



Criteria for determining cost reductions and opportunities for revenue generation in Enrollment Management and Student Affairs

Enrollment Management and Student Affairs is conducting the data gathering, discussion, review, and analysis according to the principles and process outlined by President Bailey, specifically at the 2022-23 Welcome Back Breakfast event. Most notably, the principles of inclusion, transparency, compassion, and universality are incorporated in the EMSA process.

Process

Using Robert C. Dickeson's *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance* (2010) as a guide, each Office Director and their staff are providing quantitative and qualitative data in order to identify key functions, objectives, and measures of success for each office. Directors are provided with current staffing and operational budgets and are asked to add key performance indicators that each office uniquely uses to measure success. Additionally, each office has been provided with 24 prompts to identify qualitative criteria (e.g. peer benchmarking, opportunities for collaboration, identify operational needs, and other considerations for reviewing operational success).

Following the identification of quantitative and qualitative data, review and analysis of the data will lead to recommendations for Cabinet and President Bailey's consideration.

Timeline

Data Gathering and Analysis: ongoing through mid-December

Formulation of Recommendations: December through January

Presentation of Recommendations: early Winter term 2023



Appendix Two: Criteria for Measuring Administrative Programs

Division Enrollment Management and Student Affairs

Department _____

Employee completing form _____

Direction (to each Director): Please work through the questions below and answer to the best of your ability – bullet points are perfect. Position/ function specific – not personnel management. The short-term purpose of this information is Cost Management.

1. What are the main objectives of your unit, and how do you measure success in achieving them?
2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?
3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours. Indicate if functionality of the position is tied to federal, state, or institutional compliance.
4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the university's mission?
5. How could the university help your unit do its job better?
6. In what ways does your unit relate to other units of the university, academic and non-academic? For example, what services do you provide to other units? What services do other units provide to you? On what tasks do you collaborate with other offices?
7. What skill sets and resources does your unit possess that can be shared with other units at slack times?
8. Which individuals in your unit are cross-trained and in what areas?
9. What resources do you need to improve your services to a superior level?
10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?
11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?



12. How do you review and evaluate your department's yearly performance?

13. Explain how your unit could function with:

- a. A 10 percent reduction to staff
- b. A 20 percent reduction to staff
- c. A 30 percent reduction to staff
- d. A 10 percent reduction to non-personnel resources
- e. A 20 percent reduction to non-personnel resources
- f. A 30 percent reduction to non-personnel resource
- g. What would be the consequences or other effects on service delivery in each case?

What opportunities exist for greater collaboration and team approaches in the delivery of services?

- 14. How many "middle managers" do we have? Are there opportunities to reduce middle strata in the organization and expand the span of control?
- 15. What technological improvements could be made that would result in labor savings?
- 16. How can a service be more efficiently delivered?
- 17. What processes do we have that can be streamlined or eliminated to improve service delivery?
- 18. Restructuring: What efficiencies might be gained by consolidating similar entities?
- 19. Personnel: Have we worked around or structured around non-effective personnel and other personnel issues, and is this the time to stop indulging and start confronting the issue(s)?
- 20. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, cheaper?
- 21. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?
- 22. Benchmarking: Compare your unit with similar units at other institutions or national norms.
- 23. What can we stop doing?