Question: What is the relationship between budgeting and strategic planning in higher education, and how does that relationship contribute to effective leadership?

Context:
Office of the Provost/EVP for Academic Affairs, University of New Mexico

Literature Review:
Peter Senge – living organizations
Daniel Pink – systems thinking
SCUP, Kerlin, Schuman

Data Collection:
Formal Training
Reflective Journal
Leader Interviews

Data Analysis and Conclusion:
By triangulating the data sources and literature review, it is clear that effective leadership is directly related to effective budgeting and strategic planning. It proves necessary for leaders to have a solid foundation in both areas in order for an organization to flourish and grow. Fiscal responsibility is a stabilizing factor and opens the door to planning strategically; at the same time, strategic planning provides guidance for the budget process by identifying priorities. The two areas must be aligned by leadership in order to function most effectively. The combination of skills reflects an appreciation for the majestic peaks in the distance, as well as the tiny wildflowers along the path – the big lofty visions and the small operational details.