Source: Center on Budget and Policy Priorities analysis of data from National Association of State Budget Officers, *State Expenditure Report* (various years, 1986–2013) (Washington, D.C.: National Association of State Budget Officers, 1987–2014), <http://www.nasbo.org/publications-data/state-expenditure-report/archives>.

Student share of cost of education

Student share of cost increased by > 70%



Note: Net tuition revenue used for capital debt service is included in net tuition revenue, but excluded from total educational revenue in calculating the above figures.

Source: SSDB

Tuition has risen but not for everyone

- Actual price = published tuition – financial aid
 - In 2016, about 70% of students received grants
- California Blue and Gold Program
 - <\$80K, tuition = zero
 - <\$125K, receive financial support
 - **~40% of UC students pay no tuition**

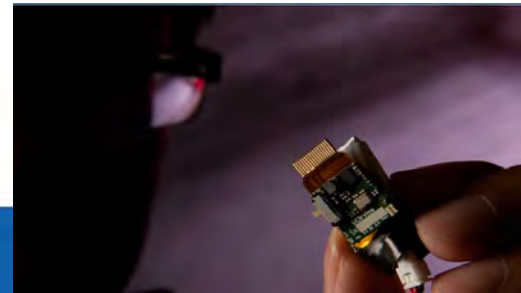


What students actually pay: 2017-18

Type of Institution	Published Tuition	Average Grants & Financial Aid	Net Tuition
Two Year Publics	\$3,570	\$3,900	negative
Four Year Publics (in state)	\$9,970	\$5,839	\$4,131
Four Year Privates	\$34,740	\$20,210*	\$14,530

*estimate by College Board

Source:
College
Board



Average Published Charges (Enrollment-Weighted) for Full-Time Undergraduates, 2016-17 and 2017-18

	Sector					Carnegie Classification					
	Public Two-Year In-District	Public Four-Year In-State	Public Four-Year Out-of-State	Private Nonprofit Four-Year	For-Profit	Public Four-Year			Private Nonprofit Four-Year		
						Doctoral	Master's	Bachelor's	Doctoral	Master's	Bachelor's
Tuition and Fees											
2017-18	\$3,570	\$9,970	\$25,620	\$34,740	—	\$10,830	\$8,670	\$8,230	\$42,920	\$29,960	\$33,450
2016-17	\$3,470	\$9,670	\$24,820	\$33,520	\$16,000	\$10,510	\$8,360	\$7,980	\$41,340	\$28,930	\$32,050
\$ Change	\$100	\$300	\$800	\$1,220	—	\$320	\$310	\$250	\$1,580	\$1,030	\$1,400
% Change	2.9%	3.1%	3.2%	3.6%	—	3.0%	3.7%	3.1%	3.8%	3.6%	4.4%
Room and Board											
2017-18	\$8,400	\$10,800	\$10,800	\$12,210	—	\$11,220	\$10,020	\$10,160	\$13,800	\$11,490	\$11,370
2016-17	\$8,170	\$10,480	\$10,480	\$11,850	—	\$10,900	\$9,690	\$9,970	\$13,370	\$11,170	\$11,000
\$ Change	\$230	\$320	\$320	\$360	—	\$320	\$330	\$190	\$430	\$320	\$370
% Change	2.8%	3.1%	3.1%	3.0%	—	2.9%	3.4%	1.9%	3.2%	2.9%	3.4%
Tuition and Fees and Room and Board											
2017-18	\$11,970	\$20,770	\$36,420	\$46,950	—	\$22,050	\$18,690	\$18,390	\$56,720	\$41,450	\$44,820
2016-17	\$11,640	\$20,150	\$35,300	\$45,370	—	\$21,410	\$18,050	\$17,950	\$54,710	\$40,100	\$43,050
\$ Change	\$330	\$620	\$1,120	\$1,580	—	\$640	\$640	\$440	\$2,010	\$1,350	\$1,770
% Change	2.8%	3.1%	3.2%	3.5%	—	3.0%	3.5%	2.5%	3.7%	3.4%	4.1%

Source: The College Board, Trends in College Pricing 2017, Table 1.

In sum, the facts...

- Average net tuition:
 - is negative at 2-year publics
 - ~ \$4,100/year at 4-year publics
- Room and board are major expenses
- Lower income students pay little if any tuition
 - Live at home or have room/board subsidized
- **Shift in who is paying**
 - **Upper middle & upper class pay full price**



*How serious is this
problem?
Who is at fault?
What should we do?*

*Student debt now
exceeds \$1.5 trillion*

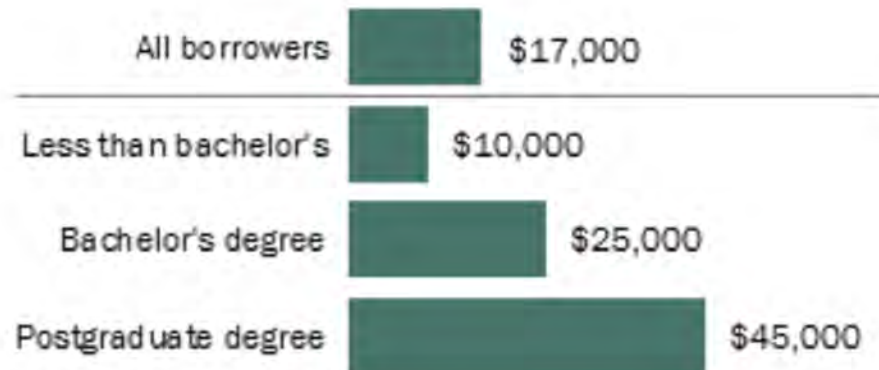
*37% between 18 -29
years old have loans*

How significant is this burden?

About 7% > \$100K:
mostly post graduate
degrees

Median amount of outstanding student debt varies widely by education level

Median reported outstanding student loan debt among those with student loan debt, by educational attainment



Source: Pew Research Center analysis of Federal Reserve Board's 2016 Survey of Household Economics and Decisionmaking.

PEW RESEARCH CENTER

How
significant is
this burden?

