



Higher Education

Powering a ***force for the future***



Powering a **force** for the future

For generations, higher education has carried one of society's most enduring responsibilities: shaping the people and ideas that change the world.

That mission has not changed. But the environment around it has.

America's higher education system is facing intense pressure from all sides. As student needs evolve, financial pressures persist, and AI reshapes the landscape, the challenge is no longer just keeping pace with change—it is leading through it. Higher education has an opportunity to strengthen trust and demonstrate enduring value by helping students and communities thrive in a rapidly changing world.

At Deloitte, we can help you rise to meet the challenge. We work with you to connect bold ambition to practical action across your campus—from the student lifecycle to operations, and research priorities to financial resilience. And we help you put AI and technology to work in ways that are useful, responsible, and grounded in the realities of your faculty and staff.

Because transformation only matters when it works for your people—when it removes friction from the day-to-day operations and creates more capacity to focus on what matters most: student success, research impact, and a stronger, more resilient institution.

The future of your campus should not be defined by the forces acting on it. It should be shaped by how you choose to respond – because your mission was built to endure.

It's time to evolve.

It's time to rise above the complexity.

It's time to **be a force for the future.**

Committed to advancing the *mission* of higher education

Serving and engaging higher education clients for over a century gives Deloitte unique insights and perspectives that we can bring to address your specific needs.

In exploring issues and opportunities that are distinct to each institution, Deloitte has gained insights and experiences into challenges shared across higher education. Those insights provide context for key questions like:

Learn more at www.deloitte.com/highereducation

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 institution's 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?

Serving *Higher Education* for over a century.

We are proud to serve institutions across the higher education landscape, bringing deep higher education context and cultural fluency to support each campus's distinct priorities and challenges.

