



The Case for Sunsetting Programs: Crisis Response or Level Setting?

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Organizational Context: School Nutrition Association

- SNA is a 501c4 supporting school nutrition professionals in K -12 education
- K-12 schools are experiencing a pandemic -driven service provision crisis resulting in significant financial shortfalls
- **Prior to the pandemic, systems had been optimized for in-person, cafeteria -based meal purchasing and consumption** , and government reimbursement-based funding was supplemented by a-la-cart sales
- Due to strong government regulation and oversight, status quo and compliance ruled



Organizational Context: Society for College and University Planning

- SCUP is a 501c3 supporting the integrated planning practice at colleges and universities
- Higher education is experiencing a significant financial crisis amplified by the pandemic
- **Prior to pandemic, staffing and operations had been optimized for social, face -to-face learning (no virtual platforms)**
- Our competition was in a better position to meet short -term higher education needs



With Disruption Comes Opportunity

- The “way we’ve always done it,” won’t work anymore
- Members and audiences need new programs and services to address a drastically changed environment
- Scarce resources mean old programs need to be cleared out to make space for new

Image Credit: <https://encrypted-tbn0.gstatic.com/images?q=tbn%3AANd9GcT-z2fLHEvT5sYtFbZkhEWGirY9tFZqb1hKwVTwnwdX3DDohLcW&usqp=CAU>

Two Approaches

- Mining data and member values to build a visual model to support decision -making
- Heightened stewardship to accelerate existing plans and structures





What do we know about our programs?

- Revenue
- Expenses
- Mission alignment



Program Impact Matrix

- Program impact mapped against profitability
- Determine which programs to:
 - Maintain status quo
 - Invest in
 - Sunset

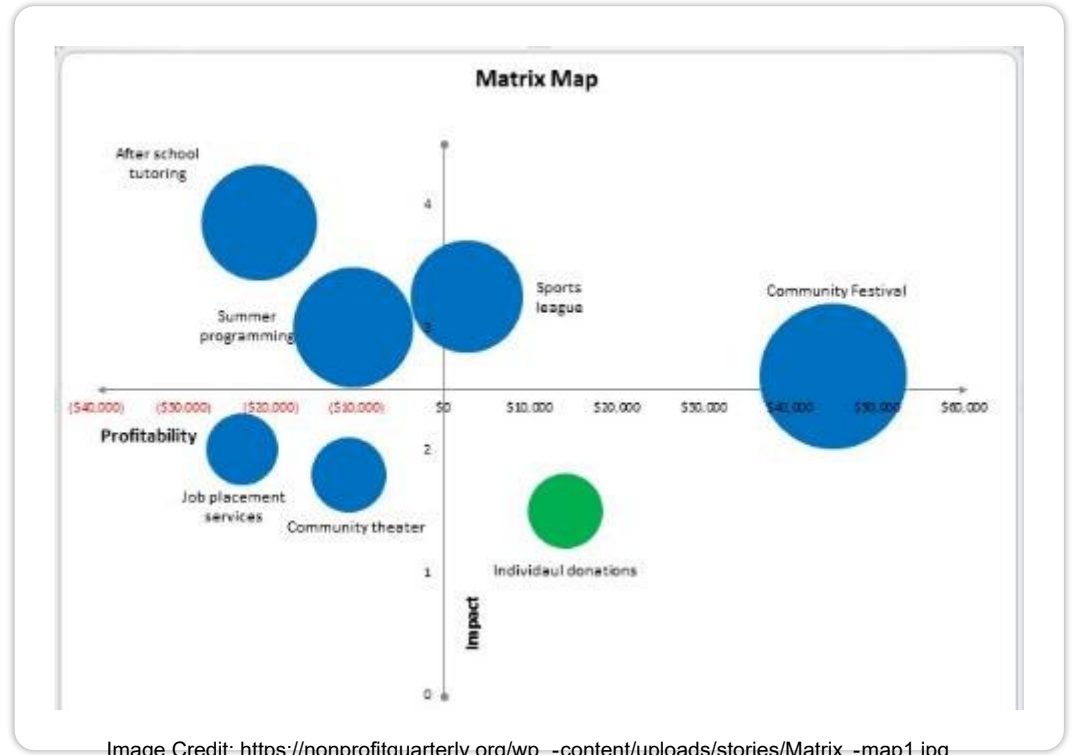


Image Credit: <https://nonprofitquarterly.org/wp-content/uploads/stories/Matrix-map1.jpg>

