Deloitte.

Transforming higher education in India

February 2026

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Executive summary

This white paper outlines the key trends shaping Indian higher education, the policy and regulatory drivers accelerating change, and a future-state operating model that places students, outcomes and data at the centre. It presents a pragmatic technology enablement roadmap, highlights the role of Enterprise Resource Planning (ERP) modernisation and Artificial Intelligence (AI), and demonstrates how institutions can transition to a resilient, scalable and future-ready digital ecosystem.

Policy, market and institutional transformation drivers

India's higher education sector is undergoing a fundamental shift driven by rapid enrolment, changing student expectations, global competition, the establishment of offshore campuses by Foreign Higher Education Institutions (FHEIs) and landmark reforms such as the National Education Policy (NEP) 2020 and the Viksit Bharat@2047 vision. Regulatory changes, including greater institutional autonomy, a unified regulator, and multidisciplinary and flexible learning, are steering institutions away from compliance-centric models towards student success, employability and measurable outcomes.

Evolving stakeholder expectations and the role of technology

Students, faculty and administrators now expect personalised, digitally-enabled and seamless experiences.

Learners seek flexible pathways, industry-aligned curricula and smooth digital services, while faculty and administrators need platforms that reduce manual work and enable data-driven decision-making.

As a result, technology modernisation has become a strategic imperative, not merely an operational upgrade.

Technology enablement and future-ready operating model

Modern enterprise platforms, such as ERP, Student Information System (SIS), Learning Management System (LMS), analytics, cloud and AI, are central to enabling end-to-end transformation across the student lifecycle. Modernised ERP and SIS platforms (e.g. PeopleSoft Campus Solutions) provide the foundation for agility, compliance and innovation.

Drawing on deep experience in higher education transformation programmes across India and globally, Deloitte brings a unique combination of strategic advisory, functional and technical expertise, proven accelerators and global delivery excellence.

Trends shaping higher education in India

India's higher education is rapidly evolving. The NEP **2020** is driving multidisciplinary, flexible curricula, greater institutional autonomy, credit-based learning and a stronger emphasis on skills, research and industry relevance, while aiming to expand access and improve quality across regions. The policy reforms underpin the long-term **Viksit Bharat@2047 vision**, which seeks to build a globally competitive, inclusive education ecosystem that supports national development goals through quality assurance, global collaboration and stronger employability outcomes. Simultaneously, today's **Gen Z students** are reshaping campus culture and learning preferences. They prioritise technology-enabled, personalised and skills-oriented pathways, greater flexibility (e.g. online/blended learning and apprenticeships), holistic well-being and real-world impact over traditional prestige. These preferences reflect broader shifts in expectations and behaviour that institutions must adapt to.

4

1. NEP 2020 and Viksit Bharat Shiksha Adhishthan Bill 2025

NEP 2020 and the Viksit Bharat Shiksha Adhishthan Bill 2025 seek to transform India's education system into a holistic, flexible, multidisciplinary and inclusive ecosystem that prioritises quality, equity and lifelong learning. These reforms aim to shift the focus from rote learning to student outcomes, critical thinking, research and employability, while positioning India as a global knowledge and innovation hub.

Vision and focus

- NEP 2020 replaces the 1986 policy with a holistic, flexible, learner-centric system focused on access, equity and quality across all levels of education.
- It emphasizes research, innovation and development of critical 21st-century skills.
- It aims to increase Gross Enrolment Ratio (GER) in higher education to 50 percent by 2035, achieve 100 percent youth and adult literacy and increase education investment to 6 percent of Gross Domestic Product (GDP).
- It encourages equity for women, disadvantaged communities and persons with disabilities.
- It emphasizes multilingualism and the use of Indian languages.

Higher education transformation

- It focuses on providing holistic and multidisciplinary education with flexible curricula, stackable credentials and multiple entry/exit options.
- Academic Bank of Credits (ABCs) enables mobility and credit transfer across programmes.
- It encourages internationalisation through branch campuses and collaborations with global institutions.
- It integrates vocational education from the middle school level through higher education.
- Under the PM Divyalakshmi Scheme, a budget of INR3,600 crore is allotted to improve students' access to finance.
- The Higher Education Financing Agency (HEFA) has been established to strengthen the financial autonomy of premier institutions.

Regulatory and institutional changes

- It provides a single, unified regulator for higher education, replacing overlapping and fragmented regulatory bodies, with regulation focused on standards, transparency, outcomes and accountability, while granting operational freedom to institutions.
- The Regulatory Council (Viniyaman Parishad) enables coordination and regulatory oversight.
- The Accreditation Council (Gunvatta Parishad) focuses on quality assurance and accreditation.
- The Standards Council (Manak Parishad) is responsible for defining academic and learning outcome standards
- Institutions are required to comply with standardised audit and disclosure requirements aligned with not-for-profit governance norms.

Technology and learning support

- A National Educational Technology Forum (NETF) has been set up to boost technology in learning, assessment, planning and governance.
- It promotes digital learning, AI use and digital assessment tools.
- Technology-based education platforms, such as DIKSHA/SWAYAM, have been created for teachers and students.
- The emphasis is on building the digital infrastructure, such as 900+ virtual labs in the National Digital Library (NDLI).

Improved enrolment

(2014–15 to 2021–22)

- **13.8 percent growth in Higher Education Institutions (HEIs)**
- **31.21 percent growth in women's enrolment**
- **44.25 percent growth in Other Backward Class (OBC) enrolment**
- **43.76 percent growth in Scheduled Caste (SC) enrolment**
- **18.2 percent growth in colleges**
- **24.25 percent growth in female GER**
- **37.04 percent growth in total SC GER**
- **65.15 percent growth in Scheduled Tribes (ST) enrolment**
- **49.2 percent growth in female OBC enrolment**
- **57.04 percent growth in total ST GER**

2. Changing student behaviours

Students today act as informed digital consumers seeking flexibility, outcomes, transparency and experience. HEIs that fail to digitise operations risk irrelevance, declining enrolments and loss of trust.

