Session 1 | Principles of Fiscal Management

"The only difference between stumbling blocks and stepping stones is the way in which we use them."

This session introduces the three budget models most common in higher education and asks participants to locate their own institution within that landscape, weighing each model's strengths and vulnerabilities. Through reflection and discussion, participants practice translating artistic value into fiscal language that registers with provosts and senior administrators.

Session 2 | Strategic Enrollment Management

"In one of our concert grand pianos, 243 taut strings exert a pull of 40,000 pounds on an iron frame. It is proof that out of great tension may come great harmony." — Theodore E. Steinway

This session examines how recruitment and retention operate differently in the arts, where auditions, portfolios, studio relationships, and ensemble culture create both distinct obstacles and advantages. Participants consider recruitment, retention, graduation timelines, data resources, managing enrollment and how this intersects with demands for curriculum change.

Session 3 | Conflict Resolution and Personnel Management

"Well managed, cooperative conflict contributes to the productivity and innovativeness of a team and the competence and well-being of people."

This session draws the line between well managed conflict and damaging conflict, focusing on the conditions — trust, clarity, and established relationships — that make the difference. Participants consider what groundwork must be laid with faculty and staff *before* disagreement arises, then work through a conflict mapping exercise.

Session 4 | The Value of Mentoring — Lunch Discussion

"In situations that are clear and familiar, the decisions are easier — leadership is easier."

An informal midday conversation about the relationships that shape a leader's development. Participants reflect on the mentors who influenced them and name the specific qualities worth carrying forward as well as considering how they might mentor others.

Session 5 | Navigating Change and Uncertainty

"When you're at the edge of a cliff, sometimes progress is a step backwards."

This session addresses how shifting federal and institutional policy is impacting participants' campuses, and how leaders communicate genuine uncertainty to faculty, staff, and students without either false reassurance or alarm. Participants examine what it means to hold compliance obligations and care for their communities at the same time when the two appear to pull against each other, and how to model steadiness without pretending to know more than they do.