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Deloitte Higher Education

Partners on the path forward

The path forward is rarely well paved

Faced with complex issues and untapped opportunities, higher education institutions need fresh perspectives and advanced skillsets to chart a way forward. Deloitte's Higher Education practice brings those to the table, enabling us to serve as a uniquely effective, collaborative partner.

As a leading provider of higher education professional services, we help institutions around the world address complex challenges from multiple perspectives. We work with an extensive variety of colleges, universities, research institutions, community colleges, and systems of higher education, creating new pathways to success for their students, and for themselves. We contribute to the greater discourse on access, affordability, persistence, and other key issues, and we craft practical solutions to address such issues within the unique culture and governance structure of each individual institution.

**We are ready to serve as partners
on your path forward.**



Exploring new models, markets, and modalities

Working alongside the leaders of widely varied colleges, universities, and systems of higher education gives us a unique perspective that we can bring to your specific needs. In exploring issues and opportunities that are distinct to each institution, we have gained insights into challenges shared across the academy. That perspective doesn't give us all the answers, but it does provide context for the key questions:

What will it take to improve persistence, completion, and outcomes?

How do we make a quality educational experience more affordable?

Where are the opportunities to gain operational efficiencies?

Are we living up to our student success aspirations?

Where can we increase non-tuition revenue?

How do we amplify our impact in the community?

Does our learning experience meet our standards?

Is our academic program array aligned to the needs of students and employers?

How do we keep our alumni active and engaged?

Are our graduates prepared to prosper in this economy?

Is our technology infrastructure supporting our mission?

Which metrics should we be using to measure success?

Recent clients

Brigham Young University
Columbia University
Cornell University
Dallas College
Duke University
Emory University
Florida State University
Georgetown University
Georgia Institute of Technology
Harvard University
Howard University
Indiana University
Johns Hopkins University
Lone Star College
Massachusetts Institute of Technology
Miami Dade College
Michigan State University
Minnesota State Colleges and Universities
New York University
Northwestern University
Princeton University
Southern New Hampshire University
Spelman College
Stanford University
Texas A&M University System

The Claremont Colleges
The Ohio State University
The Pennsylvania State University
The University System of Georgia
University of Arkansas System
University of California System
University of Chicago
University of Cincinnati
University of Nebraska
University of Pennsylvania
University of Pittsburgh
University of Tennessee System
University of Texas System
University of Washington
University of Wyoming
Vanderbilt University
Virginia Community College System
Washington State University
Washington University in St. Louis
Yale University

Over the past nine decades,
Deloitte has worked with more
than 500 institutions, including:

Systems
of higher
education

Private
universities
and colleges

Public
universities
and colleges

Community
and technical
colleges

Historically
Black colleges
and
universities

Research
institutions

Academic
medical
centers

Minority
serving
institutions

Sustainable transformation through holistic solutions

Our practitioners have guided some of the largest state systems of higher education through comprehensive transformation efforts and have helped small liberal arts colleges improve a single process or solve a single problem. We approach all engagements holistically, delivering solutions that work within the culture and context of each college, university, or system. We pride ourselves on our capacity to lead our clients to the big ideas and see it through to achieve tangible results.



Big ideas



Tangible results



Strategy & Operations

How can you meet increasing demands with diminishing budgets? Our practitioners are highly adept at helping identify, implement, and execute innovative measures to improve institutional performance. Working collaboratively with your team, we gather, interpret, and offer insights and take actions that can create value for students, faculty, and staff. Our areas of focus include:

- Strategy
- Analytics
- Research administration
- Mergers and consolidations
- Sourcing and procurement

Learn more at www2.deloitte.com/us/highereducation-strategy



Student Lifecycle

How do you meet the demands of a new generation of digitally literate students while strengthening ties to a tradition-bound alumni base? Our practitioners can help you conceptualize and implement strategies to engage your community and create positive outcomes in areas that include:

- Student success
- Hybrid student experience
- Strategic enrollment management
- Advancement

Learn more at www2.deloitte.com/us/highereducation-student



Administration & Finance

How do you ensure that the financial underpinnings of your institution support your mission and growth strategy? Our practitioners draw on resources of a world-leading accounting firm to address your specific issues and opportunities with capabilities that include:

- Finance transformation
- Budgeting and planning
- Facilities and capital projects
- Tax
- Audit