	Digital implication
Learning anytime, anywhere	
• Students expect learning to be accessible on-demand, mobile-first and remote-ready. • They prefer recorded lectures, hybrid classes and self-paced modules.	• LMS, virtual classrooms and digital content platforms • Self-service academic portal
Flexible education model	
• Students want multiple entry-exit options, interdisciplinary choices and stackable credentials. • They want the option to pause, resume or switch programmes based on life and career needs.	• Credit banks (ABCs), modular SIS and digital transcript systems • Automated credit transfer and pathway management
Employability focused	
• Students evaluate institutions based on placements, internships and skill relevance. • They prefer industry-aligned certifications over rigid degrees.	• Skill-mapping platforms and analytics-driven curriculum design • Integration with industry, internship and job portals
Consumer-like experience	
• Students compare universities to digital native platforms and expect personalised engagement. • They expect instant responses, self-service and transparency.	• Omnichannel portals, chatbots and mobile apps • Customer Relationship Management (CRM)/Customer Experience (CX) platforms integrated with SIS and ERP
Digital native learning	
• Gen Z and Gen Alpha prefer visual, interactive, bite-sized and gamified learning. • They dislike lecture-only formats due to short attention spans.	• Edtech integrations and AI-based adaptive learning • Virtual labs, simulations and Augmented Reality (AR)/Virtual Reality (VR)

	Digital implication
Data transparency	
• Students want real-time visibility into grades, credits, fees, attendance and progress. • They expect digital certificates and verifiable credentials.	• Digital dashboards and Automated Permanent Academic Account Registry (APAAR)-linked academic identity • Secure digital credentials and blockchain transcripts
Global exposure	
• Students show an increased desire for international mobility, exchange programmes and global recognition. • They accept online and cross-border learning models.	• Credit transfer/equivalence engines • International collaboration platforms
Support	
• Students expect proactive, personalised academic and emotional support. • They are willing to engage digitally rather than in person.	• Analytics-driven early warning systems • Digital counselling and advising platforms

Where HEIs stand today

India's higher education transformation is driven by a large and growing youth population with unmet demands, policy liberalisation that enables foreign universities and transnational education, and strong global interest in India as a high-potential, cost-efficient education market. These drivers are reinforced by intensifying internal competition among institutions to improve their National Institutional Ranking Framework (NIRF) rankings, which is pushing universities to enhance research output, teaching quality, governance, industry linkages and global visibility. The broader goals include retaining students domestically, improving quality and strengthening India's global competitiveness.

Where HEIs stand today: Pain points and impacts

Across Indian higher education, digital fragmentation, manual processes and weak analytics collectively erode potential efficiency and performance gains, directly affecting NEP 2020 readiness, NIRF rankings, student outcomes and global competitiveness.

1

Fragmented digital ecosystem

- Across the Indian higher education landscape, digital systems supporting academics, finance, examinations and administration are frequently implemented in silos.
- Institutions commonly rely on multiple standalone applications rather than an integrated platform.

Duplicate data entry and inconsistent reporting

2

Dependence on legacy and manual processes

- Largely, universities and colleges still rely heavily on manual or spreadsheet-based processes for admissions, examinations and regulatory reporting.
- Administrative staff spend most of their time reconciling data across systems.

Increasing operating costs and error rates

3

Challenges in regulatory and ranking compliance (NIRF, National Assessment and Accreditation Council [NAAC])

- Institutions often face challenges during NIRF and NAAC submissions due to inconsistent internal records.
- Institutions usually spend a couple of weeks annually preparing NIRF/ NAAC submissions.

Risk of getting lower NIRF/NAAC ranking

4

Inadequate data-driven governance

- Institutional leaders lack access to real-time dashboards covering student success, faculty performance, research output and finances.
- Decision-making cycles are extended due to delayed or manually consolidated data.

Poor outcome and delayed decision-making

5

Inconsistent and fragmented student experience

- Students face delays or repeated processes during admissions, fee payment or examination workflows due to system fragmentation.
- Campuses with limited digital capabilities face higher attrition.

Higher student attrition

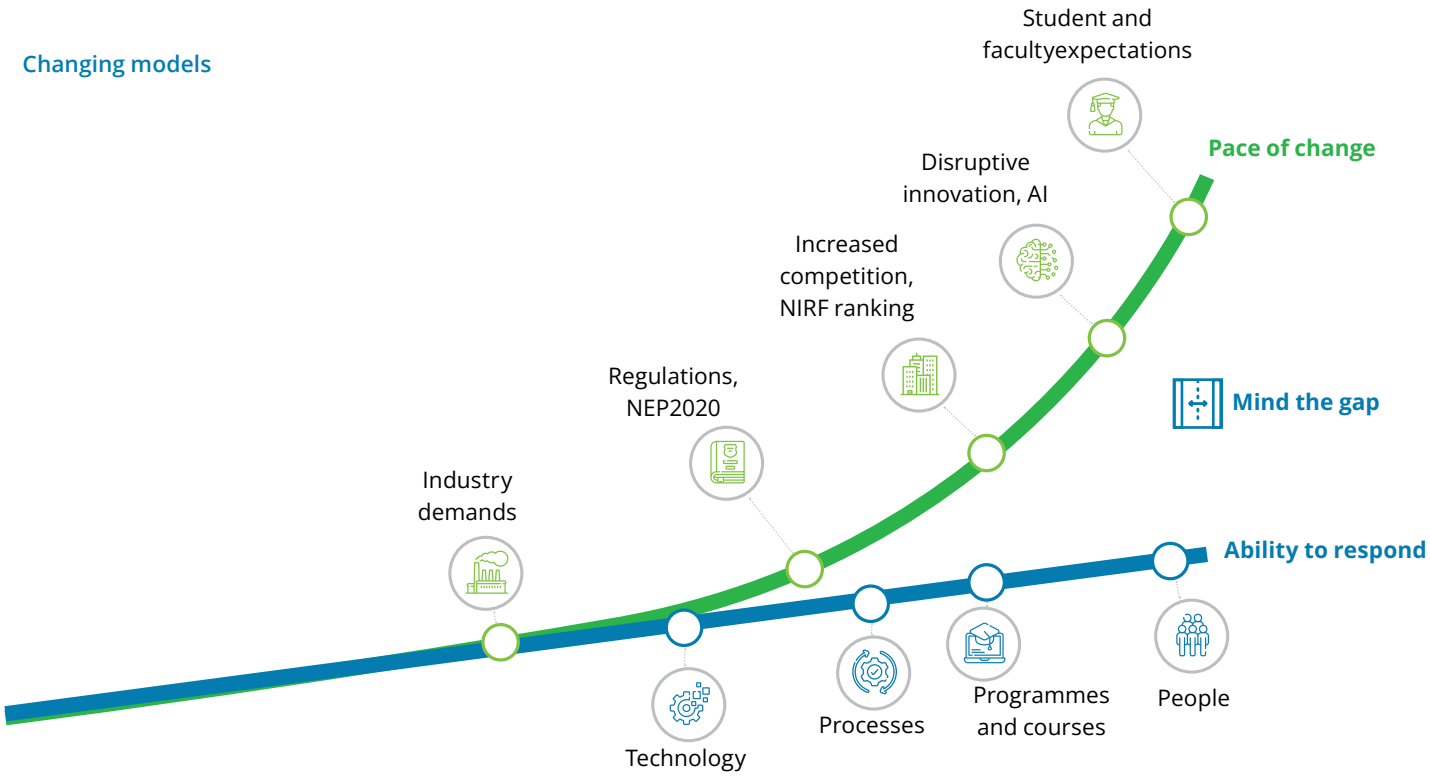
6

Reduced competitiveness and global relevance

- While India hosts one of the world's largest higher education systems, relatively few institutions consistently feature in global rankings.
- India's investment in research and innovation remains at 0.69 percent^◆ of GDP, significantly lower than leading economies.

