



Strategic Resource Allocation Project Steering Committee Recommendations August 2019

Executive Summary:

St. Olaf College has a strong financial history, having historically produced positive year-end operating results. To ensure that this strong financial performance continues in the midst of declining demographic projections and increased competition for students, the Strategic Resource Allocation Project (SRAP) was launched in fall 2017 specifically to position St. Olaf for the future. This is a forward-looking project that involves a comprehensive review of all of the College's operations, including administrative and instructional programs, to ensure that the College understands what its 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 for the next generations. This project was designed to be not only a cost reduction exercise but also an opportunity to re-engineer activities, explore opportunities to increase revenues, and identify where new investments are needed. [See Appendix A for additional SRAP Background Information/Context]

As of August 2019, the College has identified \$5.5 million of additional revenue and cost savings towards the SRAP goal of \$5-\$8 million. The minimum goal was established to ensure that 1) the strategic goal of setting aside 2.5% of net unrestricted revenue for capital improvements could be sustained, and 2) the College could establish an annual operating contingency of \$2.0 million. Any initiatives that generated amounts above the \$5 million level would be used for program investments where needed, and/or compensation plans to remain competitive in our labor markets.

Initiatives to generate additional revenue total \$3.5 million, or 64% of the resources identified to date. Items included in this category include:

1. An improvement in overall first-year net tuition revenue, new or expanded academic programs, and improvement in retention are anticipated to generate an additional \$2.9 million.
2. Revenue generated from transitioning the bookstore from a St. Olaf operation to a Barnes & Noble partnership adds \$154,000 in revenue.
3. Increased land lease revenue generates an additional \$127,000.
4. Sponsorships for College events generate \$259,000.

Initiatives to reduce costs generate \$2.0 million in savings, or 36% of the resources identified to date. These initiatives fall into several categories:

1. Position Reductions: The College has identified 14.77 FTE that can be eliminated, generating salary and benefit savings of \$1.057 million. Four of these FTE are from the faculty ranks after a variety of program-related shifts. FTE totaling 10.77 have come from administrative units. The elimination of these positions has been accomplished via resignations or retirements announced since the SRAP project began and anticipated retirements within the next several years. There have been no layoffs.
2. Benefit Adjustments: The College's current contributions to the Emeriti Health Account are \$700,000 annually. College contributions to these accounts start when an employee reaches

age 39 and continue until retirement. By changing the eligibility requirement and the contribution period the College will be able to realize an \$80,000 savings annually. Other changes to how certain benefits accrue to employees with less than a 0.50 FTE assignment and the calculation of overtime pay result in savings of almost \$50,000. The Emeriti Health Account change will be effective July, 2020 while the other changes that require payroll system changes will be effective January 1, 2020. More detailed information on these changes will be coming shortly from the Human Resources Office.

3. External Contracts: The College has also reviewed the variety of external partnerships that are used to conduct our business and has identified savings of \$273,000.
4. Faculty/Staff Development: The Faculty Life Committee and the Staff Development Target Action Group identified \$134,000 in cost reductions for professional development.
5. Endowment Gifts: Budget savings associated with income generated from new endowment gifts total \$221,000.
6. Operating Efficiencies: In reviewing opportunities to re-engineer how work is being done, staff has identified opportunities to reduce costs by \$187,000.

From the onset, it was acknowledged that any SRAP recommendations would likely take several years to implement. This includes time to cease any initiatives that might be discontinued. We anticipate that the \$5.5 million identified to date will be implemented according to the following timeline:

FY18/19 (already implemented)	\$2,542,475
FY19/20	\$854,870
FY20/21	\$805,600
FY21/22	\$393,100
FY22/23 and beyond	<u>\$877,100</u>
Total	<u>\$5,473,145</u>

While we've reached the minimum SRAP goal of \$5 million, we've also identified a number of areas in which conversations will still be continuing. Those areas are expected to incorporate the results of those conversations as part of the College's ongoing budget process. We expect that the fiscal impact of initiatives counted towards the SRAP goal will continue to grow. While the formal SRAP organizational structure has completed what it was intended to do, the SRAP philosophy and discipline will continue as part of the College's annual budget development.