Only 7% > \$100K: mostly
post graduate degrees

Median amount of outstanding student debt varies widely by education level

*Median reported outstanding student loan debt among
those with student loan debt, by educational attainment*

All borrowers



\$17,000

\$17,000 loan

20 yr term @6%

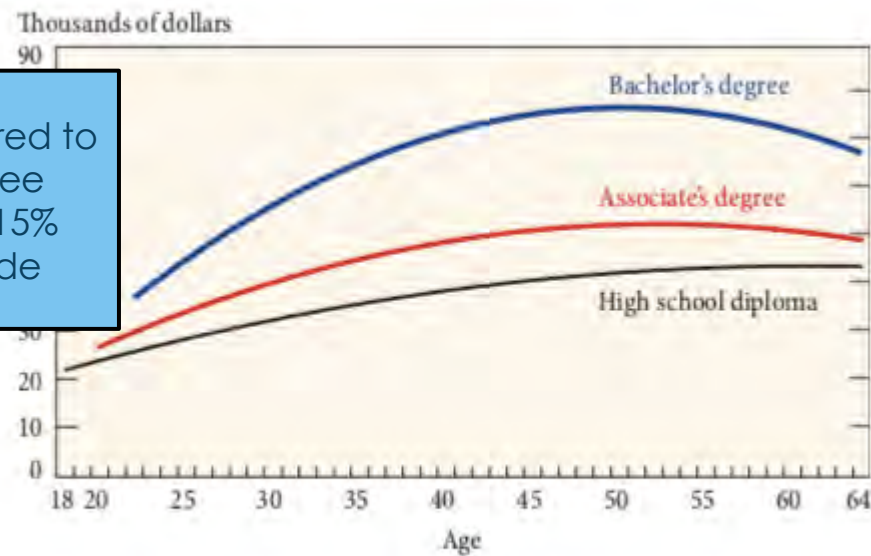
Monthly payment = \$122/mo

Is this too heavy a burden?

It depends...

The return to a college degree

Life-Cycle Wage Profiles, by Education
2013



Overall return compared to a high school degree has held steady at 15% over the last decade

Source: U.S. Census Bureau and U.S. Bureau of Labor Statistics, Current Population Survey, March Supplement.

Note: Wages are adjusted to control for differences in worker characteristics.

The consequence of poor judgment

The New York Times

SundayReview | EDITORIAL

The Law School Debt Crisis

By THE EDITORIAL BOARD | OCT. 24, 2015

- Florida Coastal School of Law
 - 93% of 2014 class in debt
 - Average = \$163K



Who is at fault?

- A. The law school
- B. The student
- C. Both

Who is at fault?

- ▶ The law school should not
 - ▶ Admit students unlikely to be employed
 - ▶ They admit bottom ¼ of LSAT takers; unlikely to pass the bar
- ▶ Students should
 - ▶ Understand employment possibilities
 - ▶ Financial ramifications of student loans

Other issues (discussed in Chapter 1)

- MOOCs and Distance Education
- The future of tenure
 - Too much research?
- Diversity and inclusion
- Who should lead?



Who should lead?

- Non-traditional academic leaders
- A good idea?

Conclusions

- **A new paradigm**
- Competitive positioning strategy
- Sustainable-funding plan
- Financial management model
- Universities
 - Less like an Ivory Tower
 - More efficient & accountable
 - More externally focused

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Choosing a leadership path

- Dean Stephen Barker
- Associate Dean Beth Van Es
- Vice Provost Diane O'Dowd

Panel

- What surprised you most about your role
- To what extent you are able to maintain your research program
- Other tradeoffs you face as a dean compared to a faculty member
- The most challenging aspects of your role
- The rewards associated with a leadership role
- How you judge success
- What considerations you are contemplating regarding the next steps in your career

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Panel

- Dean Song Richardson
- Dr. Ruth Benca
- Professor Chris Schwarz

Panel questions

- What surprised you most about your role?
- What do you wish you had known before you began?
- What are the most challenging aspects of the position?
- What advice would you offer to others to prepare for a role similar to yours?

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- Breakouts: Your personal considerations

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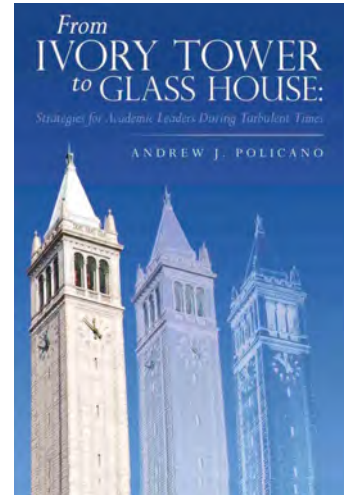
- External relations & development

5

- Reception

Breakouts: Issues in your choice

1. Tradeoffs
2. Traits and skills
3. Is a leadership path right for you?
4. Personal considerations
5. When is the right time?



Chapters 2 and 8

Outline: This afternoon

1

- Breakouts: Your personal considerations

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- **Strategic planning**

3

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A transforming model

Traditional	New Reality
<ul style="list-style-type: none">• Ivory Tower• All things to all people• Internal focus• Low tuition-high subsidy• Hour-glass governance• Opaque financial reporting• Many/high internal subsidies• Reliant on subsidy	<ul style="list-style-type: none">• Glass House• Strategic positioning• External focus• High tuition-low subsidy-high aid• Top down shared governance• Transparent financial reporting• Fewer/lower internal subsidies• Financially self-reliant

Blend of background & skills needed

- Appreciation of academic environment
- Financial acumen
- Human resource management
- Effective communicator
- Effective with external community
- Political savvy
- Fundraising skills

Steps in developing a plan

- 1 Develop a *competitive* positioning strategy
- 2 Evaluate scope; estimate and contain cost
- 3 Identify revenue sources for each initiative

Strategic planning

- ❖ Not usually a welcomed idea
- ❖ Can you summarize UCI's strategic plan?
- ❖ Does your department have a plan?
- ❖ Why is a plan important?
 - ❖ Defines what truly matters

Sample statements

- “Advance academic and research excellence”
- “Serve the people of the state and beyond”
- “Use technology to expand access and opportunities”
- “Recruit and retain the best faculty and staff”
- “Mobilize knowledge, serve the people, educate the best and brightest”

Mission Statements

- Most are aspirational lists
- Promising to be top twenty is vacuous
 - Few universities have resources to do so
- Must prioritize
 - Truly distinguished
 - Excellent
 - Good
 - Good enough

Is your strategic plan strategic?

- An effective strategy is NOT
 - “We do everything”
 - “We serve everyone”
 - “We like every idea”

*A plan that promises everything
prioritizes nothing.*

Key decisions

- Who to admit
- How much to charge
- Quality of student infrastructure
- Infrastructure for research support
- Quality of faculty
- Which areas to prioritize
 - Areas of distinction

These decisions matter!