Poor NIRF research productivity and global perception score

Summary of higher education trends and changing student expectations



Changing student expectations

1. Digital-first campus experience
2. Personalised learning journeys
3. Faster and transparent academic processes
4. 24/7 Personalised engagement and support
5. Career-ready skills and outcomes
6. Consumer-like behaviour

Where HEIs should be

To address current challenges, institutions must evolve into integrated, digitally enabled and data-driven ecosystems where academic, administrative and governance functions operate on a single, connected digital backbone. In the future state, student, faculty, research, finance and compliance data flow seamlessly across systems, enabling end-to-end student lifecycle management, real-time performance monitoring and outcome-based decision-making. Institutions are NEP 2020-ready, supporting multidisciplinary programmes, ABCs, multiple entry-exit pathways and continuous learner engagement from admission through alumni and lifelong learning. Leadership uses advanced analytics, automation and AI to improve teaching quality, research impact, employability outcomes and regulatory responsiveness, while delivering a consistent, personalised student experience at scale.

Future state of HEIs

Institutions that have implemented integrated digital platforms achieve measurable and sustained benefits.

1

Improved student outcomes
Global research and sector studies indicate that institutions with higher levels of digital maturity are better positioned to support improved student retention, enhanced learning engagement and stronger skill development outcomes.

2

Stronger research visibility and rankings
Universities with centralised research management and analytics usually report improvement in publication tracking and citation visibility, directly strengthening NIRF Research and Professional Practice (RP) scores and global rankings.

3

Faster and more accurate compliance
Institutions with integrated data platforms are usually able to reduce NIRF/NAAC preparation efforts while significantly lowering data discrepancies and audit risks.

4

Operational efficiency gains
ERP and cloud-enabled campuses report a reduction in administrative efforts and costs, allowing staff to focus on academic and student-facing activities.

5

Enhanced student experience and employability
Digitally advanced institutions demonstrate an improvement in placement reporting accuracy and employer engagement, strengthening Graduation Outcomes (GO) and perception metrics.

6

Leadership agility and governance
Real-time dashboards shorten decision cycles, enabling proactive interventions in student success, faculty workload and financial performance.

Institutions that move to an integrated, analytics-led digital future state will consistently outperform peers in terms of student success, research impact, operational efficiency and rankings, demonstrating that digital transformation is not an IT initiative but a strategic enabler of institutional excellence under NEP 2020.

Technology as a strategic enabler for measurable outcomes

The NIRF ranks HEIs in India based on five broad parameters: Teaching, Learning and Resources (TLR), Research and Professional Practice (RP), Graduation Outcomes (GO), Outreach and Inclusivity (OI) and Perception (PR). Digital transformation plays a critical role in improving NIRF performance by enabling institutions to adopt digital transformation for improved research visibility and citations, data-driven student lifecycle and placement tracking for stronger graduation outcomes, and integrated ERP and dashboards to ensure accurate, timely reporting of NIRF data. Premier institutions and select leading private universities have consistently strengthened their rankings by leveraging digital platforms for student lifecycle management, research management, online and blended learning, global collaboration and transparent data governance, demonstrating how strategic use of technology can directly support sustained improvement across key NIRF parameters.

Technology levers for improving NRF ranking

The following table outlines the key parameters used in determining NIRF rankings, the corresponding technology levers required to support each parameter and the Oracle solutions that can be used to drive outcomes aligned with the objectives of NEP 2020:

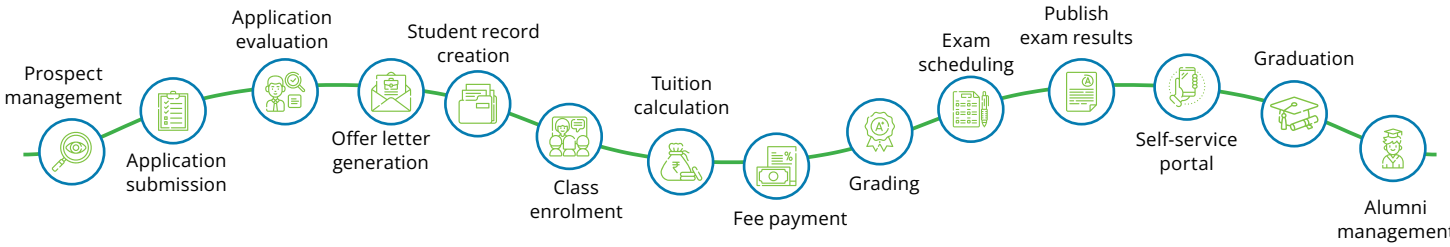
Parameter	Technology lever	Oracle solution	Outcome
TLR	• LMS • Digital classrooms and hybrid learning • Faculty analytics • Virtual labs and simulation	• Campus solution • Human Capital Management (HCM) • ERP • Enterprise Learning Management (ELM) • Analytics	Enhanced teaching quality and resource utilisation
RP	• Research management systems • Data analytics for research output • Grant management	• Campus solution • ERP • Analytics • AI	Increased publications, citations and patents
GO	• Graduation management • Placement and career management portals • Learning analytics	• Campus solution • ERP • Analytics	Improved graduation and employability metrics
OI	• Digital admissions and diversity tracking • Student engagement platforms	• CRM • Campus solution • HCM	Higher inclusivity, outreach and reduced dropouts
PR	• Digital reputation management • Online portals • Alumni and employer feedback platforms	• CRM • Campus solution • HCM • Academic portal • AI	Enhanced perception and brand image

How Deloitte's Oracle-based solutions help

Deloitte brings a deep understanding of the end-to-end solution needs of HEIs, shaped by its extensive experience across academic, administrative and regulatory domains. Deloitte's Oracle-based higher education solution, combining PeopleSoft Campus Solutions with Oracle Cloud Infrastructure (OCI) and Software as a Service (SaaS) offerings, enables institutions to digitally manage the entire student lifecycle, from admissions, enrolment, academics, examinations and finance to placements, alumni engagement and lifelong learning. This integrated, scalable platform supports data-driven decision-making, regulatory compliance and student-centric experiences, helping institutions achieve operational excellence while aligning with NEP 2020 objectives, NIRF performance improvement and long-term institutional transformation goals.