Program Impact Assessment

Goal Strategies	Revenue	Expense (time or \$)	Mission Driver	Member Value	Short-Term Applicability (6-12 mos)	Status
1.2 Job Placement Services	Low	Mid	Mid	Mid	Low	Complete
1.2 After School Tutoring	Low	High	High	High	Low	
2.1 Summer Programming	Mid	Mid	Mid	Low	Low	
2.2 Individual Donations	Low	Mid	High	High	High	
2.3 Sports League	Mid	Mid	High	High	High	
3.1 Community Theater	Low	Mid	Low	Low	Low	
4.1 Community Festival	High	Mid	High	High	High	

Assess

- Member value
- Mission driver
- Revenue
- Expense

Actions

- Continue
- Pause
- Address Gaps



Choosing what to sunset

- Analyze opportunity for revenue
- Identify the value -drivers
right now
- Home in on areas of weakness
- Communicate to Board/Leadership

Image Credit: ©RMSCreative



Sunsetting for a Purpose : Strategic Stewardship

Your strategic plan is your “true north”

- Designed through member voice and experience
- Created with foresight to emerging external forces
- Structured from leadership’s insight to emerging member needs
- Guides all governance agendas and investment into programming



Savings

- to stabilize the operational budget
- to ensure ability to make mid-term investment in relevant programming



Investment

- in active listening and engagement with members
- in developing staff and volunteer capacities and capabilities
- In services and offerings

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Two Approaches

- **Pivoting**
- **Strategic Shift**



Pivot



Initiatives



Lines of
Business



Events

Strategic Shift



Accelerate

- Future plan year strategies
- Investment (process, technology, people)
- Development (prototype, pilot, **correct or stop**, launch)

Acceleration Example

March

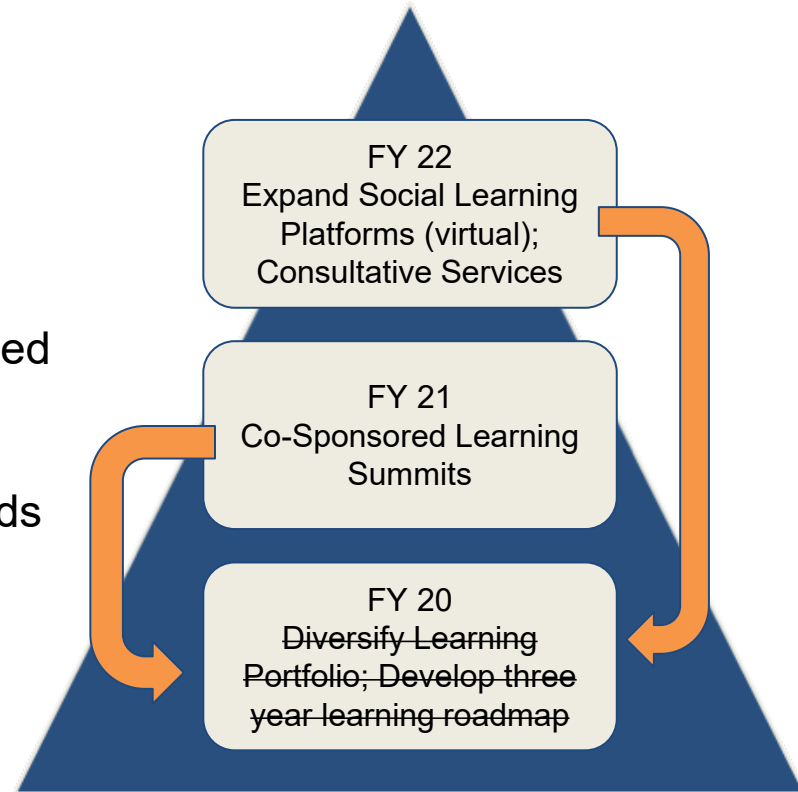
- extensive conversations with member to understand new needs

April/May

- accelerated development of programs planned for FY21 and FY22
- sunsetting of FY20 initiatives that no longer supported short and mid -term member needs

May/June

- piloted and launched three new learning programs to meet new member needs





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