The dangers of complacency

USNews ranking of US universities

- 1988
 - Three of the top ten were public universities
- 2019
 - **None** of the top ten universities are public
 - **None** of the top twenty are public

The dangers of complacency

- NSF Research Rankings

	2008	2015
Wisconsin	2	Out of top 5
Ohio State	10	20
Missouri	71	85

Strategic planning and alignment

- ❖ Develop Vision/Mission with all constituents
 - Identify priorities
 - Internal alignment
 - Develop financial strategy
 - Assess cost; identify funding sources

*If you don't have a financial plan...
...you don't have a strategic plan.*

Identifying priorities

- Measure quality & productivity in every area
- How should quality be measured?
 - Externally validated
 - Measurable outcomes
- What is the net revenue generated?
 - Realistic cost assumptions
- Based on values in mission
 - Which areas should be subsidized?

How will we achieve our vision?

- Financial strategy over next ten years
- Fund
 - Additional faculty, centers
 - Student support
 - Research support

Example: an Economics department

- Strategic Plan
 - *please see pages 92 – 94*
- Compute net revenue
 - *please see page 121*
- Financial Strategy
 - *please see page 95*

Summary: Critical ingredients

- Skilled, empowered leadership
- A positioning strategy
- A carefully selected set of priorities

Outline: This afternoon

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Typical university actions

“If it moves, tax it.

If it keeps moving, regulate it.

If it stops moving, subsidize it.”

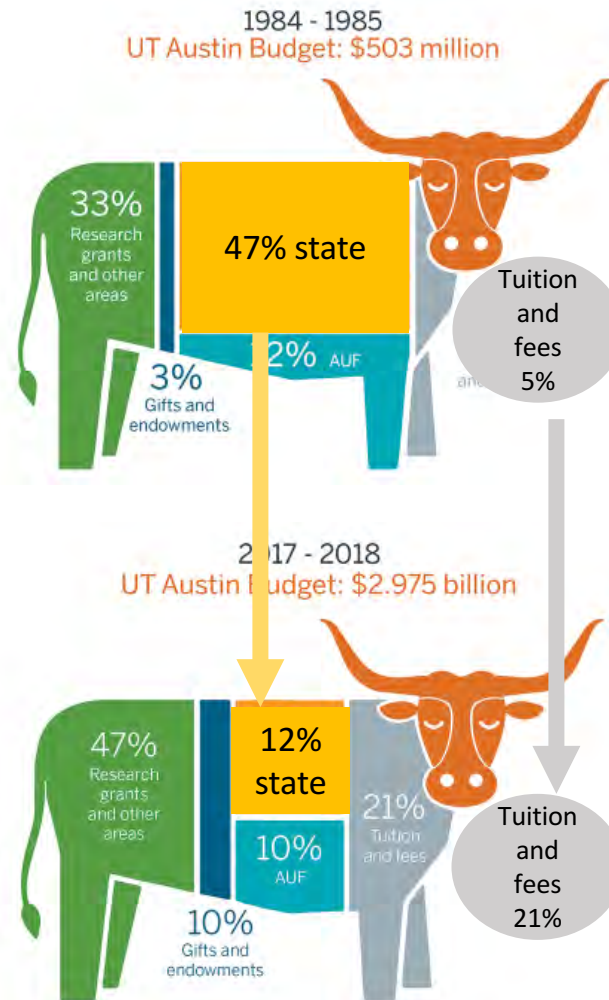
(President Ronald Reagan)

The result of vague missions

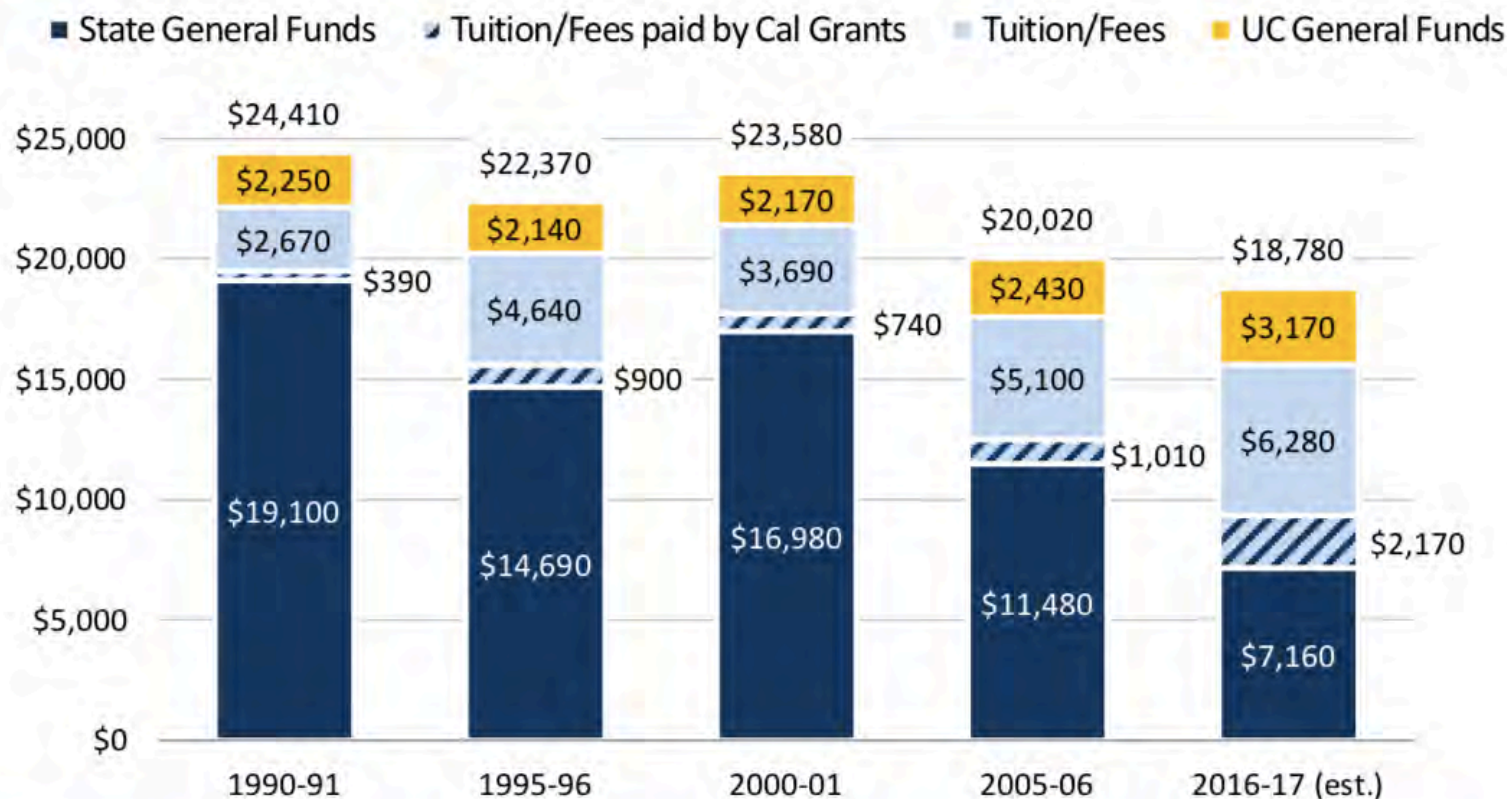
- Scope expansion
- Many areas are being subsidized
 - Some should be
- But are the subsidized areas chosen strategically?
- Use the strategic planning framework set up previously
- Recognize financial realities