Systems of Higher Education

Public universities and colleges

Private universities and colleges

Community and technical colleges

Historically Black colleges and universities

Research intensive institutions

Academic medical centers

Minority serving institutions

Recent clients

Boston University

Brigham Young University

The California State University System

Clemson 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

Medical University of South Carolina

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

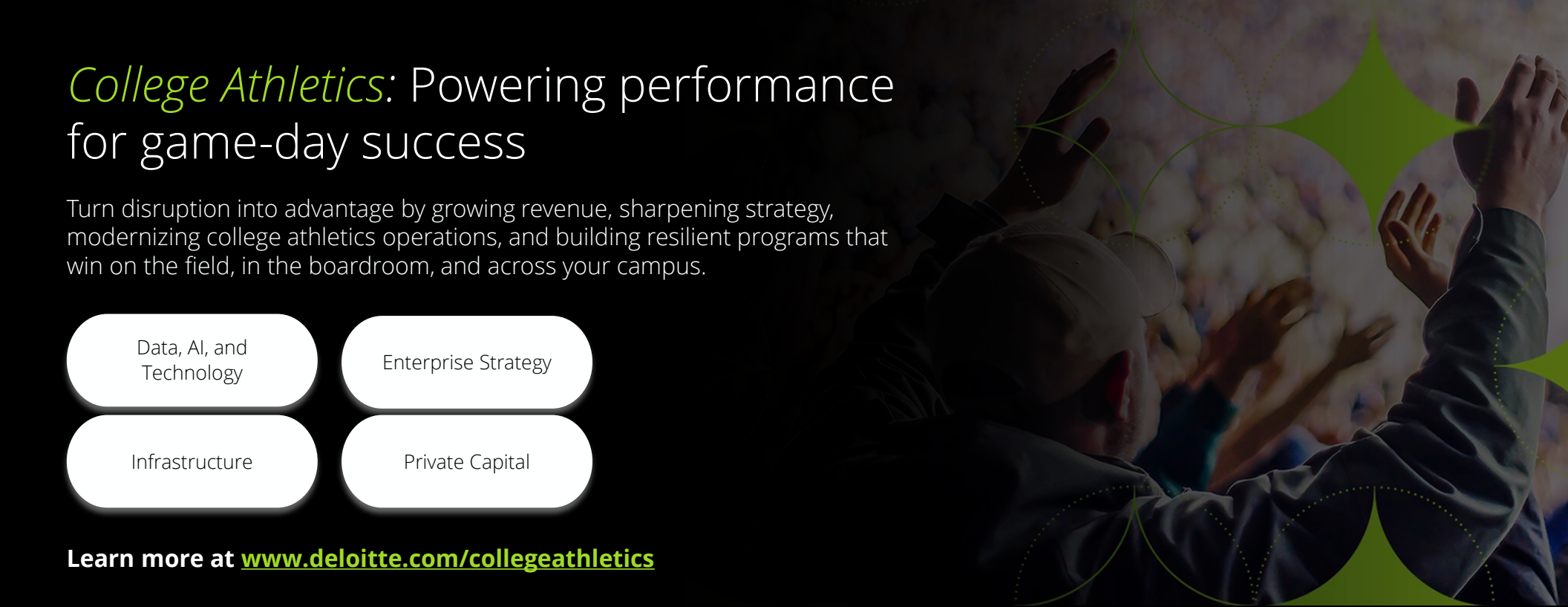
Vanderbilt University

Virginia Community College System

Washington State University

Washington University in St. Louis

Yale University



College Athletics: Powering performance for game-day success

Turn disruption into advantage by growing revenue, sharpening strategy, modernizing college athletics operations, and building resilient programs that win on the field, in the boardroom, and across your campus.

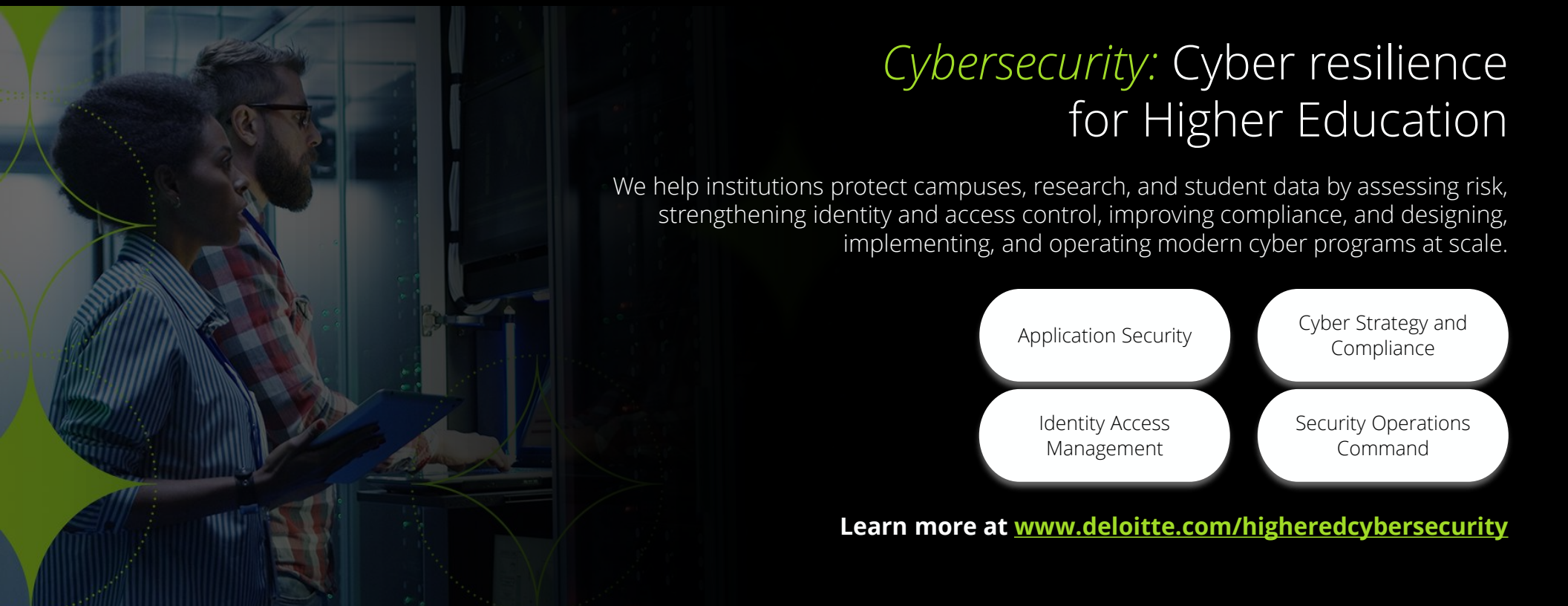
Data, AI, and
Technology

Enterprise Strategy

Infrastructure

Private Capital

Learn more at www.deloitte.com/collegeathletics



Cybersecurity: Cyber resilience for Higher Education

We help institutions protect campuses, research, and student data by assessing risk, strengthening identity and access control, improving compliance, and designing, implementing, and operating modern cyber programs at scale.