SRAP Recommendations

The review groups and TAG teams formulated over 100 SRAP recommendations with varying degrees of financial implications, including some with no financial implications. The recommendations included suggestions for reallocations, revenue enhancements, and cost reductions. All of the recommendations were carefully considered by the Steering Committee. Those recommendations most closely aligned with the SRAP goals and principles were selected for further consideration. After verification of financial implications and consultation with the offices most closely associated with the recommendations and with the President's Leadership Team, the Steering Committee compiled the final set of SRAP recommendations.

Revenue Enhancements

Initiatives to generate additional revenue total \$3.5 million or 64% of the resources identified to date.

1. Restoration of First-Year Net Tuition per Student Lost with Class of 2021 \$1,750,000

The first-year class that entered St Olaf in fall, 2017 (Class of 2021) experienced a net comprehensive fee revenue reduction that equated to a ~\$2.0 million shortfall for FY17/18. The net comprehensive fee revenue for the first-year class that entered St. Olaf in fall, 2018 (Class of 2022) restored the previous year's loss. For SRAP purposes, the College is counting \$1,750,000 as a restoration of the first-year net revenue per student. As we look at the fall, 2019 first-year class, the average net revenue per student repeats the success experienced in fall, 2018 and exceeds our enrollment target by 10 students. As of August 26th, the combination of first-year and transfer enrollment and the funded scholarship aid that comes with the Davis UWC students provide the amount of revenue we budgeted for FY19-20. These projections will be finalized in September after 10th day numbers are confirmed.
2. Benedictine Living Community of Northfield \$72,000

This is a new revenue stream created by the Benedictine project leasing land from St. Olaf College for an independent living, assisted living, and memory care facility. There are two phases to this project. Phase 1 was implemented in FY18/19, with revenues of \$36,000; Phase 2 is expected to begin in FY21/22, generating an additional \$36,000 in leased revenue. The long-term Benedictine plan is ultimately to purchase this land from the College.
3. Outsource the College Bookstore to Barnes & Noble \$154,000

In fall 2017 a change in the College-operated bookstore leadership led to a re-evaluation of outsourcing the bookstore operation to a firm whose sole business is selling books. This arrangement has resulted in additional revenue (commissions) in the amount of \$154,000 in the first year of operation. The second year of operation was equally successful. Not only has this decision generated additional revenue, it has also reduced the workload in our Business Office and Accounts Payable staff by not having to process invoices and deposits associated with the bookstore operation. (This workload reduction is reflected in staff reductions that are discussed in the cost reduction section.)
4. "Rental" Income from College-Owned Properties \$55,000

The College owns several properties that it is precluded from renting due to city ordinances regulating the number of rental units in a block. The College is not

precluded from executing options to purchase on these properties with a monthly fee associated with the purchase option that reflects the market value of the property when calculated on a monthly basis. The College began executing a number of the option to purchase agreements in 2018 with faculty/staff who desire housing in Northfield. These have been very popular, and the College will continue to optimize our resources in this manner.

5. Christmas Festival Revenue Enhancements \$139,000

Music Organizations successfully piloted a sponsorship opportunity with three supporters of the 2018 Christmas Festival. Music Orgs intends to sustain these sponsorships, focusing on a limited number of high-level sponsors, which will keep the opportunity attractive to sponsors. In addition, Christmas Festival patron ticket prices were increased this past year with no adverse consequences to sales. Music Orgs is also confident that additional revenue can be generated by providing an opportunity to give at the time Festival tickets are purchased. This is a successful strategy already used by the College's Alumni/Reunion planning staff. And finally, the opportunity to fund a specific element of the Christmas Festival is attractive to donors. For example, a donor might want to support a commissioned musical compositions or other Festival artistic expenses. It is expected that this revenue enhancement will be fully realized in FY19/20.