A transforming financial strategy

University of Texas: Funding then and now



University of California Average Expenditure/FTE

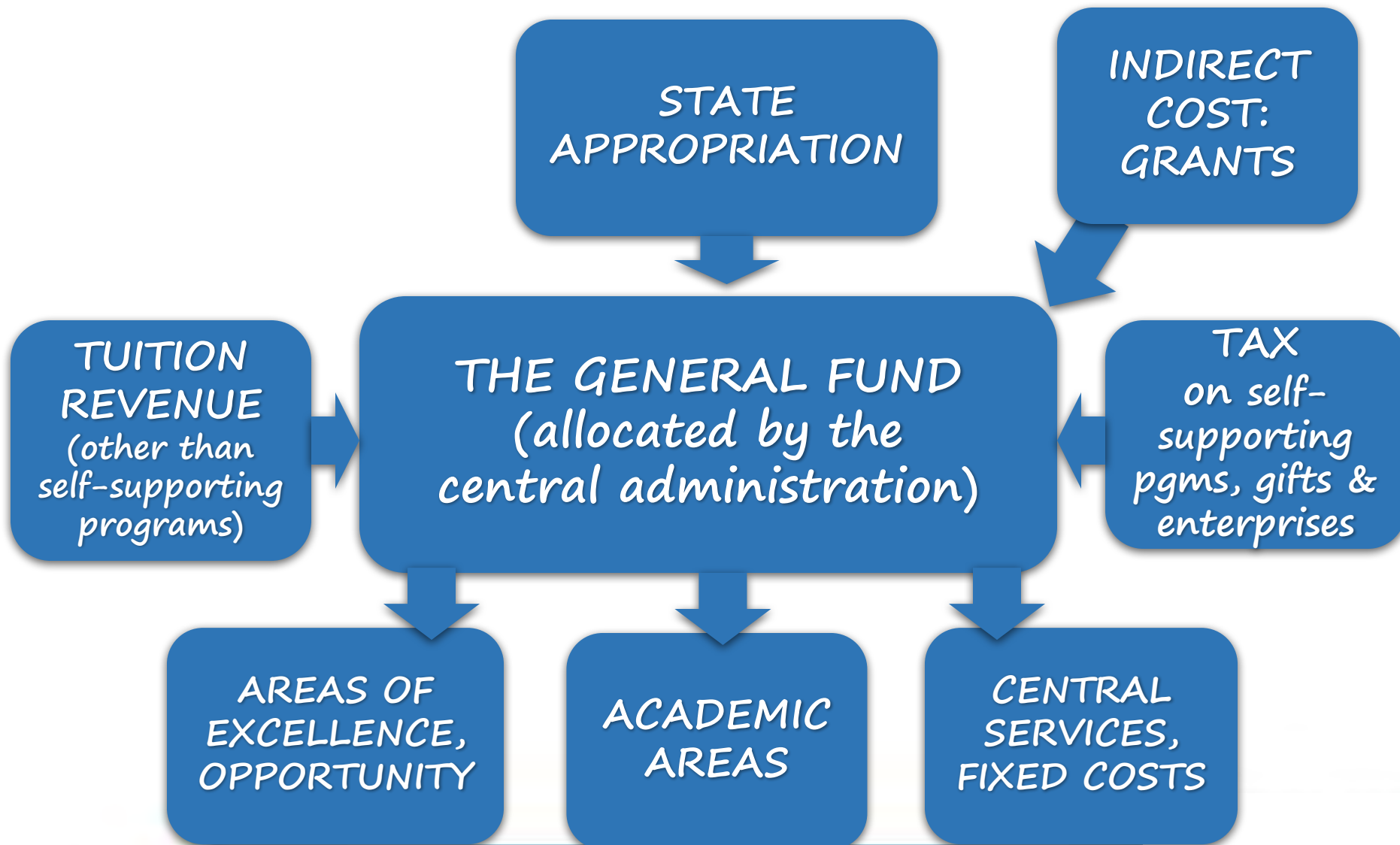


Since 1990-91, average inflation-adjusted expenditures for educating UC students have declined. The State-funded share has declined even more rapidly, with student-related charges playing a larger role. Figures are inflation-adjusted resources per general campus student, net of financial aid.

