CASE STUDY ASSIGNMENT

The attached case study on the "Local Community College" (LCC), and the three questions below have been developed to serve as a tool to integrate the concepts of the Jeremy Buller book and explore your own analysis and strategic capacity *as if you were the president of LCC.* Please review the case study and document your answers to the three questions prior to the start of the program.

This assignment provides you an opportunity to think through the case study, gather various data points within the case study, organize and prioritize your thinking, express your analysis and prepare you to discuss what you would do going forward.

You do not need to submit the assignment in advance, but please *bring your responses with you to the program.*

You may want to update, edit or revise your original responses after participating in daily discussions, panel presentations, or the leadership assessment presentation at the beginning of the program. In the end, simply crafting your responses to these questions will be a useful exercise in developing analysis and strategy based on the entirety of the Admin 201 program, and it will provide you with documentation of your work and experience.

The Assignment: After you've read the Jeremy Buller book, please carefully read the entire case study and highlight any key portions of narrative that you feel are indicators of the health of the organization, its potential crises and opportunities, and possible resources or references to solutions to the challenges illustrated in the study for the College.

Please be mindful of diversity, equity, and inclusion aspects of the case and be sure to consider the State's Chancellor's Office (SCO) Goals #5 and #6 in the Future of Achievement in responding to all three case study questions below.

Once you've familiarized yourself with the narrative, take some time to consider the questions below and document your answers. Your responses should be comprehensive, citing specific evidence to validate any analysis you offer, but your written responses should not be more than three pages in

total length. Your resulting paper will not need to be turned in, nor will it be graded in any way. Instead, your responses are intended to help inform your class and small group discussions and will be critically important to helping you compare and contrast the ideas of others during the program. We promise that you will get as much out of the exercise as you put into it.

Case Study Question #1: What are the salient features of the situation the new president and their team are facing?

Conduct a big-picture analysis of the situation using the 10 Analytical Lenses, STEEPLED Analysis, Strategic Compass, and Learning Culture.

Case Study Question #2: How successful or unsuccessful has LCC been during the past 18 months under President Nolan?

Please be sure to take a clear position and explain your reasoning with evidence and analysis. Please include the most compelling criteria you identified that informed your position.

Case Study Question #3: Should President Nolan make any changes to LCC's strategy (maintain the same strategy or choose one of the other two different strategies)? If yes, what specific changes and why? If not, why not?

Secondly, which one or two of the 5 "Practices of Exemplary Leadership" will be **most important** to the changes you're recommending?

To get the most from this experience, please consider and attempt to do the following in writing your responses for the case study questions:

- Demonstrate an understanding of the fundamentals of the book *[Change Leadership in Higher Education,* by Jeremy Buller] with respect to the case study.

- Draw on the book's concepts and the case appropriately.

- Reason clearly and consistently.

- Cite specific evidence for your conclusions.

- Dig below the obvious (don't repeat what is already clear in the case).

- Do not fall into the "story-telling" trap – a retelling of the facts of the case in a way that satisfies common sense – instead, link book concepts, case, and discussions to specific evidence to the case to provide analytical insight.

- Do not fall into the "concept-telling" trap – a retelling of the concepts in the book rather than connecting these concepts to the evidence in the case.

- Do not describe events, facts and figures.

- Do not ask questions, but answer them (e.g. not "John should ask himself what he would like to get out of this?" but rather, "John needs to take the following actions, for three main reasons").

- Do not offer vague advice, but specific recommendations (e.g. not "John should retain an outside consultant to decide how he should proceed," but rather, "John must first communicate his message to the staff in the following way, for two principle reasons").

- Rely on the information in the case study only; do not use or cite any other sources of information. Make reasonable assumptions when absolutely necessary and clearly indicate assumptions.

- Answer the questions directly. Do not invent other questions that are not asked; do not evade the questions asked.

- *Have fun and enjoy the challenge of this written discussion!*