6. Athletic Revenue Enhancements \$120,000

As the College planned for the addition of an ice arena on campus, it was recognized that there were revenue opportunities associated with this type of facility. These include dasher board advertising, sponsorships for equipment such as the Zamboni, the market demand for ice time in a premier facility, and the potential for hockey-related camps/clinics that weren't possible previously. To that end, the College has hired an experienced ice arena manager who brings this expertise to the operation.

The Athletics Department is also carefully reviewing the relationships with other external organizations, such as the Minnesota State High School League with their cross-country event, to capitalize on revenue opportunities there. It is expected that Athletic revenue enhancements will be fully realized after FY22/23.

7. Reconfiguration or Creation of New Academic Programs \$600,000

The Course Credit Requirement for Graduation and Possible Reallocation of Faculty FTE Target Action Group issued a call for proposals for new or expanded programs. The group received 10 proposals for new or expanded programs that were reviewed in the context of a) a strategic move for the College, and b) the degree to which the program was sufficiently developed to a stage that implementation could take place. These proposals will be forwarded to the Dean's Council for further action and consideration by the governance groups. It is anticipated that these proposals could generate an additional \$600K in net revenue with a timeline of FY22/23 and beyond, depending on the proposal.

8. Improved Student Retention \$580,000

The Retention Task Force has spearheaded efforts to improve student retention through information-sharing, inter-office collaboration, streamlined processes for registration, and other steps that may help minimize student stress, ensure earlier alerts when students are struggling, and thereby increase the likelihood of retention and graduation. The Dean of Admissions and the Director of Academic Support and Advising have implemented a new initiative matching first-generation students with faculty and staff mentors in support of student success.

These efforts have generated improved first to second semester retention rates during the FY18/19 academic year. This revenue goal assumes that an additional 20 students will be retained by FY23/24 at an average net tuition revenue per student of \$29,000.

Cost Reductions

Initiatives to reduce costs generate \$2.0M in savings, or 36% of the resources identified to date.

1. Position Reductions \$1,057,000

The College has carefully reviewed its operations from the perspective of doing our work more efficiently and has identified 14.77 FTE that can be eliminated, generating salary and benefit savings of \$1.057M.

Reduction and reallocation of faculty staffing resulted in a net reduction of four (4.0) FTE. Departments and programs across all Faculties were affected to differing degrees. One interdisciplinary major, American Studies, will close. Chairs and Directors have worked with their faculty and Associate Deans to identify the best way to implement any reduction or reallocation to begin in fall 2019 and continue through the 2021-22 academic year.

FTE totaling 10.77 have come from administrative units including 4.0 from Facilities, 1.75 from Finance, 1.0 from the Print Center, 1.5 from Advancement, 1.97 from academic support functions, 0.3 from Information Technology, and .25 from the International Scholars Program, which is being phased out. The elimination of these FTE has been accomplished via resignations or retirements, not layoffs. This cost reduction will be fully implemented by FY21/22.

2. Benefit Adjustments \$130,000

The College's current contributions to the Emeriti Health Account are \$700,000 annually. College contributions to these accounts start when an employee reaches age 39 and continue until retirement. By changing the eligibility requirement and the contribution period the College will be able to realize an \$80,000 savings annually. Other changes to how certain benefits accrue to employees with less than a 0.50 FTE assignment and the calculation of overtime pay result in savings of almost \$50,000. The Emeriti Health Account change will be effective July, 2020 while the other changes that require payroll system changes will be effective January 1, 2020. More detailed information on these changes will be coming shortly from the Human Resources Office.

3. External Contracts \$273,000

The College has also reviewed the variety of external partnerships that are used to conduct our business and has identified savings of \$273,000.