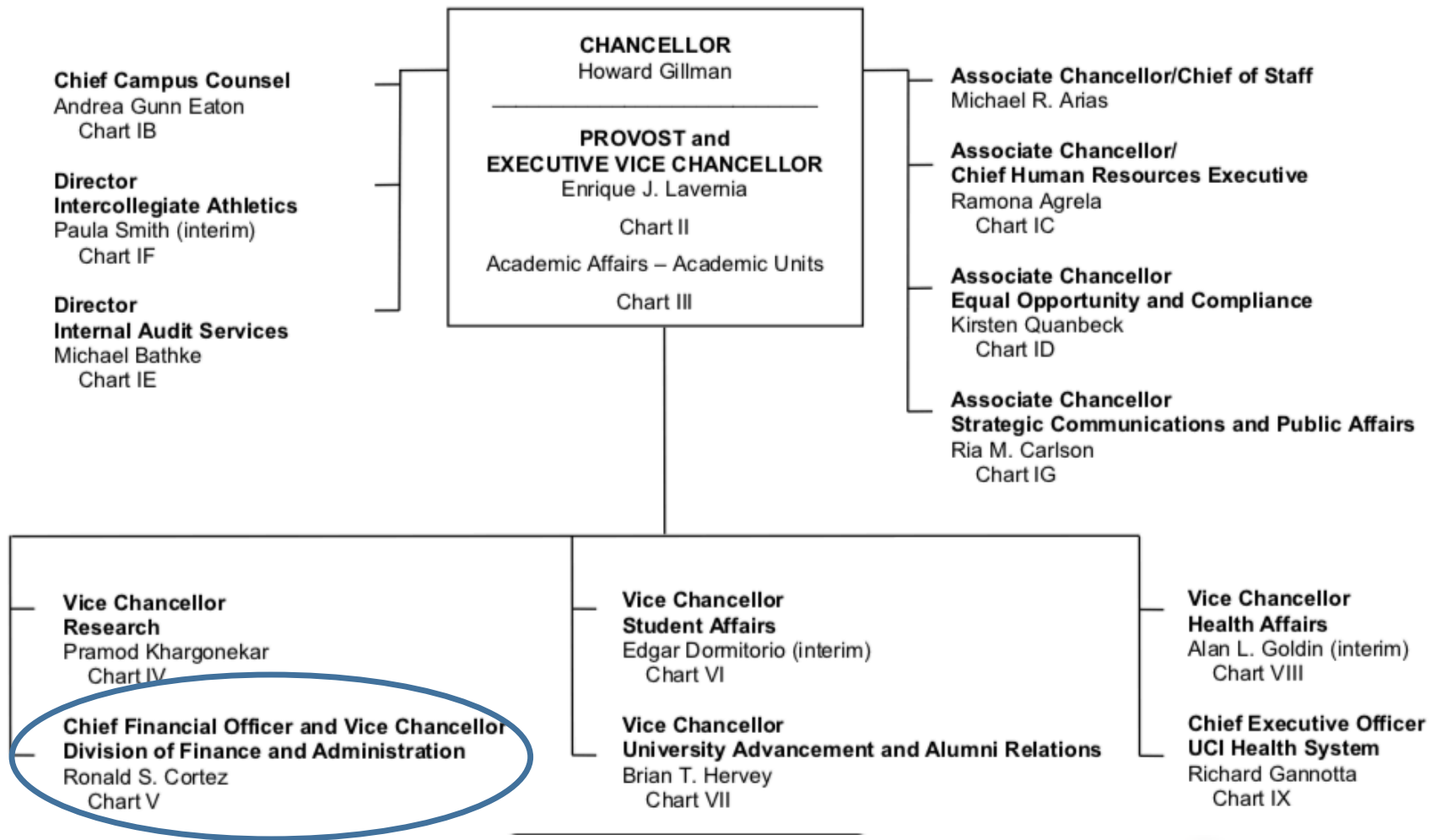
Summary: Critical ingredients

- Skilled, empowered leadership
- A positioning strategy
- A carefully selected set of priorities
- A realistic financial strategy

