

St. Olaf College
Strategic Resource Allocation Project
Non-Instructional Program Review Questionnaire

Due: December 1, 2017

**Return to Roberta Lembke, Chair of Non-Instructional Program Review Group,
srap-ni@stolaf.edu**

Budget Manager Name: _____

List Budget Units reviewed as part of this questionnaire:

Instructions:

1. The information gathered from the completed questionnaires will be used in a comprehensive review of the college's operations. We want to ensure we understand our operations, how they are resourced, and ensure that our resources are used in the most strategic way to deliver the College's mission. Please answer the questions below. Please note that not all questions will pertain to all offices and programs. It is OK if you leave a question blank.
2. Limit your responses to 150 words or less for each question. Consider using bulleted lists.
3. If you have suggestions for other areas of College operations, go to the SRAP online suggestion box at <https://wp.stolaf.edu/treasurer/suggestionbox/>

<p>St. Olaf College Mission: <i>St. Olaf College challenges students to excel in the liberal arts, examine faith and values, and explore meaningful vocation in an inclusive, globally engaged community nourished by Lutheran tradition.</i></p>
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Category 1: Relationship of the Program to the Mission

- a. Briefly describe the functions and activities of your area in priority order, how they align with the mission, and the goals of your area and progress towards them.
- b. Please describe any newly mandated activities and services that your office has undertaken in the past three years (.i.e., federal regulations, state law, campus requirement, etc.).

Category 2: Demand

- a. What constituencies does your area serve? Describe any fluctuations in demand that have impacted your area over the past 5 years, as well as what you see as future demand 3 to 5 years

out. Also please include an explanation how you determine user demand for your services. (maximum of 150 words)

- b. List other campus programs and services with which your program has the most interaction and briefly explain the nature of those interactions. Discuss examples of dependencies and negative impacts if your program/services were not available.
- c. List other programs on campus that are providing a service or function similar to the ones provided by any of your programs. Describe if and how positions could be shared across departments or divisions who perform similar functions? If similar functions/offices/services were consolidated, describe the changes to staffing, services, etc.

Category 3: Quality and Cost Measures

- a. Describe the benchmarks or other quality indicators (internal or external) you use to measure your program's quality. Describe how you measure the cost-effectiveness of your area (for example, financial stewardship might measure program cost effectiveness compared to peers.)
- b. Please list processes or services due for review, re-engineering, or removal. Describe potential savings or enhancements that might be possible with the changes.

Category 4: Operational Analysis

- a. Please list the types of hospitality events your area sponsors, their associated costs, and the purpose of such events. Please include things such as meals, banquets, learning lunches, student events, etc. If asked to reduce, what strategies would you employ? If cut or reduced, please describe the impact on your program/area and your primary constituents.
- b. List the professional development expenses in your area for the past three years and describe the importance of those activities to your operations. If asked to reduce, what strategies would you employ to reduce costs in this area.
- c. List the contracts/memberships in your area and their associated costs. Have these agreements undergone recent negotiations? If your area is service related, could the functions be considered for outsourcing? Please describe the impact (cost, level of service, etc.) if outsourced, changed to a different vendor, canceled, etc.
- d. List consultants or independent contractors used in your area, the associated cost for each and describe the purpose/goal of the work. Explain why a consultant is preferred over in-house expertise. Also please describe your method for determining best rates for these contractors,
- e. List the departments that employ student workers and the types of work these students do. If funding existed for new student positions, how could you use student labor to reduce costs in your area?

Category 5: Staffing

- a. Please attach an organizational chart that identifies every position in your area (with FTE), including a list of the top three or four functions carried out by each.
- b. List areas where demand for service is outpacing available staff, as well as those areas where demand for service is decreasing. Please discuss areas where you have staff that could be retrained to perform new duties or where hiring a periodic consultant or temp employee could be considered in the place of a permanent employee. Please discuss.
- c. Describe opportunities for improving the effectiveness and efficiency of staff (for example, development, technology, elimination of redundancy, cross training.) Describe anticipated vacant positions within the next several years that would present opportunities to restructure and use staff resources more efficiently.
- d. Describe any collaborative activities your area has with Carleton, other organizations, or other campus offices that have resulted in cost savings or improved services. Do you have ideas about future synergies that might improve services or reduce costs?
- e. Describe the impact of a staffing reduction on your area (i.e., restructure office, reduce office hours, etc.) and the impact this would have on your primary constituents. Focus on the services and activities or areas of specialized training or professional expertise that would no longer be available.

Category 6: Opportunity Analysis

- a. Describe how your area has worked to contain or reduce costs in the past three years. What is the associated savings for each of those measures? List other opportunities you could undertake to reduce costs going forward and provide the estimated savings.
- b. Describe opportunities for additional revenue or resource generation.
- c. Describe synergies or collaborations that could be considered across departments or divisions to improve the student experience. What could be the financial or staff savings associated with these collaborations?
- d. Describe what it would take to make your programs exemplary (for example, staff, equipment and/or technology, additional functions, restructuring, greater impact.) Provide cost estimates for each initiative.

Other:

- a. Is there anything else that we have not asked that you would like to share?