Three Themes:

1. Progress
2. Excellence
3. Focus

Also:
Magis Operational Excellence Program
Retention & Graduation Rates

1st - 2nd Retention

4-YR Grad Rate

6-YR Grad Rate
UG Alumni Success

Within one year of graduation from SLU, 94% of alums are:

- Employed FT
- Enrolled in Graduate/Professional School
- Participating in JVC, Peace Corps, Military, etc.

88% Working in Jobs Related to Major
AVG Debt for SLU UG Students with Loans

(Total Debt includes loans from Federal, Institutional and Alternative Sources)

**Total SLU Student Debt**

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>$37,800</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$38,118</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$39,919</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$33,320</td>
</tr>
<tr>
<td>2014-2015</td>
<td>$34,360</td>
</tr>
</tbody>
</table>

**Federal SLU Student Debt**

<table>
<thead>
<tr>
<th>Year</th>
<th>Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>$24,715</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$25,827</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$27,469</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$25,470</td>
</tr>
<tr>
<td>2014-2015</td>
<td>$25,573</td>
</tr>
</tbody>
</table>
Higher Education Excellence in Diversity (HEED) Award

$2.5M in TRiO Grants Renewed

$2.1M HRSA Grant to School of Nursing
Three Themes:

1. Progress
2. Excellence
3. Focus

Also:

Magis Operational Excellence Program
- Dr. Tom Finan, Assoc. Professor of History & Director of Ong Center

- Dr. Allison Miller, Associate Professor of Biology – $4.6M NSF Grant
- Dr. Sarah George, Vaccine Development

- Dr. Jenna Gorlewiecz, Assistant Professor, Aerospace & Mechanical Engineering
Three Themes:

1. Progress
2. Excellence
3. Focus

Also:
Magis Operational Excellence Program
Magis Operational Excellence Program

https://www.slu.edu/operational-excellence
Phases of the Magis Program

**Diagnostic**
- 4 months
- Collect and analyze data
- Interview campus leaders for input about focus areas for improvement
- Communicate broadly about the program
- Identify and prioritize focus areas (initiatives)

**Detailed Solution Design**
- 3-6 months (per focus area)
- Form working teams responsible for initiative design
- Design potential solutions for each initiative, relying on community input
- Develop detailed implementation plans for chosen solution

**Implementation**
- To be determined (focus area specific)
- Execute on initiatives in waves
- Ensure robust communication throughout implementation
- Embed change and ongoing Operational Excellence capabilities

<table>
<thead>
<tr>
<th>Concluded</th>
<th>To begin this fall</th>
<th>Ongoing over next 2-3 years</th>
</tr>
</thead>
</table>
# Overview of improvement focus areas: Wave 1 initiatives

To begin between September and December 2016

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Actions to explore in design phase...</th>
<th>Potential $ impact*</th>
<th>Degree of complexity</th>
</tr>
</thead>
</table>
| Travel process (initiated in mid-August) | • Reduce approval layers and simplify process steps  
• Increase shared understanding of current resource allocation process                                                                                                                                                                                                                                              | Neutral            | Easy                 |
| Budget model (phase 1)            | • Improve decision-making and employee sense of empowerment by adjusting organizational layers and average numbers of direct reports (spans) via position eliminations as well as streamlined processes  
• Adjust functional service levels across the university to balance distribution of support (while maintaining quality)  
• Review centralized vs. distributed location of functional support activity                                                                                                                                                                                      | Neutral            | Easy                 |
| Organization design               |                                                                                                                                                                                                                                                                                                                                                           | Large              | Difficult            |
| Course enrollment levels**        | • Continue to accelerate ongoing efforts by Provost and Deans to minimize low enrollment course offerings                                                                                                                                                                                                                                                |                    |                      |
| Student credit hour requirements** | • Review total credits required to graduate to create more flexible pathways for undergraduate students, promote retention and ensure on-time graduation                                                                                                                                                                                                        | Large              | Moderate             |
| Academic program portfolio**      | • Allocate resources to programs with strong contribution to SLU’s mission, reputation for excellence, and attractiveness to students, faculty and benefactors                                                                                                                                                                                                       | Large              | Moderate             |
| Faculty impact**                  | • Promote/accelerate ongoing efforts to implement the Workload Policy to achieve greater impact from faculty time (students, scholarship, service)                                                                                                                                                                                                                 |                    |                      |
| Undergrad enrollment              | • Invest in additional strategic efforts to increase undergraduate applicant yield                                                                                                                                                                                                                                                                             | Large              | Difficult            |
| Sponsored research                | • Improve research infrastructure and pre- and post-award support  
• Attract additional faculty with a track record of sponsored research                                                                                                                                                                                                                                               | Medium             | Moderate             |
| Alumni giving                     | • Invest in efforts to increase alumni giving participation rates and nurture large gifts                                                                                                                                                                                                                                                                         | Large              | Difficult            |

*Some focus areas are expected to be neutral in their financial impact and make significant improvements to processes

**We will pursue academic initiatives in a manner consistent with SLU’s shared governance and with respect for faculty responsibility for curriculum
## Overview of improvement focus areas: Future waves

