

## **SRAP Update: October 9, 2018**

Dear Colleagues,

In my last update, I reported that the SRAP Steering Committee has identified ideas and suggestions that can be acted on immediately and others that will require further consideration. The topics that the Steering Committee is exploring further include: Credit Requirement for Graduation and Reduction/Reallocation of Faculty FTE; Athletics, Recreation and Club Sports; Operations Staff Organization; Music Organizations; Faculty and Staff Development; and Staff Workday Flexibilities.

The Steering Committee has organized this exploration work utilizing Target Action Groups, or TAG Teams, comprised of individuals with specific knowledge of, or interest in, the topics. We've also developed TAG Team charges to provide background and context, suggest goals and timelines, and outline the scope of each TAG team's work. This work continues to be guided by the SRAP decision-making principles to stay true to the College's mission, uphold the reputation and quality of the St. Olaf experience, contribute to our value proposition for current and future students, and identify strategic opportunities. The TAG Teams are also asked to abide by the principles and assumptions used by the Instructional and Non-Instructional Review Groups in their work.

On behalf of the Steering Committee, I thank the following individuals for agreeing to lead these TAG Teams:

Credit Requirement for Graduation and Reduction/Reallocation of Faculty FTE – Mary Walczak  
Athletics, Recreation and Club Sports – Ryan Bowles and Judy Tegtmeier  
Operations Staff Organization – Dan Dressen and Roberta Lembke  
Music Organizations – Jean Parish and Jo Beld  
Staff Development – Angie Mathews and Rebecca Otten  
Staff Workday Flexibilities – Mike Goodson

We're in the process of developing a TAG website in which the summaries of the TAG Team charges will be found. We're also planning to include a link embedded in each of the TAG charge summaries for individuals to communicate with the team. This website should be completed by the end of the week and found as a link on the SRAP website. TAG Teams will report their progress monthly to the Steering Committee. Where appropriate, TAG Teams may confer with a governance body, e.g. Faculty Governance, or subcommittee, to seek additional input or feedback to proposed recommendations. TAG Team recommendations will be submitted to the SRAP Steering Committee. The Steering Committee will share recommendations with the President and the President's Leadership Team who will advise on next steps. The Steering Committee will confer with appropriate parties to plan for the implementation of any recommendation.

While the TAG Teams do their work, the Steering Committee continues to evaluate and prioritize the other recommendations made by the review groups.

*What has been accomplished to date?* The SRAP target is a minimum of \$5M to address the College's trend line of expenses exceeding revenues, provide for an annual \$3M capital

enhancement, and a \$2M contingency fund. Any amount above the \$5M amount will provide funds for reallocation towards other priorities identified through the SRAP work. To date, we've identified approximately \$2.8M towards these goals that will be implemented over the next several years. Details of this progress were provided in my [August update](#). We have a significant amount still to be identified in order to re-set our revenue and cost trends to avoid a financial crisis such as those experienced by other colleges and universities.

I hear the frustration about wanting to have answers now. I also hear the desire to have all voices heard and all relevant information reviewed regarding the recommendations being considered. The TAG Team process allows for the next stage of deliberation and consultation. I will continue to communicate with the campus community as the work of the Steering Committee and the TAG Teams progresses.

Regards,  
Jan

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