- a) Bon Appetit waived their meal plan price increase in FY17/18 in the amount of \$140,000 and reduced catering prices in the amount of 15% or an estimated \$33,500 of savings. Total Bon Appetit cost reductions realized in FY17/18 is \$173,500.*
- b) The Marketing and Communications team has enhanced the skill set of their staff over the past several years and was able to eliminate contracts with Foxwell Digital and the Lawlor Group in FY18/19 totaling \$62,000.*

- c) *The Annual Giving team reviewed their external contracts and has discontinued or renegotiated terms with Target Analytics and Give Campus agreements totaling \$24,700 in FY18/19.*
- d) *The Auxiliary staff successfully renegotiated a copier lease generating \$8,200 in savings that was achieved in FY18/19.*
- e) *The College's auditing firm, Baker Tilly, agreed to waive increases of \$5,000 in FY19/20.*

4. Faculty and Staff Development \$134,000

Professional development is key to the college's institutional effectiveness, innovation, and adaptability. At the individual level, not only can it enhance employee effectiveness and work experience, it also can affect retention and compensation. For all these reasons, the college invests considerable resources in faculty and staff professional development.

- a) *Recommendations pertaining to staff professional development were included in the reports from both the Instructional Program Review Group (IPRG) and the Non-Instructional Review Group (SRAP-NI). These recommendations, together with the overall significance of staff development to both individual and institutional effectiveness, suggested a need for additional investigation into this area of the college's operations to ensure that our staff development efforts reflect appropriate priorities related to the college's most pressing needs. The Staff Development Target Action Group was asked to prepare recommendations to ensure that the staff development efforts are right-sized, economical, equitable, effective, and targeted to the most important substantive areas. This group identified \$34,000 in savings that will be implemented during FY19/20.*
- b) *The Faculty Life Committee supported a reduction of \$100,000 in faculty development expenditures with \$50,000 being reduced in FY18/19 and an additional \$50,000 reduction planned for FY20/21.*

5. Endowment Earnings to Fund Operations \$221,000

In addition to the endowment gifts that so generously support our scholarship initiatives, the College has received many new gifts as part of the "For the Hill and Beyond" comprehensive campaign, the income from which can be used to offset existing costs. Budget savings associated with these endowment gifts total \$221,000 and will be implemented over the next four years.

- a) *Several recent gifts offset \$130,000 in costs associated with Music Organizations financial aid awards that were funded from an operating budget. These will be implemented beginning in FY20/21.*
- b) *The College has also received an endowment that will generate \$70,000 to help fund the VP for Student Life position beginning in FY19/20.*
- c) *The Piper Center has endowed funds that are being used to offset \$21,000 in student wages beginning in FY19/20.*
- d) *The College has historically received gifts to fund endowed chairs, which are budget relieving. We expect that there may be more of those in the pipeline.*

6. Operational Efficiencies

\$187,300

Part of the charge to staff as they reviewed their operations was to examine opportunities to re-engineer how they did their work to ensure that the College is using its resources in the most strategic way to deliver on our mission. That happened across campus and has resulted in cost reductions of \$187,300.

- a) The facilities team has identified more sustainable and economic cleaning products at a savings of \$30,000, which was implemented in FY18/19.*
- b) The library staff has eliminated rarely used databases and periodicals, generating cost reductions \$11,000 that were implemented in FY18/19.*
- c) The events staff has implemented more cost efficient ways of creating our showcase events, generating cost reductions of \$70,000 that will be fully implemented by FY19/20.*
- d) Our Business Office staff has identified more efficient ways to procure goods to ensure we're getting the best pricing available and changed how our Accounts Payable operation is managed, generating cost reductions of \$50,000 to be implemented over the course of the next three years.*
- e) Music Orgs has reviewed all of their operations and is committed to generating \$18,000 in operations savings beginning in FY19/20.*
- f) The academic programs, in consultation with library staff, have identified \$8,300 in savings associated with library hours of operation during the summer months that can be implemented beginning in FY20/21.*

