



Leadership Scenario Cards

Instructional Capacity Under Perkins V

Use: Individual reflection or table discussion. Focus on diagnosis, not solutions. Do not discuss your own college.

Scenario A: The Single-Instructor Program

Context

- One full-time faculty member
- Strong enrollment and outcomes
- Retirement expected within 18 months
- Two failed searches in the last three years

Discuss

1) What kind of problem is this really?

- If recruitment fails again, what happens?
- Where does Perkins help and where does it not?
- What assumption does leadership need to confront?

Notes:

Scenario B: The Adjunct-Heavy Program

Context

- Program staffed entirely by adjuncts
- Adjuncts are highly skilled industry professionals
- High turnover semester to semester
- No structured onboarding or mentoring

Discuss

- 1) Is recruitment reducing risk here?
- What non-recruitment strategies matter more?
 - Where would Perkins leadership funds help?
 - What is the long-term risk if nothing changes?

Notes:

Scenario C: The Credential Bottleneck

Context

- Industry professionals exist locally
- Few meet minimum faculty credential requirements
- Program demand exceeds capacity
- Expansion stalled due to staffing constraints

Discuss

- 1) Is recruitment the wrong lever?
- What planning strategies address this more effectively?
 - How does this show up in Size, Scope, and Quality?
 - What role does Perkins realistically play?

Notes:

Scenario D: The Competitive Labor Market

Context

- Industry wages far exceed faculty salaries
- Searches yield applicants who withdraw late
- Employers actively counteroffer
- Program demand remains high

Discuss

- 1) What kind of problem is this?
 - What cannot be solved by recruitment?
 - What is institutional vs. Perkins responsibility?
 - What does “planning smarter” look like here?

Notes:
