

Strategic Resource Allocation Project Overview and Next Steps

Dear St. Olaf Community,

Below is a brief Q&A and immediate next steps for the [Strategic Resource Allocation Project](#).

As President Anderson mentioned during his update on opening day, this project will ensure that we know what the College's most important functions and activities are, whether they are properly resourced, and whether the College is utilizing its resources in the most strategic way to deliver on the College's mission. This project is designed to be not only a cost-cutting exercise, but also an opportunity to re-engineer activities, explore opportunities to increase revenues, and identify where new investments are needed.

Why are we doing this project?

While the college's revenue has remained relatively stable, our expenses have increased and have been eroding our operating income. While the fiscal 2018 budget is balanced there are no funds available to cover unbudgeted expenses. Without taking corrective action now, the point is coming when the College's expenses will exceed revenues.

What are the goals for this project?

To develop a plan that:

- Ensures that the College has sufficient resources to support programs
- Aligns revenue and expense growth into the future
- Provides compensation increases to remain competitive in our labor markets
- Provides for the 2.5% commitment to capital enhancements
- Builds up to a 2% contingency for unforeseen emergencies that require financial resources for investment in the endowment

Who will be involved?

The project will have a steering committee and review committees that include faculty, staff, and students, many of whom have been appointed or selected by their peers. The process will also allow for several opportunities for feedback and input from the broader campus community. The committees will publish their meeting notes and updates to the campus community on the [website](#). The site will also feature a [SRAP Suggestion Box](#) for those who want to submit ideas.

- Steering Committee – establish project parameters, ensure progress is being made, provide clarification as needed, coordinate and host opportunities for recommendation feedback, make final strategic resource allocation recommendations
 - VP/CFO – Jan Hanson
 - Provost/Dean of the College – Marci Sortor
 - Faculty Governance Committee Chair – Jill Dietz
 - Board of Regents Faculty Representative Elect – Anne Walter
 - Assistant to the President for Institutional Diversity – Bruce King
 - VP Mission – Jo Beld
 - Student Government Association Representative - Maren Weaver
- Review Groups – coordinate data gathering by program, review and synthesize information gathered, make preliminary strategic resource allocation recommendations
 1. Instructional Program Review Group Membership
 - Associate Provost (Chair) – Dan Dressen

- Faculty Governance Committee member – Dan Hofrenning
- Associate Deans –
 - Kent McWilliams, Margaret O’Leary, Dana Gross, Mary Walczak, Rebecca Judge
- Registrar – Steve McKelvey
- Budget Advisory Committee member - Steve Lindley
- Dean of Students – Roz Eaton
- SGA Rep – Aidan Zielske
- 2. Non-Instructional Program Review Group Membership
 - Chief Information Officer of Libraries and IT (Chair) – Roberta Lembke
 - Athletic Director – Ryan Bowles
 - Piper Center Director – Leslie Moore
 - Director of Music Orgs – Jean Parish
 - Institute for College Futures faculty participant – Steve Freedberg
 - Associate Dean of Students – Tim Schroer
 - Budget Advisory Committee member - Cheri Floren
 - SGA Rep – Marit McQuaig
- 3. Specialized Reviews:
 - Financial Aid Strategies (VP Enrollment/College Relations and Enrollment Consultant) – Michael Kyle and Hardwick Day
 - Benefits (VP Human Resources and Benefits Advisory Committee) – Mike Goodson
- Department Chairs, Program Directors – conduct analysis of programs

What is the process?

This process began this past August and will conclude by May of next year.

- August-September 2017: Existing data is compiled for program review process
- October 2017: SRAP presentations, including a [video](#) of All Staff Meeting
- October-November 2017: Program managers and department chairs respond to SRAP surveys
- November 2017: Review groups gather initial data and information
- December 2017: Open Forums to present preliminary findings and solicit feedback
- December 2017/January 2018: Review groups provide feedback to departments/programs
- February 2018: Departments/Programs finalize analyses for review group action
- March 2018:
 - Review groups develop recommendations for steering committee consideration
 - Open Forums to present review groups’ recommendations and solicit feedback
- April/May 2018:
 - Steering committee considers review group recommendations and makes final recommendations for PDA consideration
 - Final recommendations to be incorporated into FY18/19 budget planning
 - FY18/19 Preliminary Budget approved by Board of Regents

We appreciate your diligence and collaboration through this process and realize people may be tempted to speculate about the outcome of this work. Our goal is that the transparency of the process as it unfolds, and how groups or individuals are brought into conversations, will prove worthy of your trust.

The next eight months will be filled with dialogue and courageous conversations. The best ideas for innovation and a sustainable future will come from all of you. It will be hard work. There will be things that St. Olaf stops doing. There will be things that we do differently and more efficiently.

There will be areas in which we invest. We have every confidence that we'll come through the process in a stronger, financially sustainable position. After all, Oles Can and Oles Will.