

# INNOVATION AND OPPORTUNITIES ASSESSMENT

**November 21, 2013**



*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



*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



- 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?**