SRAP Implementation by President's Leadership Team Area

Revenue Enhancements

Enrollment/College Relations			\$1,889,000
	First-Year Net Tuition Revenue	\$1,750,000	
	Christmas Festival Sponsorships	\$139,000	
Finance			\$281,000
	Bookstore	\$154,000	
	Benedictine Lease Revenue	\$72,000	
	Property Rentals	\$55,000	
Provost			
	Program Reconfiguration/Expansion		\$600,000
Student Life			
	Improved Retention		\$580,000
Athletics			
	Sponsorships		\$120,000
Total Revenue Enhancements			\$3,470,000

Cost Reductions

	FTE	Salaries and Benefits	External Contracts	Endowed Earnings Offset	Program Changes & Efficiencies	Professional Development	Total
President						(\$4,290)	(\$4,290)
Mission						(\$15,330)	(\$15,330)
Legal						\$1,200	\$1,200
Advancement	(1.50)	(\$135,000)	(\$24,700)	(\$21,000)		(\$38,770)	(\$219,470)
Athletics						\$6,070	6,070
Diversity						(\$1,710)	(\$1,710)
Enrollment/College Relations			(\$62,000)	(\$130,000)	(\$88,000)	\$560	(\$279,440)
Finance	(6.75)	(\$486,575)	(\$186,700)		(\$80,000)	\$2,530	(\$750,745)
Human Resources						(\$5,990)	(\$5,990)
Provost	(6.52)	(\$435,770)			(\$19,300)	(\$77,680)	(\$532,750)
Student Life				(\$70,000)		(\$590)	(\$70,590)
Retiree Health & Other Benefits		(\$129,700)					(\$129,700)
Total	(14.77)	(\$1,187,045)	(\$273,400)	(\$221,000)	(\$187,300)	(\$134,000)	(\$2,002,745)

Ongoing SRAP Considerations

While we've reached the minimum SRAP goal of \$5M, we've also identified a number of areas in which conversations will still be continuing (i.e. academic program reorganization and the possible addition of programs). Those areas are expected to incorporate the results of those conversations as part of the College's ongoing budget process. We expect that the fiscal impact of initiatives counted towards the SRAP goal will continue to grow. The SRAP philosophy and discipline will continue as part of the College's annual budget development.

There were a number of suggestions that were not selected for implementation as part of the SRAP process but that could provide strategic opportunities in the future. Examples of these include:

Athletics: The Athletics, Recreation, and Club Sports TAG team was tasked with continuing a review of the College's athletic, recreation, and club sport program to ensure that the programs are strategic in meeting student expectations, are right-sized for a college of our size, location, and type of institution, and are properly resourced. The TAG team produced a set of recommendations related to Recreation opportunities that have revenue implications that are still being determined. The TAG team also produced a set of recommendations related to varsity sport offerings. After consultation with members of the President's Leadership Team it was determined that additional exploration needed to be done to produce a fully vetted, comprehensive athletics master plan that includes definitive recommendations as to what sports the College should or should not be offering; the impact of those recommendations on donor support, admissions, and enrollment; the facility enhancements or additions that would be needed to support ongoing varsity sports; Title IX implications; and the associated cost implications of this master plan.

Summer Program Expansion: During the SRAP discussions, a suggestion was made to explore the expansion of a summer school program. The Steering Committee felt there was potential for this suggestion but did not task a group to explore in more depth because of the work being done on general education reform and the TAG team efforts on course credit requirements and faculty FTE allocation.

Use of Facilities by External Groups: St. Olaf has wonderful facilities that are essential to offering our academic and student life programs. Our facilities are often requested by external groups to hold meetings, seminars, etc. The quality and type of hospitality venues that St. Olaf can provide are not readily available in the broader Northfield community. These facts were noted in the SRAP discussions. It was also noted that the College has been generous with any fees associated with the use of its facilities to external groups. With that in mind, a self-appointed TAG team has formed to assess the utilization of campus facilities by external groups, charges associated with using St. Olaf facilities to cover not only direct costs but indirect costs associated with security, technology, and facilities set-up, tear-down, and custodial services, and amenities that outside groups may request. This group is expected to bring forth their recommendations in fall 2019.