*To begin in or after January 2017*

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Actions to explore in design phase...</th>
<th>Potential $ impact*</th>
<th>Degree of complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring process</td>
<td>• Reduce complexity to improve SLU’s ability to make hires effectively; improve coordination of faculty and staff hiring processes</td>
<td>Neutral</td>
<td>Easy</td>
</tr>
<tr>
<td>Budget model (phase 2)</td>
<td>• Adjust resource allocation model, strategically aligned to SLU’s areas of excellence, to incentivize growth, collaboration and innovation</td>
<td>Neutral</td>
<td>Moderate</td>
</tr>
<tr>
<td>Corporate partnerships</td>
<td>• Increase contributions and support from corporations through sponsored programs and partnerships</td>
<td>Medium</td>
<td>Difficult</td>
</tr>
<tr>
<td>Athletics ticket pricing</td>
<td>• Increase ticket pricing to sports entertainment market rates</td>
<td>Small</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td>• Increase dynamic nature of pricing based on fluctuations in ticket demand</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities utilization</td>
<td>• Optimize use of space across the university</td>
<td>Neutral</td>
<td>Moderate</td>
</tr>
<tr>
<td>Procurement</td>
<td>• Consolidate spending with fewer vendors to leverage volume discounts</td>
<td>Medium</td>
<td>Moderate</td>
</tr>
</tbody>
</table>
### Overview of improvement focus areas: Future waves

To begin in or after January 2017

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Actions to explore in design phase...</th>
<th>Potential $ impact*</th>
<th>Degree of complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer enrollment</td>
<td>• Expand summer program offerings where student demand exists</td>
<td>Medium</td>
<td>Moderate</td>
</tr>
<tr>
<td>Online programming</td>
<td>• Expand online program offerings where student demand exists</td>
<td>Medium</td>
<td>Moderate</td>
</tr>
<tr>
<td>Student advising</td>
<td>• Improve student experience with academic advising process</td>
<td>Neutral</td>
<td>Difficult</td>
</tr>
<tr>
<td>Student retention</td>
<td>• Increase undergrad retention rate through building more flexible pathways and improving advising</td>
<td>Small</td>
<td>Moderate</td>
</tr>
<tr>
<td>Graduate assistantships</td>
<td>• Reduce assistantships/fellowships for Masters students (not pursuing a PhD) where current assistantship levels are higher than peer institutions</td>
<td>Small</td>
<td>Moderate</td>
</tr>
<tr>
<td>Graduate admissions</td>
<td>• Increase coordination between central admission and college support and processes</td>
<td>Neutral</td>
<td>Easy</td>
</tr>
<tr>
<td>Student fees</td>
<td>• Streamline and unify student fee structure and billing process</td>
<td>Medium</td>
<td>Difficult</td>
</tr>
<tr>
<td></td>
<td>• Optimize student fees to reflect market conditions and student experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Room and board</td>
<td>• Optimize on-campus residency requirements</td>
<td>Small</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td>• Increase appeal of on-campus dining to students living off campus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate institutional aid</td>
<td>• Decrease institutional aid for select majors with high job market-demand, student-demand and/or capacity constraints, as supported by market conditions</td>
<td>Medium</td>
<td>Difficult</td>
</tr>
</tbody>
</table>
Magis Program: *Improvement Focus Areas*

1. Travel Process

2. Organizational Design
   - Enrollment
   - Finance
   - Information Technology
   - Marketing & Communications
Magis Program: *Improvement Focus Areas*

**Travel Team**

- David Grabe, assistant vice president and controller (sponsor)
- Jeff Gfeller, Ph.D., professor and chair, Department of Psychology (sponsor)
- Fred Winkler, assistant controller (manager)
- Donna Brown, executive assistant, Office of the Provost
- Andrew Doeschot, associate director, business and finance, Department of Athletics
- Robin Krueger, coordinator, Department of Athletics
- Beth Simon, associate director, Medical Center Finance Office
Organizational Design Teams

Enrollment
- Jay Goff, vice president, enrollment and retention management
- Rob Wood, Ph.D., professor and associate provost, academic affairs
- Mona Hicks, Ed.D., associate vice president, student development

Finance
- David Heimburger, vice president and chief financial officer
- Chris Duncan, Ph.D., dean, College of Arts and Sciences
- Kyle Collins, director, ITS enterprise resources

Information Technology
- David Hakanson, vice president and chief information officer
- Angela Sharkey, M.D., associate dean, School of Medicine
- Patrick McCarthy, associate dean, University Libraries, and director, Medical Center Library

Marketing/Communication
- Jeff Fowler, vice president, marketing and communications
- Jennifer Kohler Giancola, Ph.D., interim dean, School of Professional Studies
- Jean Gilman Cox, associate vice president, enrollment, and dean, admission
University-Wide Revenues

FY2016 Revenues Minus SLUCare, Designated, and Restricted Funds

- 72% Net Tuition Revenue
- 13% Housing, Food Services, Events Services, etc.
- 8% Endowment & Investment Income
- 3% Government Grants & Contracts
- 3% Gifts & Private Grants
- 1% Other
University-Wide Expenses

FY2016 Expenses Minus SLUCare, Designated, and Restricted Funds

- Salaries & Benefits: 71%
- Operating Expenses: 21%
- Depreciation: 5%
- Interest: 3%
Magis, Ultimately...

- Internal assessment and redesign are part of ongoing operations

- Strategic Investments
  - Compensation
  - Scholarly Impact
  - Teaching and Lab Space

- Innovation and Entrepreneurship

- Community seeking higher purpose, greater good
Questions?
Comments?