Comprehensive student lifecycle overview

Student lifecycle

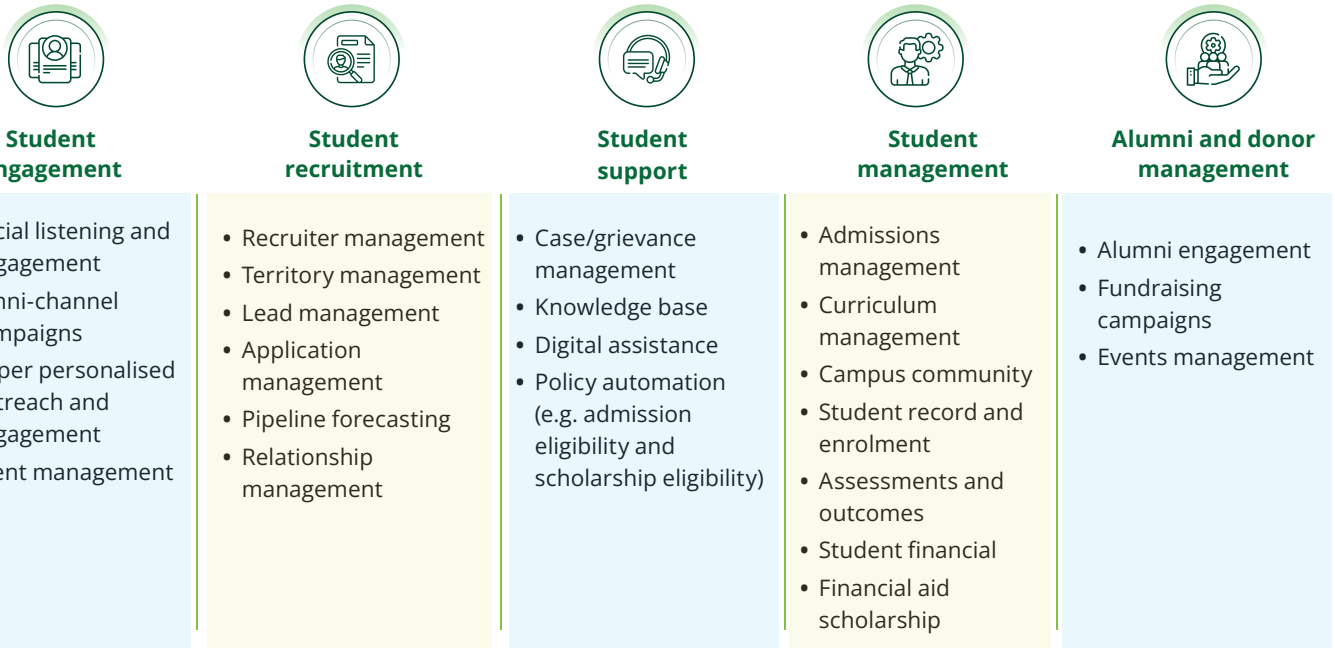


STUDENT SUPPORT

Recruiting	Student management							Graduation	Alumni
Student recruiting	**Application evaluation**	**Student record**	**Class enrollment**	**Tuition calculation**	**Fee payment**	**Grading scheme**	**Exam scheduling**	**Graduation**	**Alumni management**
Prospect management	Application submission	Student record creation	Class creation	Semester-wise tuition calculation	Integration with payment gateways	Grade book creation	Date-sheet creation	Graduation eligibility check	Auto-update graduate students as alumni
Campaign management	Application evaluation	Fee mapping with programmes	Student enrolment	Post fee	Online payments	Grading basis	Exams scheduling	Certificate generation	Read-only login creation
Enquiry tracking	Document management	ID card generation	Class scheduling and timetable	Financial aid	Cash payments	Map grading with classes	Uploading marks	Transcript issuance	Continuing education offers
CRM/ Peoplesoft integration	Admission decision processing	Academic advisement	Attendance management	Fines/other charges			Control for result publishing	Student programme marking as graduate	Important communications
Outreach and engagement	Offer letter generation	Term/semester activation		Refunds			Term progression automation		Donation tracking
	Communication			Communication					

