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-carte 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

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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

# Program Impact Assessment

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

**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
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