Application Security

Cyber Strategy and
Compliance

Identity Access
Management

Security Operations
Command

Learn more at www.deloitte.com/higheredcybersecurity

Data, Analytics, & AI Solutions: Reimagining Higher Education through AI

Deloitte offers AI solutions, frameworks, and advisory services that help institutions deploy AI responsibly, ethically, and strategically. From improving the student experience to streamlining operations, we position institutions for success in the digital era.

AI Implementation
and Deployment

AI Readiness

AI Strategy
Development

Data Governance and
Modernization

Ongoing Support and
Optimization

Learn more at www.deloitte.com/higheredai

Institutional Operations: Building capacity for broader impact

Reimagine administrative operations to strengthen service and compliance, align resources to institutional priorities, and build capacity for sustained financial, operational, and organizational enhancement.

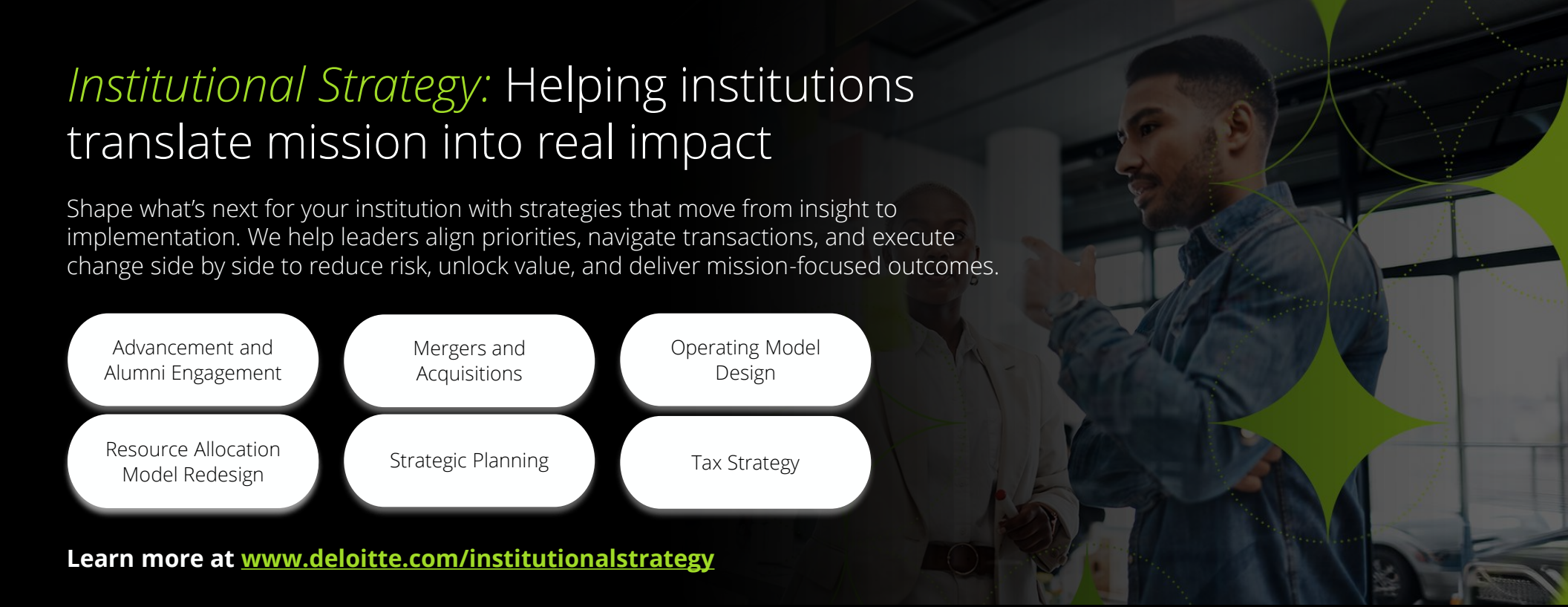
Back Office
Optimization

Budgeting and
Financial Management

Infrastructure and
Capital Projects

Organizational
Efficiency and
Effectiveness

Learn more at www.deloitte.com/institutionaloperations



Institutional Strategy: Helping institutions translate mission into real impact

Shape what's next for your institution with strategies that move from insight to implementation. We help leaders align priorities, navigate transactions, and execute change side by side to reduce risk, unlock value, and deliver mission-focused outcomes.