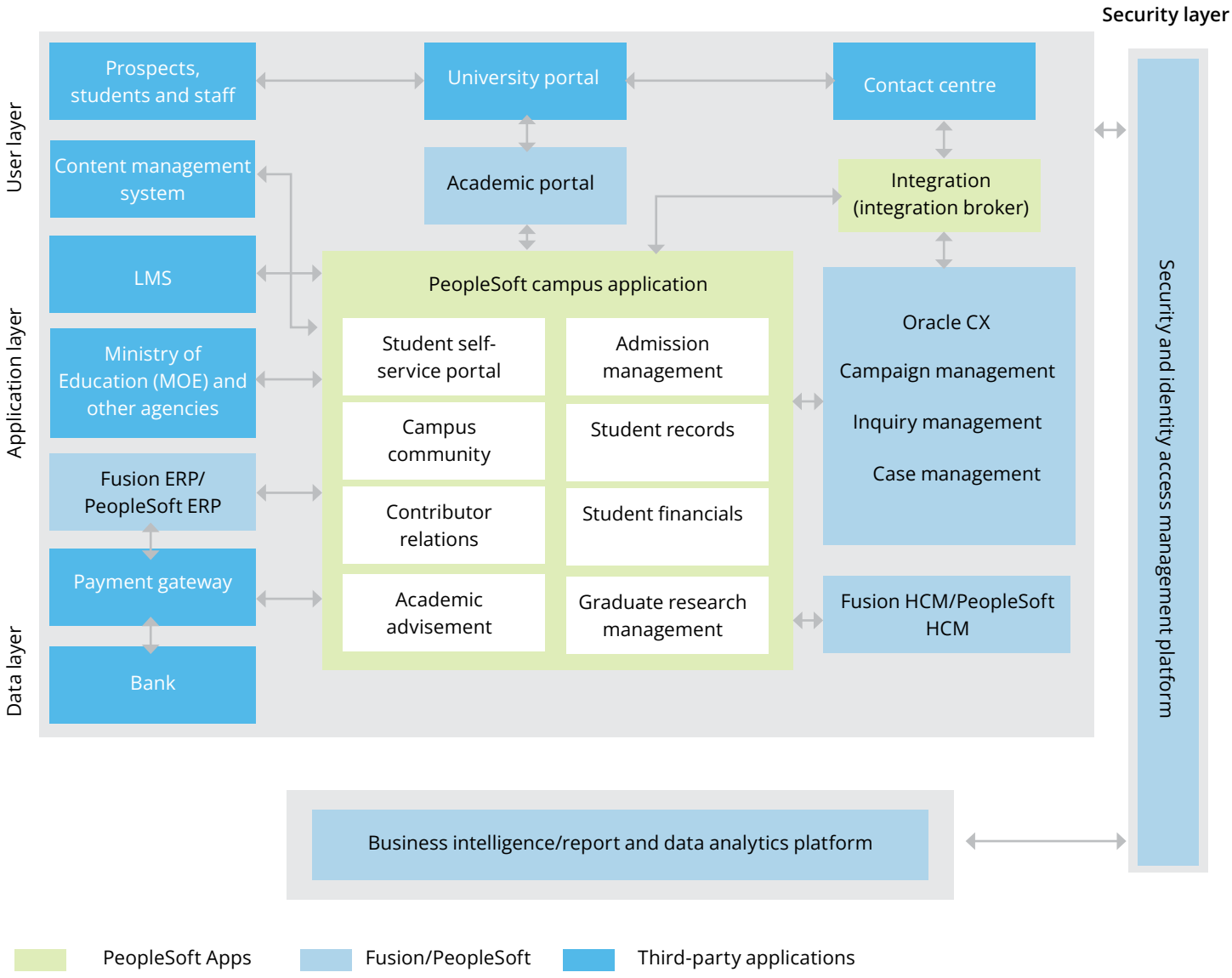
Oracle offerings for the end-to-end student lifecycle

Oracle's offerings enable HEIs to deliver contextually aware, real-time and hyper-personalised experiences with intelligence across the entire student lifecycle.



Higher education: Oracle solution architecture

Oracle delivers a n integrated, end-to-end digital platform that addresses the needs of HEIs.



User case journey and product heat map

The student journey in higher education spans prospective engagement and admissions through enrolment, academics, assessments, financials, placements and lifelong alumni engagement, requiring an integrated and student-centric digital backbone. Oracle's integrated solutions ensure seamless data flow, enhanced student experience and outcomes aligned with NEP 2020 and NIRF objectives.

User journey	Product/solution mapping	
Unknown to known prospect	Oracle Fusion Customer Data Platform	Oracle Fusion Data Intelligence
Known prospect to applicant	Oracle Fusion Sales	Oracle Fusion Marketing Orchestration
Abandonment	Oracle Fusion Customer Data Platform	Oracle Fusion Marketing Orchestration
Interested prospect to student	Oracle Fusion Sales	Oracle Intelligent Advisor
	PeopleSoft Campus Solution	Oracle Fusion Marketing Orchestration
Student retention and re-engagement	PeopleSoft Campus Solution	Oracle Fusion Service
	Oracle Fusion Data Intelligence	Oracle Fusion Marketing Orchestration
Student enrolment to graduation	PeopleSoft Campus Solution	Oracle Fusion HCM/PeopleSoft HCM
Student fee management	PeopleSoft Campus Solution	Oracle Fusion ERP/PeopleSoft FSCM
Course setup and class scheduling	PeopleSoft Campus Solution	Oracle Fusion Data Intelligence
Attendance management	PeopleSoft Campus Solution	Oracle Fusion Data Intelligence
Transfer credit evaluation	PeopleSoft Campus Solution	Oracle Fusion Data Intelligence
Graduand to alumni	PeopleSoft Campus Solution	Oracle Fusion Marketing Orchestration
	Oracle Fusion Sales	Oracle Fusion Data Intelligence
Graduation and award ceremony	PeopleSoft Campus Solution	
Graduate research management	PeopleSoft Campus Solution	
Hostel management	PeopleSoft Campus Solution	PeopleSoft Bolt-On
Transportation management	PeopleSoft Campus Solution	PeopleSoft Bolt-On
Learning and content management	PeopleSoft Campus Solution	Third-party LMS applications

Higher education case studies

Merger of two public universities in Australia

A state-led university merger initiative required the design of a unified, future-ready IT landscape to support teaching and research outcomes. A comprehensive systems workstream was established to assess existing capabilities, define a phased transition roadmap, and align costs, risks and dependencies across institutions. The programme centred on PeopleSoft Campus Solutions, PeopleSoft Financials and extensive third-party integrations, consolidating operations into a single platform. The initiative delivered streamlined processes, stable system performance, real-time integrations, unified data and a scalable foundation for data-driven decision-making and long-term digital transformation.

A top-ranking research institution in the US

A large public research university undertook a major PeopleSoft Campus Solutions discovery and upgrade initiative to standardise business processes, reduce customisations and prepare for a future cloud transition. The programme identified and assessed hundreds of legacy modifications, eliminating or replacing nearly half with delivered functionality while upgrading to the latest PeopleSoft release. The initiative also enhanced the student experience through a modern, mobile-enabled SIS portal and was delivered on time and under budget. In parallel, the university collaborated with Deloitte on a pioneering effort to prototype and implement Oracle's next-generation cloud student management solution, establishing a scalable foundation for continued innovation.

Public research university in Australia

A leading public research university in Australia with a large student and staff population implemented PeopleSoft CS 9.2 and HCM 9.2 to replace legacy HR systems, supporting HR, payroll, time and labour, absence and talent management. The institution collaborated with a services provider to deliver end-to-end infrastructure hosting, system administration and application support, followed by cloud infrastructure management, ongoing system patching, environment refreshes and PeopleSoft application support across functional and technical areas. This approach enabled stable operations, improved service reliability and formed a scalable foundation for long-term workforce management.

Public research university in Canada

A leading public research university in Canada embarked on a multi-year initiative to replace ageing administrative systems and modernise student, finance and HR operations. Through its collaboration with Deloitte, the institution selected Oracle PeopleSoft and implemented the finance solution in a single phase, the student administration solution in two phases and the HR solution in a subsequent release. The programme replaced more than 10 legacy systems, standardised decentralised business processes and introduced a new functionality that was previously unavailable. The transformation delivered integrated, scalable systems, improved administrative efficiency, reduced institutional risk and established strong long-term support capabilities.