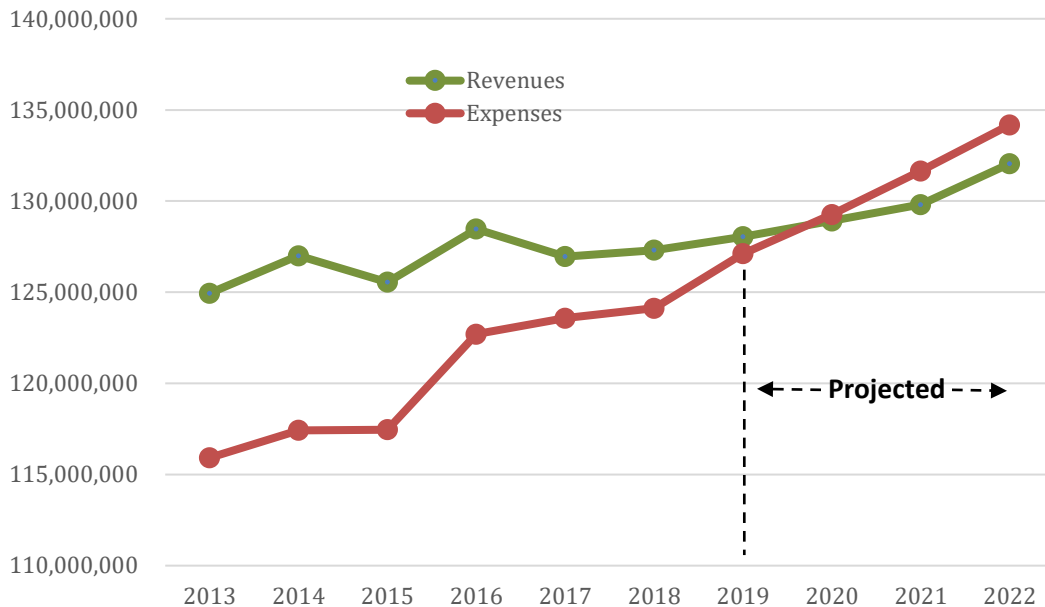
Create Multi-Function Office of Institutional Research and Assessment: This is an initiative that is being implemented, but the fiscal implications have not been determined. It may be that this is simply a more efficient and effective way of conducting this work.

Implement a Voluntary Reduction of FTE Program: While the Steering Committee did not support this as a college-wide initiative, the group did support this from an individual employee perspective. During the SRAP process a number of individuals identified a desire to voluntarily reduce their percentage of work time. The general understanding is that while this may be doable

from an individual's perspective, it may not be doable if there were another individual in that position. Therefore, any savings would be temporary, and supervisors would want the ability to fill a vacated position at the previously approved level. This is an option that should be approved by the supervisor to ensure that department workloads are being managed appropriately.

Appendix A: SRAP Background Information/Context

Between 2012 and 2018, the College's revenue base had remained relatively stable, growing by \$4 million or 3.2%. During that same period the College's expenses had grown by \$7.7 million or 6.6%. The net operating income, or revenues in excess of expenditures, over that same period has decreased by \$3.7 million or 38%. Increased expenses not offset by revenues threaten to erode the College's historically strong net operating income results. Without taking corrective action the College's operating expenses were projected to exceed revenues beginning in FY2019.



Simply stated, the SRAP goals were to develop actions plans that would:

- Ensure that the College has sufficient resources to support programs
- Provide compensation increases to remain competitive in the labor markets
- Provide for the 2.5% commitment to capital enhancements
- Build up to a 2% contingency for unforeseen emergencies that require financial resources or for investment in the endowment

To accomplish this work, the College created:

- A Steering Committee whose role was to establish project parameters, ensure progress was being made, provide clarification as needed, coordinate and host opportunities for recommendation feedback, and make final strategic resource allocation recommendations.
- Instructional and Non-instructional program review groups whose role was to coordinate data gathering by program, review and synthesize information gathered, and make preliminary strategic resource allocation recommendations.
- Two Specialized Review Groups to explore financial aid strategies and salary benefits.
- Six Target Action Groups (TAG) to conduct deeper dives into the review groups' preliminary recommendations. The TAGs focused on Athletics, Recreation, and Club Sports; Course Credit Requirements for Graduation and Possible Reallocation of Faculty FTE; Music Organizations; Operations Staff; Staff Development; and Staff Workday Flexibilities.

