INNOVATION AND OPPORTUNITIES ASSESSMENT

November 21, 2013



AGENDA

Welcome and opening remarks	4:30 – 4:35
Project overview	4:35 – 4:55
Question & answer	4:55 – 6:00
Closing	6:00

- **Introduce** the Innovation and Opportunities Assessment
- **Discuss the reasons** for doing the Assessment
- Provide an **overview of the Assessment's scope, goals, and process**
- Answer **your questions**

- There is a need to develop and sustain the finest attributes of SU while continuing to grow as a vibrant academic institution

- Pressures on higher education are greater than ever, and in this environment, we must innovate

University planning should be informed by a depth of knowledge gathered from across the institution

There are a series of questions we must answer to guide University planning in the future

- What are the challenges that every academic institution of higher learning faces?
- What challenges are unique to Syracuse?
- What are Syracuse's strengths and weaknesses?
- Where is Syracuse headed in the future?

This project will help inform the new Chancellor as he and the University community seek to answer these questions

This project continues our efforts to enhance the University

- The **Senate Budget Committee** recommended engaging an outside firm for a review of the University's structure, a review of the RCM system, and an effort to identify areas of administrative duplication
- The **Ad Hoc Committee on Enrollment** surfaced important University-wide issues, including institutional capacity issues related to enrollment growth, the need for improved data and analytics, and the need for greater faculty/administration collaboration
- The **Chancellor & Vice Chancellor** initiated a conversation last spring about the changing higher education environment and the University's overall direction
- The **Board of Trustees** has continued to seek an enhanced understanding of the University's challenges and opportunities
- There will be a **leadership transition** in January with the arrival of Chancellor-Designate Kent D. Syverud

- Better understand how the University operates and how it compares to peer schools
- Look at University budgeting system and identify possible improvements
- Identify opportunities for innovation based on SU strengths
- Provide a fact base and information to Chancellor-designate Kent D. Syverud

The goal is to provide facts to use in University planning

- We commenced in the Fall; meetings and interviews are ongoing
- The Assessment will be completed in February 2014
  - A report will be published with key facts and information as well as the Steering Committee's perspective on areas of future focus for Syracuse University
- The Assessment will provide a fact base and options for the Chancellor to consider as he leads University-wide planning

1. Current situation and comparison with peer schools

- What is the current financial, administrative, and academic situation of Syracuse?
- How does Syracuse compare to its peers?

2. Support for the academic "Innovation Agenda"

- How have course and program offerings (academic year, summer, online) evolved?
- What has the impact of the RCM system been and can it be improved?

3. Review of University operations

- How does the University operate today and can it operate better in the future?
- How effective are our current processes? Our organizational structure?

We're considering different peers for each area of interest given that Syracuse is "different" – a single peer set is hard to define

AREAS OF INTEREST

- Revenue benchmarks, including cost of attendance, discount rate, fundraising, and research funding
- Cost benchmarks, including both instructional and administrative costs
- Academic benchmarks, including rankings, research, and course/program offerings

SOME OF THE SCHOOLS WE'RE BENCHMARKING AGAINST

Vanderbilt, The George Washington University, Northeastern, Notre Dame, Boston University, University of Rochester, Georgetown University, Tulane University, American University, Cornell University, Northwestern University, SMU, Boston College, University of Dayton, Lehigh University, Marquette University

Benchmarks help identify areas for further review

- The overall higher education environment is challenging; grant funding has become scarcer and the demographics of the college-going population are shifting
- The financial situation of the university requires constant attention and adjustment given the changing landscape of the higher education environment
- Nearly all campus leaders (50+) interviewed believe there is substantial opportunity to strategically improve efficiency and operate at lower cost
- Many believe Syracuse needs to embark on a University-wide strategic planning process

Steering committee

- **Kal Alston**, Senior Vice President of Human Capital Development
- **Dean Lorraine Branham** (S.I. Newhouse School of Public Communications)
- **Prof. Gail Bulman**, Department Chair in Arts & Sciences (Languages, Literature, and Linguistics)
- **Prof. Shiu-Kai Chin**, Faculty representative to the Board of Trustees
- **Jamie Cyr**, Director, Auxiliary Services
- **Prof. Craig Dudczak**, Senate Budget Committee chair
- **Kristen Jones-Kolod**, Executive Director of Budget and Operations, Division of Student Affairs
- **Gwenn Judge**, Director of Budget and Planning
- **Prof. Sandra Lane**, Chair of the Senate Academic Affairs Committee
- **Prof. Mary Lovely**, Chair of the former Senate Ad Hoc Committee on Enrollment
- **Louis Marcoccia**, Executive Vice President and Chief Financial Officer
- **Chris Sedore**, Associate Vice Chancellor for Academic Operations and CIO
- **Eric F. Spina**, Interim Chancellor and Provost
- **Dean Laura Steinberg** (LC Smith College of Engineering & Computer Science)

Bain & Company

- Bain is one of **the world's top consulting firms**; Founded in 1973, Bain has 5,400 employees in 48 offices worldwide

- Bain has done similar projects with other prestigious institutions of higher education and has been recognized by many Universities for **high quality work** and a **collaborative approach**; some of the institutions worked with include:
  - Cornell University
  - University of North Carolina
  - University of California, Berkeley
  - Vanderbilt University
  - Stony Brook University

Interviews and survey

- Bain is conducting one-on-one interviews with more than 70 campus leaders (including all deans) to get their input on the University's challenges and opportunities
- An online survey will be conducted to gain an even greater range of perspectives and suggestions

Data review

- Bain is collecting financial, academic, and other types of data
- They will review and analyze the data to inform options that the University may consider

Your input is key to a successful assessment

- There will be a survey to gather your ideas and suggestions for improving the University

- A link to the survey will be available in early December

What To Expect

- Public forum (today) – November 21
- Survey link – Early December
- Report – February

We need your help to do this!

Please look for and respond thoughtfully to the survey in the coming weeks

Questions?