Learn more at www2.deloitte.com/us/highereducation-finance



Talent & HR Services

How do you unleash the full potential of your faculty and staff within the context of your unique culture and governance model? Working as an extension of your team, we can help you implement transformative strategies to break down silos, develop talent, and foster a vibrant collegial experience that is true to your values. These areas include:

- Workforce transformation
- Organizational transformation
- Human Resources transformation

Learn more at www2.deloitte.com/us/highereducation-talent



Technology

How do you maintain and enhance a cost-effective IT infrastructure that fosters a culture of collaboration and innovation? No matter what your unique situation requires — whether it's enterprise technology solutions, IT strategy support, or analytics and information management — our technology specialists can help guide you, offering solutions that include:

- IT strategic planning
- Digital transformation
- Cloud ERP
- Customer relationship management (CRM)
- Cloud and network engineering

Learn more at www2.deloitte.com/us/highereducation-technology



Risk & Compliance

How do you protect student, faculty, and research data from constantly evolving cyber threats while allowing space for effective collaboration? Our cyber and risk specialists can help you design and implement highly customized multi-layer solutions to protect your most risk-sensitive assets and operations across disciplines that include:

- Cybersecurity
- Fraud and forensics
- Internal audit and controls
- Enterprise risk management
- Compliance

Learn more at www2.deloitte.com/us/highereducation-risk

Deloitte Solutions

What is the most efficient way to identify and adopt solutions that have been effective in addressing Higher Education challenges that are like yours? Our suite of customizable solutions offers proven approaches to address your most critical objectives, including:

- Candidate360™ to optimize enrollment
- ChangeScout™ to drive organizational change
- CognitiveTax Insight™ to recover indirect taxes
- CulturePath™ to enable cultural transformation
- InnoWake™ to modernize legacy platforms
- Total Rewards to enhance employee satisfaction

Learn more at www2.deloitte.com/us/highereducation-solutions



College Athletics

How can colleges and universities reimagine the future of college athletics? Whether your institution is transforming the stadium and digital fan experience, thinking through the growing complexities of the Student-Athlete Experiences, responding to changes in governance models, or enhancing business operations that are at the heart of college athletics, we can help athletics departments explore bold ideas to yield measurable benefits for your institution, including:

- Driving fan engagement and loyalty
- Designing effective organizations and athletics programs
- Navigating a complex regulatory environment

Learn more at www2.deloitte.com/us/highereducation-athletics



Artificial Intelligence (AI)

How do you effectively weigh the challenges and opportunities of what AI presents in higher education? We can help you envision ways AI can generate value, transform university operations, enhance the student, faculty, and staff experience, and increase trust within your institution, through:

- AI Strategy
- The Deloitte AI Institute
- Intelligent automation

Learn more at www2.deloitte.com/us/highereducation-ai

The Deloitte Center for Higher Education Excellence

The insights we gain working with a diverse range of institutions gives us a unique perspective on the challenges shared across the academy and positions us to share leading practices. As part of our mission to give back to those who sustain us, we founded a privately funded incubator for higher education research, The Deloitte Center for Higher Education Excellence.

Our Center for Higher Education Excellence conducts groundbreaking research in order to develop insights and recommendations to help colleges and universities navigate complex challenges and reimagine how they achieve excellence in every aspect of their mission: teaching, learning, research, and community service. Through forums, immersive lab sessions, and national convenings, we engage the broad higher education community collaboratively, exploring critical topics, overcoming constraints, and expanding the limits of the art of the possible.

Learn more at www2.deloitte.com/us/center-for-higher-education



The Deloitte difference

The Deloitte difference is in the impact we make on the world. As the largest professional services network in the world, Deloitte provides industry-leading services to the most distinguished organizations, including 80% of the Fortune 500 companies, and over 500 institutions of higher learning. Our clients count on us to help them transform uncertainty into possibility and rapid change into lasting progress. Our people anticipate, collaborate, innovate, and create opportunity from even the unforeseen obstacle. We see the impact of disruption on colleges and universities and understand the need to apply a 360-degree lens to serving the academic enterprise—from student success to AI.



Let's chart a new path forward

As a partner-owned firm, we understand the value of shared governance and appreciate the central importance of diverse, educated, and empowered people to our practice. Your graduates are our future, and our success is dependent on yours. This virtuous cycle commands our respect and drives our passion to serve as your partners on the path forward.

We look forward to learning more about the needs, challenges, and opportunities that are specific to your institution, and to discussing how we can help you reach your goals.



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