The flow of funds



Organizational Chart UC Irvine as of July, 2018

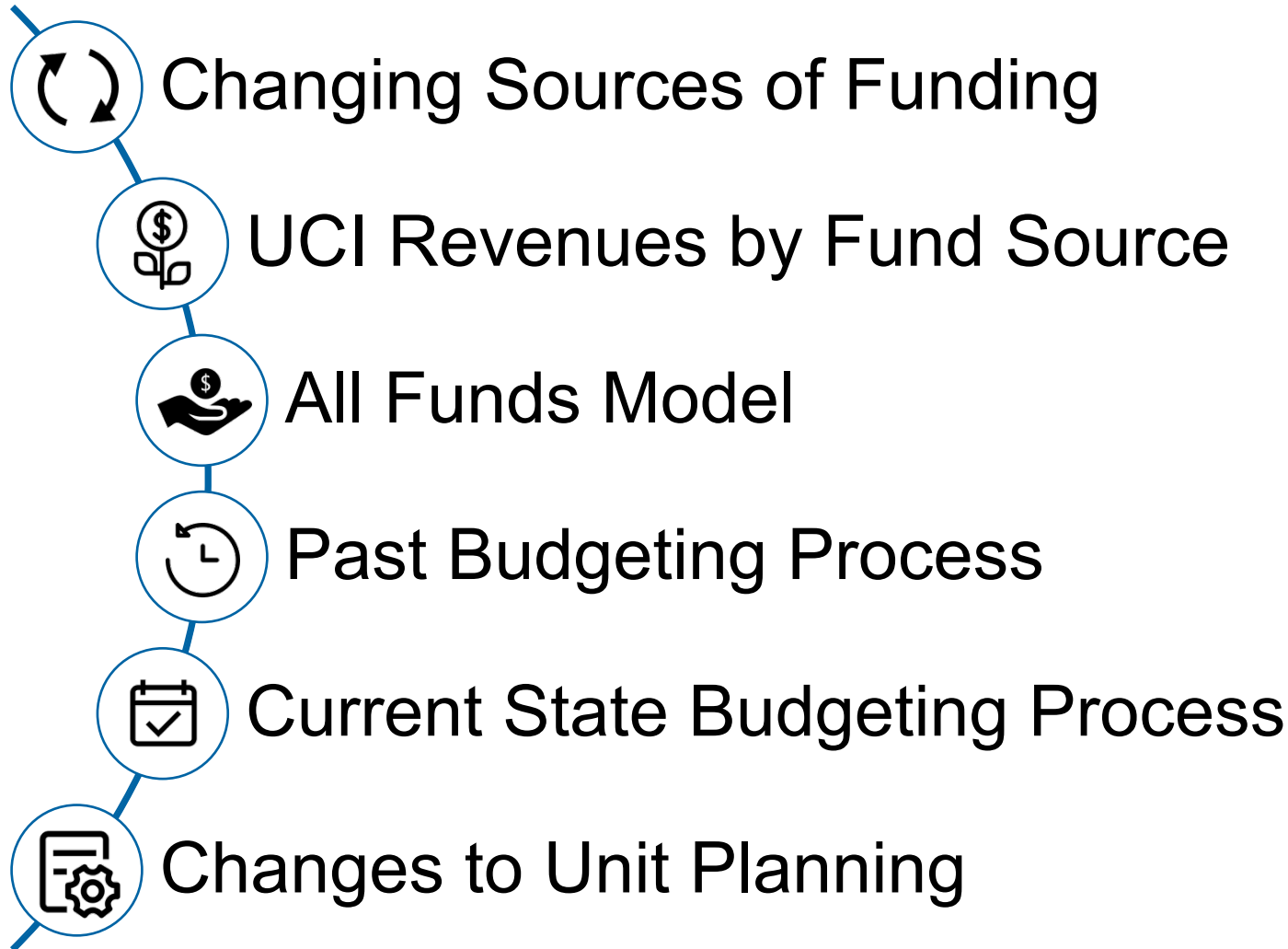


<http://www.policies.uci.edu/about/orgcharts/orgcharti.pdf>

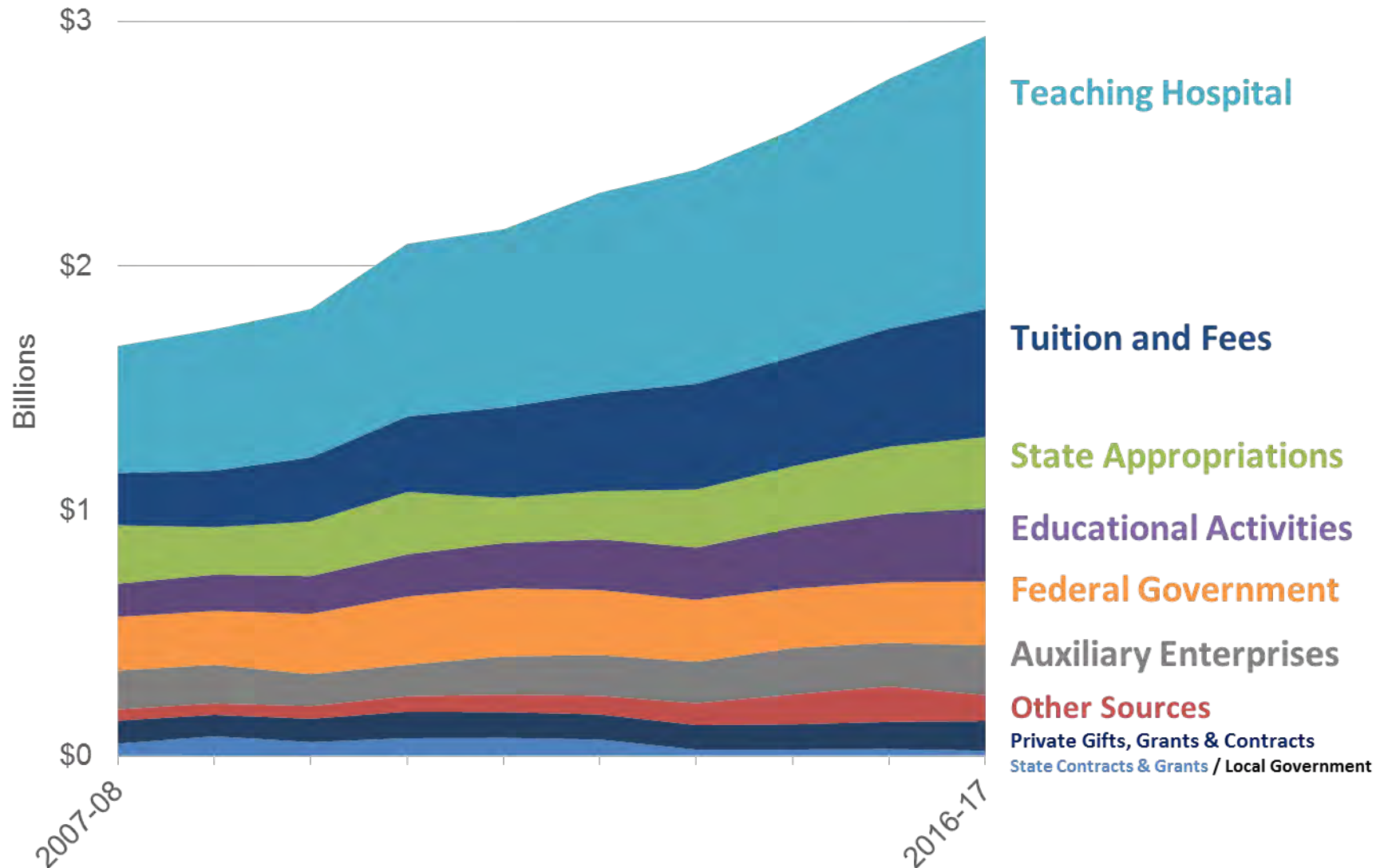
Katherine Gallardo

Director of Strategic Planning
Budget Office

Agenda

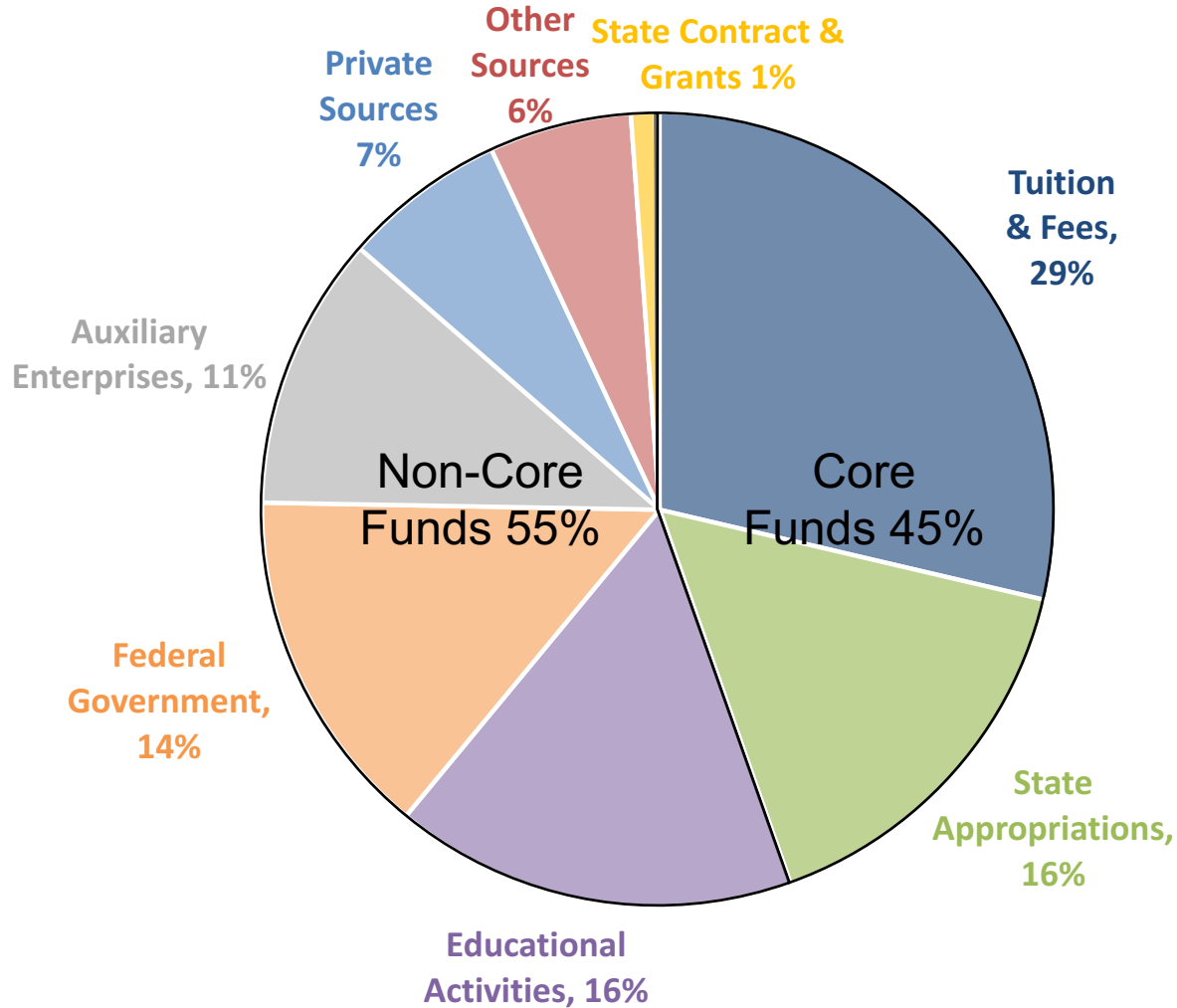


Changing Sources of Funding | UCI



UCI Revenues by Fund Source | FY2017, \$1.83B

(Excluding Teaching Hospital)



All Funds Model

UC IRVINE - ALL FUNDS BUDGET MODEL (excl (in 000's)				0	1	2	3	4	5
Scenario 1 - Target				PROJECTED----->					
Fiscal Year Ending:	2015	2016	2017	2018	2019	2020	2021	2022	
SOURCES									
Student Tuition and Fees (SRECNF	446,990	483,255	523,326	568,717	602,801	624,421	638,084	650,452	
Tuition, Student Services Fee	528,247	328,427	374,488	414,811	431,413	439,145	443,049	447,104	
Other Student Fees ²	132,354	126,209	142,316	153,907	171,388	185,275	195,035	203,348	
State Educational Appropriations	251,445	283,433	301,677	313,336	320,611	328,061	335,689	333,296	
Grants and Contracts ⁴	272,921	286,785	298,602	312,650	332,463	351,779	370,123	389,292	
Federal Pell Grants	53,588	52,703	56,360	59,715	62,978	64,910	65,999	66,942	
Sales and Services*	498,691	524,419	561,883	599,183	634,499	672,157	712,315	755,139	
Private Gifts ⁵	41,709	42,622	44,161	47,694	51,509	55,630	60,081	64,887	
STIP/TRIP and Other Investments	50,586	41,813	23,952	30,779	33,988	50,988	51,598	51,962	
Other Revenues ⁶	45,586	53,099	57,635	61,636	65,917	70,498	75,399	80,644	
Total Income/Sources	1,661,516	1,768,129	1,867,596	1,993,711	2,104,766	2,218,444	2,309,288	2,392,613	
USES (excluding MC)									
Salaries and Wages ⁷	798,820	855,385	931,718	981,960	1,039,610	1,091,602	1,139,834	1,190,216	
UCRP Benefits ⁸	59,147	65,701	102,482	111,192	119,086	144,882	158,171	166,388	
Retiree Health Benefits ⁸	15,411	18,489	18,943	21,742	24,332	27,116	28,559	30,079	
Other Employee Benefits ⁸	176,100	182,428	165,542	176,419	189,642	202,141	214,213	226,943	
Scholarships and Fellowships ⁹	65,911	77,452	77,802	84,585	90,000	93,485	95,928	98,291	
Utilities	25,261	23,616	24,269	24,728	25,114	25,493	25,786	26,046	
Supplies and Materials ¹⁰	136,562	145,859	125,945	132,242	138,854	145,797	153,087	160,741	