Public university in Canada

A public university using PeopleSoft Campus Solutions, HCM and Financials on cloud infrastructure faced operational challenges due to ageing configurations and underutilised features. The institution engaged a consulting partner to conduct a comprehensive ERP assessment. The assessment results highlighted the need to upgrade to the latest PeopleSoft PUM releases and optimise delivered functionality. Based on these insights, the university initiated a PeopleSoft modernisation programme to improve system stability, operational efficiency and long-term business value.

Higher education case studies

Private Ivy League and land grant university in the US

A leading Ivy League university undertook a multi-year transformation of its PeopleSoft Campus Solution platform to address end-of-life risks and modernise its student information system. Following a successful upgrade and stabilisation, the institution advanced to PeopleSoft 9.2 while driving significant business process redesign and reducing customisations by more than 60 percent. The programme modernised core student functions, improved system efficiency and transitioned infrastructure to a hosted environment. Delivered on time and under budget, the initiative established a sustainable, optimised SIS aligned with higher-education leading practices.

Leading state public college in the US

A large public college undertook a two-step PeopleSoft modernisation to replace a 17-year-old legacy mainframe supporting finance, HR/payroll and student systems. The programme first stabilised the technology platform and then focused on transforming business processes to support future growth. Financials, HCM and Campus Solutions were successfully implemented on time and within budget, delivering improved efficiency and reporting capabilities. Following go-live, a co-sourced support model was established to provide ongoing application enhancements, integrations, maintenance and upgrades across the PeopleSoft ERP landscape.

Leading university in Australia

A large education organisation collaborated with Deloitte to modernise its long-running PeopleSoft HCM and ELM platforms, supporting more than 25,000 employees. To optimise costs, improve security and enhance performance, a strategic assessment was conducted, which led to the selection of Oracle Cloud Infrastructure as the future-state hosting platform. Deloitte designed and executed a highly available, secure and disaster-resilient OCI architecture, enabling a smooth lift-and-shift migration. The transition delivered significant cost savings, performance improvements, enhanced security and a scalable foundation to support future organisational growth.

A major US federal education agency

A major US federal education agency modernised its student financial aid operations by replacing a fragmented landscape of legacy systems with an integrated enterprise architecture. The transformation established standardised internet and application frameworks, enabling better communication across systems while preserving legacy value through middleware. Oracle Federal Financials were implemented on time to support core accounting and audit requirements. The modernisation significantly improved financial visibility, auditability and the agency's ability to manage and track student aid awards at scale.

Roadmap for digital transformation

A phase-wise digital transformation roadmap for HEIs typically begins with the strategy and readiness phase, during which institutions define NIRF-aligned objectives, assess their digital maturity and prioritise use cases across academics, research, administration and student outcomes. The next phase is implementation and modernisation, which includes deploying core platforms such as ERP, SIS, LMS, research management systems and analytics dashboards to enable data-driven decision-making. This is complemented by the optimisation and upgrade phase, during which systems are enhanced with advanced analytics, AI-driven insights, automation, cybersecurity and cloud scalability to improve teaching quality, research output, placements and compliance reporting (e.g. NIRF). Finally, institutions enter the sustain and innovate phase, leveraging emerging technologies, continuous upgrades and innovation labs to stay competitive and future-ready.

Implementation approach: Big bang vs. phased implementation

Big bang: Entire system cut-over at once across all functional areas/modules

Pros

- One major transition event → reduced integration risk if well tested
- Prevents dual systems from running in parallel for long
- Faster realisation of benefits (e.g. single go-live support model)

Cons

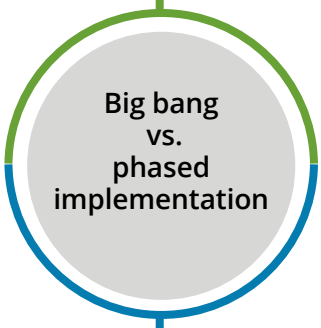
- Higher risk due to the extensive scope in one rollout
- Intensive resource requirement (testing, training and cutover)
- Potential business disruption if issues occur

Best for

- Smaller institutions with limited modules
- Organisations with mature processes and strong change control

Key consideration

- Rigorous testing strategy (User Acceptance Testing [UAT], performance and integration)
- Extensive readiness checks (data, training and support coverage)



Phased implementation: Implementation in stages by module, user group or function

Pros

- Risk mitigation by incremental transition
- Users adapt gradually, giving more time for training
- Early wins and benefits realisation

Cons

- Potential integration complexity between old and new systems
- Longer overall timeline
- Dual processes and support overlap during transition

Best for

- Large institutions with complex operations
- Organisations adopting new paradigms or major redesigns

Key consideration

- Start with foundational modules → advanced features
- Larger multi-campus rollouts

Higher education digital transformation roadmap: A phased approach

	Phase 0	Phase 1	Phase 2	Phase 3	Phase 4
	Strategy and readiness	SIS-led academic and student lifecycle management	ERP/HR for institutional and financial transformation	CX transformation (Student, faculty and stakeholder)	Optimisation and Upgrade (continuous improvement)
	03 Months	Year 0–1	Year 1–2	Year 2–3	Year 3+
Objective	Develop use cases aligned with NEP 2020	Establish a single source of truth for students and academics	Ensure institutional governance, financial sustainability and faculty excellence	Shift from administration-centric to experience-centric education	Ensure future-readiness, resilience and innovation
Key capabilities	• Assessment of digital maturity • Prioritise use cases across academics, research, administration and student outcomes	• End-to-end student lifecycle (admissions academics graduation alumni) • Credit framework aligned with ABC/ NCrF • Multidisciplinary programmes and flexible pathways • Digital academic records and compliance reporting	• Finance, budgeting, grants and fee management • HR, faculty lifecycle, performance and workload management • Procurement, assets, hostels and facilities • Strong governance with transparent finances and professionally managed faculty and staff, enabling autonomy with accountability	• Unified student and faculty portals • Omnichannel engagement (web, mobile, chat and AI assistants) • Personalised learning journeys and alerts • Alumni, industry and employer engagement • Data-driven advising and retention analytics	• Regular PeopleSoft PUM Oracle upgrades • Security patches and regulatory updates • Performance optimisation • New feature adoption (AI, analytics and automation) • 24×7 managed services and Service Level Agreement (SLA)-driven operations
Outcome	• Clearly defined roadmap for digital transformation	• NEP-compliant academic operations • Reduced manual processes and data silos • Foundation for ERP and CX integration	• Financial discipline and cost optimisation • Transparent, auditable institutional operations • Strong governance and regulatory confidence	• Higher student satisfaction and retention • Improved employability and alumni engagement • Global-ready institutional experience	• Zero disruption to academic cycles • Continuous compliance and innovation • Lower long-term Total Cost of Ownership (TCO) and risk