The expectations for the SRAP process were that:

- All departments and programs would be assessed
- Discussion would be open and honest to bring the best thinking forward to inform recommendations and decisions
- Participants would assume good intentions and respect for all thoughts and suggestions
- Participants would respect the confidential nature of some of the conversations
- Participants would utilize data to inform the deliberations and conversations
- The College community would be provided opportunities for recurring feedback as part of the process

Principles guiding the SRAP process were that all recommendations would:

- Demonstrate alignment with the College's Mission and Mission in Practice statements
- Uphold the reputation and quality of the St. Olaf experience
- Contribute to St. Olaf's "Value Proposition" for current and prospective students
- Identify strategic opportunities or improvements to College operations
- Continue development of the College's Strategic Plan

Appendix B: SRAP Committee Membership

- Steering Committee
 - VP/CFO – Jan Hanson
 - Provost/Dean of the College – Marci Sortor
 - Faculty Governance Committee Chair – Jill Dietz (2017/18), Dan Hofrenning (2018/19)
 - Board of Regents Faculty Representative – Anne Walter
 - Assistant to the President for Institutional Diversity and Chief Diversity Officer – Bruce King
 - VP for Mission – Jo Beld
 - Student Government Association Representative - Maren Weaver '18 (2017/18), Tahir Ahsan '20 (2018/19)
- Instructional Program Review Group
 - 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 '18
- Non-Instructional Program Review Group
 - 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 '18
- 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
- Target Action Groups:
 - Athletics/Recreation
 - Ryan Bowles – Athletic Director
 - Judy Tegtmeyer - Recreation
 - Charles Gray – Faculty
 - Susie Smalling - Faculty
 - Rachel Sushner – Soccer Coach
 - Jon Mergens – Wellness, Gender, and Sexuality
 - Chris George – Admissions

- Course Credit
 - Mary Walczak, Associate Dean of Natural Sciences and Mathematics
 - Dan Hofrenning, Faculty Governance Committee Chair 2018/19 and SRAP Steering Committee Member
 - Kent McWilliams, Associate Dean of Fine Arts
 - Jon Naito, Curriculum Committee Chair 2018/19
 - Paul Roback, Professor of Mathematics, Statistics and Computer Science
 - Colin Wells, Associate Dean of Humanities
- Music Orgs
 - Jo Beld – Steering Committee
 - Jean Parish – Music Orgs
 - Kent McWilliams – Music
 - Katie Warren – Marketing/Communications
 - Ellen Cattadoris – Advancement
- Operations Staff
 - Dan Dressen – Associate Provost
 - Roberta Lembke – Information Technology
 - Savannah James – Business Office
 - Cheri Coutermash – Employment Specialist
 - Rebecca Judge – Associate Dean Social Sciences
 - Gary Muir – Faculty
- Staff Development
 - Rebecca Otten – Advancement
 - Angie Mathews – Budget Office
 - Tšooane Molapo – Institutional Research
 - Jessica Smisek – Human Resources
- Staff Workday Flexibility
 - Mike Goodson – Human Resources
 - Jacqueline Christensen – Human Resources
 - Nate Engle – Controller
 - Amanda Weber – Payroll
 - Carl Lehmann – General Counsel
 - Wendy Woitalla – Information Technology

Additional Subject Matter Experts:

- Angie Mathews, Budgets/Auxiliaries
- Susan Canon, Institutional Research and Effectiveness
- Carly Eichhorst, Financial Aid
- Nan Schroeder, Registrar’s Office
- Wendy Woitalla, Information Technology