Depreciation-Adjusted ¹¹	43,584	35,294	40,739	43,146	45,689	48,372	51,204	54,192	
Debt Service ¹²	51,750	55,710	58,276	60,030	63,567	71,783	84,233	89,091	
Deferred Maintenance Debt Serv	2,485	9,710	10,339	10,699	10,723	10,790	10,292	11,718	
Other Operating Expenses ¹³	170,041	203,008	223,341	238,975	254,508	269,779	284,617	298,847	
Investments in New Initiatives ¹⁴	0	0	0	0	12,760	21,770	25,615	29,499	
Total Expenses/Uses	1,545,072	1,672,652	1,779,395	1,885,720	2,013,884	2,153,009	2,271,539	2,382,052	
Net Income (Loss)	116,444	95,477	88,201	107,992	90,882	65,435	37,750	10,562	

Past Budgeting Process

Funding Dynamics-Then State Funds / Tuition



- Incremental Revenues
- Incremental Allocations

Process

- Deans ask for
 - instruction
 - TAs
 - staffing
 - new programs
 - etc
- Provost Allocates:
 - X
 - Y
 - Z

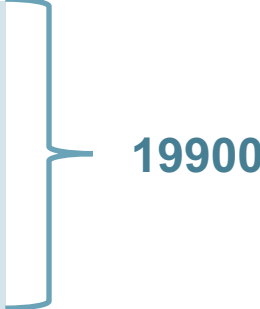
Budget Model Change Eff. 14/15

- More control to schools – formula allocation
 - Based on growth (SCHs, majors)
 - Size of budget
 - FY15 → FY16 → FY17 → FY18
- More resources remain in schools
 - Faculty downgrade – 90% remains
 - Retirements exempt from 25% FTE withdrawal
- Increased emphasis on new sources
- Benefits decentralized - increases are not funded

 Model is being revisited. 

Budgeting is Fundamentally Different

Funding Dynamics-Now

- State
 - Tuition
 - Non-resident
 - Summer session
 - Concurrent enrollment
 - Philanthropy
 - C&G
 - Self-supporting degrees
 - Sales & service
- 

Process

- Strategic
- We can't do everything!
- New ideas → prioritize, impact on strategic plan?
- How fund? Tradeoffs?

Changes to Unit Planning



All Funds



Multi-Year



Position
Management



Workload

Outline: This afternoon

1

- Breakouts: Your personal considerations

2

- Strategic planning

3

- University budgeting & financial strategy

4

- **External relations & development**

5

- Reception

The Glass House: external focus

- Increased use of external boards
- Increased engagement
- Challenges
 - Many faculty are inexperienced at
 - Working with boards
 - Speaking to a lay audience
 - Fundraising

Initial Steps

- First principle:

Internal before external

- Assess faculty, staff and student morale
 - If no one is behind you, how can you lead?
- If you are not happy inside the college,...
how can you be happy outside?