Implementation approach: On cloud vs. on-premise

On cloud: Cloud PeopleSoft (OCI/hosted/managed)

- Oracle Cloud Infrastructure (OCI) - Officially supported cloud stack
- Hosted Cloud/Managed Service Provider - Third-party hosting
- **Hybrid Model – Sensitive data on premise + applications on cloud**

Pros

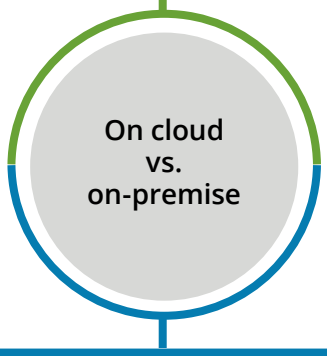
- Lower infrastructure overhead
- Elastic scalability
- Automated backups and disaster readiness
- Scheduled periodic updates
- Use of OCI's AI features

Cons

- Regulatory and data residency considerations
- Less direct control over infrastructure

Key cloud considerations

- Data security and encryption
- Identity management and compliance (General Data Protection Regulation [GDPR] and local education laws)
- Network and integration with on-campus systems
- SLA and uptime guarantees
- Cost comparisons over three/five/seven years



On-premise: Traditional deployment on institutional data centres

Pros

- Full administrative control over hardware, data and security
- Easier to manage customisations
- Familiarity among users and IT support staff

Cons

- Capital expenditure (servers, backup and networking)
- Requirement of internal IT operations and support team
- Internal coordination needed for upgrades and patches

Different options for institutions already using PeopleSoft Campus Solution

Advisory support

Provide strategic and functional insight into the current PeopleSoft Campus Solutions landscape to identify risks, optimisation opportunities and future-readiness gaps

A. Key activities

- Current state assessment
- Business process review
- Technical health check
- Support and operations review
- Future-state readiness evaluation

B. Benefits for the institution

- Clear visibility into technical debt and operational risks
- Data-driven decision-making for upgrades and modernisation
- Reduced cost of ownership through rationalised customisations
- Strong foundation for compliance, scalability and cloud transition

PUM and PeopleTools upgrades

Keep PeopleSoft Campus Solutions updated, supported, secure and aligned with Oracle's continuous delivery model

A. Key activities

- PeopleSoft Update Manager (PUM) strategy
- Impact analysis
- PeopleTools upgrades
- Testing and validation
- Deployment and stabilisation

B. Benefits for the institution

- Continuous access to new features and regulatory compliance
- Improved system performance, security and user experience
- Lower long-term upgrade costs through incremental updates
- Reduced disruption compared to large-scale upgrades

Continuous application support

Ensure reliable day-to-day operations while improving system performance, user satisfaction, and support efficiency

A. Key activities

- Functional and technical support
- Application maintenance
- Operational monitoring
- Regulatory and academic calendar support
- Knowledge management

B. Benefits for the institution

- High system availability during critical academic periods
- Predictable support costs and reduced operational risk
- Improved end-user satisfaction (students, faculty and administrators)
- Allows internal IT teams to focus on strategic initiatives

Roadmap for cloud migration

Define a phased roadmap to transition PeopleSoft Campus Solutions to the cloud while minimizing risk and disruption

A. Key activities

- Cloud readiness assessment
- Cloud deployment strategy
- Migration planning
- Post-migration optimisation
- Future-state planning

B. Benefits for the institution

- Reduced infrastructure and operational overhead
- Improved scalability and disaster recovery
- Enhanced security and compliance posture
- SaaS adoption and innovation

Value across the lifecycle

Area	Key outcome	Institutional value
Advisory support	Informed decision-making	Reduced risk, optimised investments
PUM and PeopleTools upgrades	System currency and compliance	Lower TCO, improved UX
Continuous application support	Operational stability	Reliable academic operations
Roadmap for cloud migration	Strategic modernisation	Scalability, agility, future readiness

Implementation options for institutions using other products

Big bang enterprise transformation

Complete replacement of legacy systems at a single go-live

Target institutions

- Smaller to mid-sized institutions operating on ageing, end-of-life legacy platforms and backed by strong executive sponsorship

Key characteristics

- Single cutover across academic and administrative domains
- Simultaneous implementation of PeopleSoft Campus Solutions + Oracle HCM (PeopleSoft or Cloud) + Oracle ERP (PeopleSoft or Cloud)
- Unified data model and integrations
- Extensive change management

Key considerations

- Comprehensive data migration (students, HR and finance)
- End-to-end academic and fiscal cycle testing
- Significant training and communication effort

Benefits

- Swift realisation of a unified Oracle ecosystem
- Elimination of legacy system dependencies
- Single source of truth across the institution

Phased domain-based implementation

Gradual implementation by functional domain

Target institutions

- Large Institutions or institutions with multiple campuses

Typical phasing options

i. Student domain next

- PeopleSoft Campus Solutions
- Align with academic calendar

ii. Administrative next

- Oracle ERP → Oracle HCM
- Stabilise finance and workforce operations

Key considerations

- Temporary integrations with legacy systems
- Data synchronisation during transition
- Governance across multiple go-lives

Benefits

- Lower risk and disruption
- Ability to align student system go-live with academic cycles
- Faster realisation of value in each domain

Hybrid (PeopleSoft + Cloud)

PeopleSoft for student lifecycle and Cloud for HR/finance operations

Target institutions

- Institutions requiring deep higher-education SIS functionality while adopting Oracle Cloud SaaS solutions for finance and HR operations

Typical model

- PeopleSoft Campus Solutions (core SIS)
- Oracle Cloud HCM
- Oracle Cloud ERP

Key considerations

- Integration between PeopleSoft and Oracle Cloud
- Identity management and security alignment
- Long-term roadmap to SaaS, where appropriate

Benefits

- A balanced approach
- Cloud benefits without sacrificing SIS depth
- Scalable and future-ready architecture

Coexistence and progressive replacement model

Oracle solution coexisting with other products

Target institutions

- Institutions that are flexible in adopting a coexistence approach, enabling a planned and phased decommissioning of legacy platforms

Typical model

- Oracle ERP or HCM first (high Return on Investment [ROI])
- Campus Solutions introduced later
- Legacy SIS or ERP retained temporarily

Key considerations

- Robust middleware (Oracle Integration Cloud)
- Master data ownership and governance
- Change fatigue management

Benefits

- Minimal disruption to academic operations
- Early financial and operational benefits
- Flexibility in transformation timeline

Driving standardisation and enabling efficient operations

Deloitte brings its proprietary tools and assets to drive optimisation and innovation throughout the delivery process and helps identify opportunities to reduce the overall cost in consecutive years of service.

	Utilised for	Differentiators
Implementation tool kit Specification of documents and templates	• Creating functional and technical specifications for the implementation of modules • Creating system test cases	• Pre-built templates to reduce the time spent on creating documents • Higher quality deliverables • Standard templates to create a traceable record of decisions, approvals, risks and deliverables, supporting project audits and compliance review
Upgrade tool kit Methodology and templates for assessment and development activities	• Referring to step-by-step actions for each phase of upgrades • Creating functional and technical assessment documents • Creating the retrofit tracker for development activities	• Overview of the upgrade methodology and approach for the team members • Pre-built templates for assessments during analysis phases • Pre-built templates to track the development objects and actions
Data migration framework Import, transformation and data loading into Peoplesoft using component interface	• Transforming, validating and loading control and transactional data from Peoplesoft and non-Peoplesoft applications into Peoplesoft applications	• Data load using a low-code/no-code approach with configuration setup • Delivered transformation framework • Component interface, where business rules are automatically enforced • Configurable data validation and deduplication to improve accuracy
Technical Design Document (TDD) and Migration Request (MR) generator Collection of reports used in the TDD and migration form	• Creating technical design documents and migration form for finalising the developments	• The app engine process enables the creation of the TDD report, with the list of objects and PeopleCode added into the project • Build uses the BI Publisher and PeopleCode methodology
JavaScript Object Notation (JSON) data generation Use of Structured Query Language (SQL) for any third-party connectors	• Creating JSON-formatted data for interfaces/integrations through SQL	• Quick development and execution of SQL, providing immediate access to results once the query is complete • Database access eliminates the need to log in to the PeopleSoft Application Designer and write any PeopleCode
Hostel bolton Setting up of hostels, hostel room and hostel fee	• Setting up the hostel and hostel rooms • Allocating hostel rooms to students • Setting up hostel fee	• Room allocation report • Dashboard for the number of vacant rooms/ beds • Posting of hostel fee, mess fee in the student's account • Auto inactivation of the student profile past the due date

The way forward

India's higher education system stands at a defining inflexion point, driven by NEP 2020 reforms, increasing competition for NIRF rankings, evolving student expectations and global benchmarks of quality and relevance.

Institutions that delay digital transformation risk falling behind in rankings, losing high-quality students and faculty, and incurring rising operational and compliance costs.

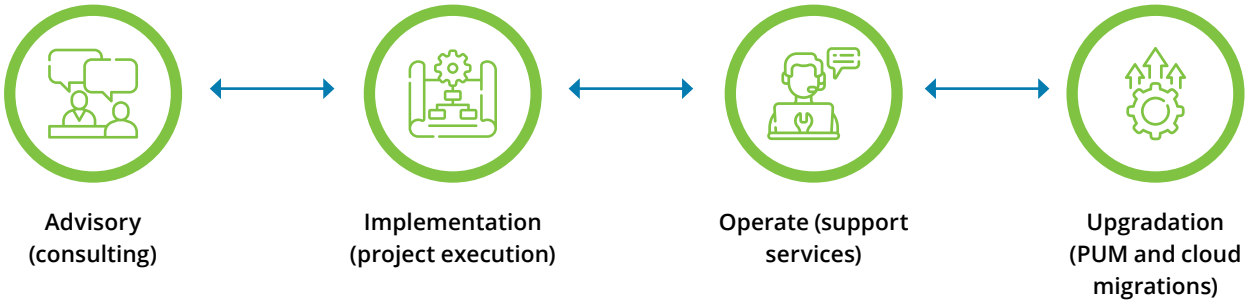
Acting now will enable institutions to capture early-mover advantages, establish a unified digital foundation, embed data-driven governance and operationalise NEP reforms at scale.

A phased transformation approach will reduce risks while delivering quick wins in efficiency, compliance and student experience. It will position institutions for sustained excellence, global relevance and long-term contribution to Viksit Bharat@2047.

The choice is clear: Transform now to lead or delay and struggle to catch up later.

How can Deloitte support HEIs?

Deloitte can provide end-to-end support to institutions through strategic advisory (digital vision, operating model, NIRF and NEP alignment, governance and transformation office setup), implementation services (ERP/SIS/LMS rollout, data platforms, cloud migration, cybersecurity and integration), upgrade and optimisation assistance (system enhancements, analytics, AI, automation and performance improvement), and proprietary assets and accelerators that reduce time-to-value. Together, Deloitte's advisory-led, technology-enabled approach helps institutions achieve measurable improvements in quality, efficiency, student outcomes and rankings while building a scalable, future-ready digital ecosystem.



List of abbreviations

FHEIs	Foreign Higher Education Institutions
NEP	National Education Policy
GDP	Gross Domestic Product
HEFA	Higher Education Financing Agency
NETF	National Educational Technology Forum
NDLI	National Digital Library of India
NIRF	National Institutional Ranking Framework
NAAC	National Assessment and Accreditation Council
ABC	Academic Bank of Credits
NCrF	National Credit Framework
DIKSHA	Digital Infrastructure for Knowledge Sharing
SWAYAM	Study Webs of Active-Learning for Young Aspiring Minds
GER	Gross Enrolment Ratio
APAAR	Automated Permanent Academic Account Registry
TLR	Teaching, Learning and Resources
RP	Research and Professional Practice
GO	Graduation Outcomes

OI	Outreach and Inclusivity
PR	Perception
ERP	Enterprise Resource Planning
CRM	Customer Relationship Management
SIS	Student Information System
CX	Customer Experience
LMS	Learning Management System
HCM	Human Capital Management
AI	Artificial Intelligence
OCI	Oracle Cloud Infrastructure
GDPR	General Data Protection Regulation
SaaS	Software as a Service
ROI	Return on Investment
TCO	Total Cost of Ownership
SLA	Service Level Agreement
TDD	Technical Design Document
JSON	JavaScript Object Notation
SQL	Structured Query Language

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