Initial steps: financial strategy

- Assess financial strategy and development goals
- Financial strategy derives from strategic plan

*If you don't have a financial plan,
you don't have a strategic plan.*

- Revise vision/mission with all constituents
 - Seek alignment: avoid “free agents”
 - Identify priorities
 - Assess cost and funding sources
 - The outcome is your financial strategy

Priorities from Vision and Mission

- To achieve our vision we will need
 - Additional faculty, faculty chairs, staff
 - Scholarships
 - Research support
 - Other

Example: School Ten-Year Financial Strategy

(in millions)	Add'l annual expense	University funded	Self-funded	Donor funded
Increase faculty	2.0	1.0	.75	.25
New faculty chairs	1.0	0	0	1.0
Post-docs	.5	0	.25	.25
Doctoral students	.5	0	0	1.0
Lab equipment	1.5	.75	.25	0
Staff and other	.5	.25	0	.25
Totals	6.0	2.0	1.25	2.75

Initial steps: Development Plan

A development plan is not an independent list of needs.

Fundraising priorities should flow directly from the vision, mission and financial strategy.

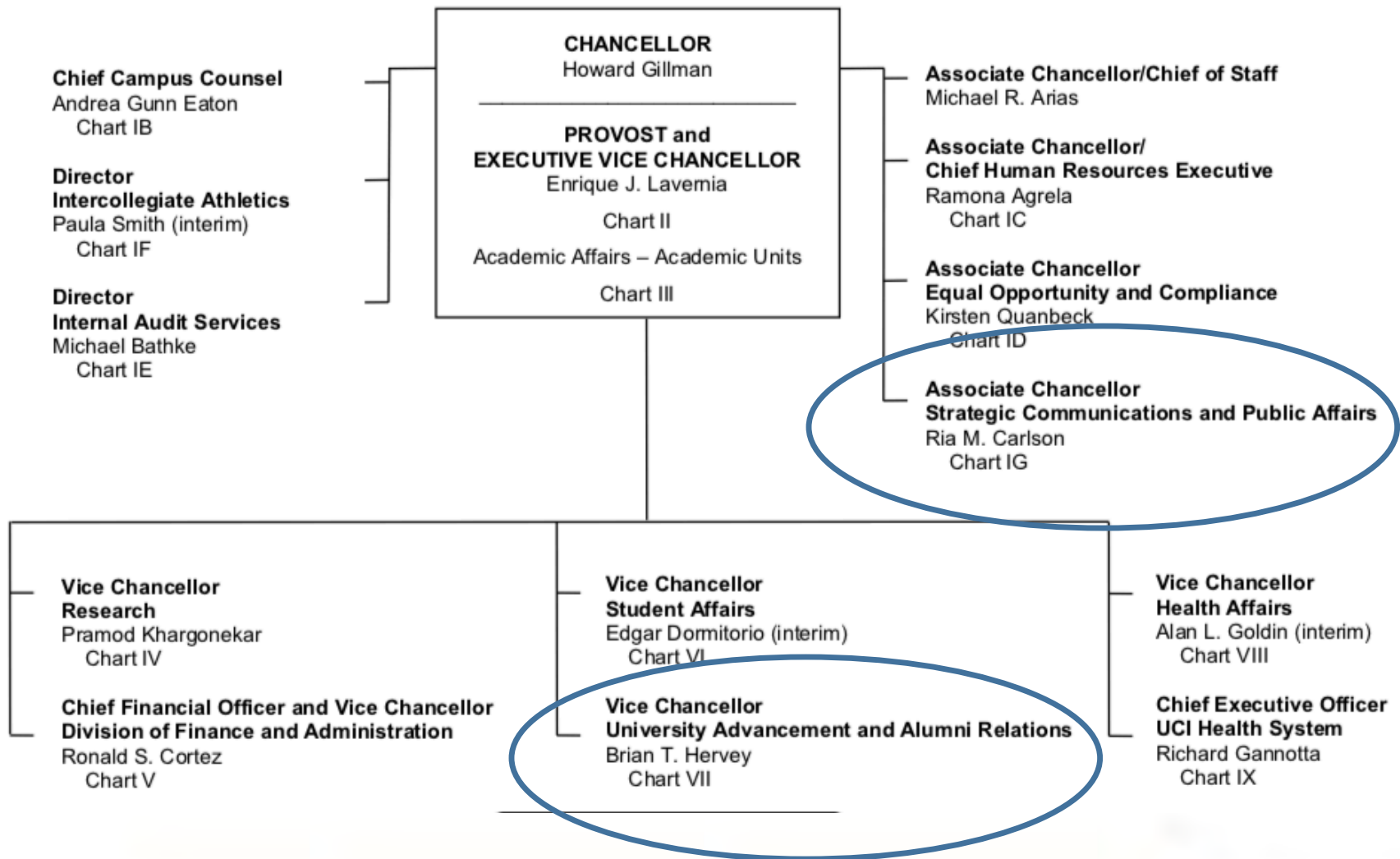
Initial Steps

- Assess pool of potential donors
 - Are the development goals realistic?
- Assess recent development experience
 - Read memoranda of agreement for major gifts!
 - Steward key donors
- Create a path to your goal

Develop a strategy for each group

- Donors
- Alumni
- Students and parents
- Faculty and staff
- Media
- Other units on the campus
- Local community
- Peer academic units & societies
- Advisory boards, Regents
- Others
- YOU HAVE HELP!

Organizational Chart UC Irvine as of July, 2018



<http://www.policies.uci.edu/about/orgcharts/orgcharti.pdf>

The role of the Foundation and the Development Officer

Donna Mumford

Senior Executive Director

Advancement Mentoring and Counseling

The UCI Foundation

- Brian Hervey, Vice Chancellor, University Advancement

Vision

- To realize the brilliant future referenced in the University of California, Irvine's strategic plan by mobilizing support, creating partnerships and offering transformative guidance.

The UCI Foundation

- Identifies and provides research on potential donors
- Helps to staff the development operation in each unit
- Coordinates the development effort across the campus
- Maintains financial records, memoranda of agreement
- Stewards major donors
- Ensures that gift agreements are satisfied

The Development Officer (DO)

- Helps the leader
 - create a development strategy
 - decide who to meet, how to prepare
 - steward existing and potential donors
 - communicate with the donor base
 - decide what community events to attend
 - what travel to undertake
 - oversee the external advisory board
 - write proposals for funding
 - make asks

External board considerations

- What is the purpose of the board?
 - Advisory, fundraising
- What is the role and responsibility of members?
- Should you require a fee?

If you want advice, ask for money

If you want money, ask for advice

The Art & Science of Development

- Will be the focus of our next session on November 9.