Advancement and
Alumni Engagement

Mergers and
Acquisitions

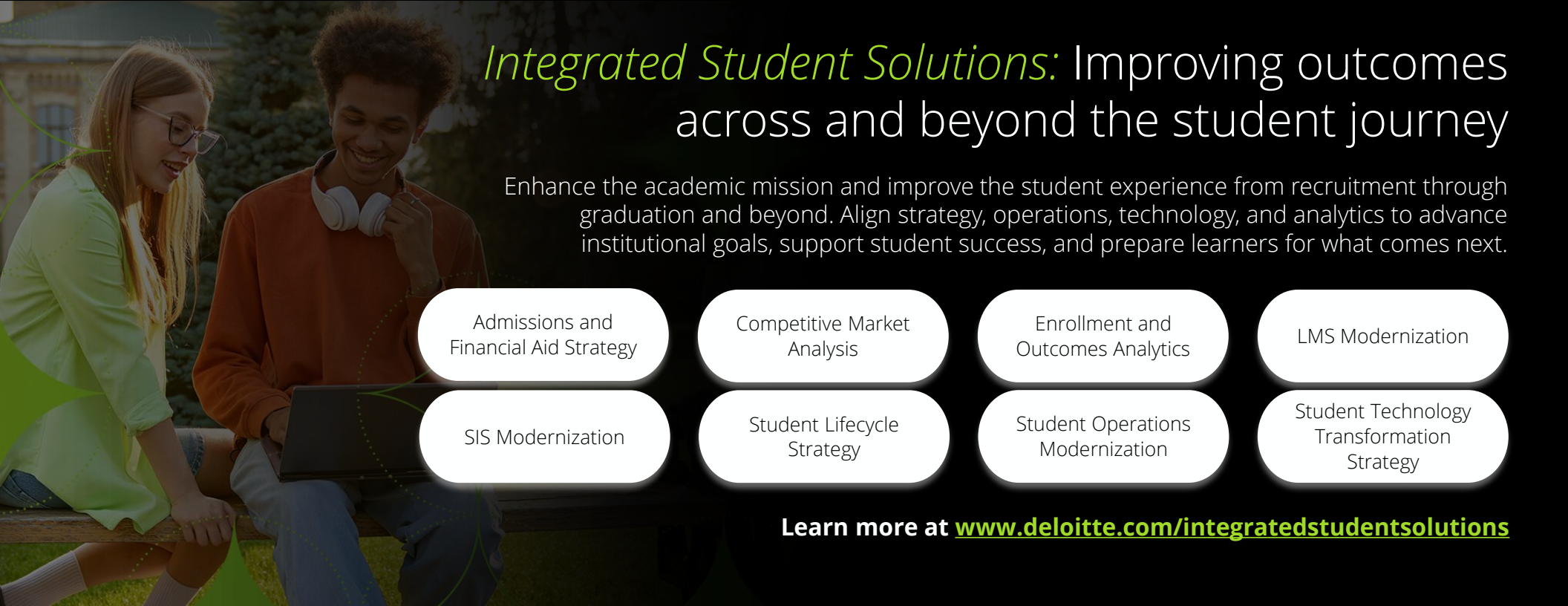
Operating Model
Design

Resource Allocation
Model Redesign

Strategic Planning

Tax Strategy

Learn more at www.deloitte.com/institutionalstrategy



Integrated Student Solutions: Improving outcomes across and beyond the student journey

Enhance the academic mission and improve the student experience from recruitment through graduation and beyond. Align strategy, operations, technology, and analytics to advance institutional goals, support student success, and prepare learners for what comes next.

Admissions and
Financial Aid Strategy

Competitive Market
Analysis

Enrollment and
Outcomes Analytics

LMS Modernization

SIS Modernization

Student Lifecycle
Strategy

Student Operations
Modernization

Student Technology
Transformation
Strategy

Learn more at www.deloitte.com/integratedstudentsolutions



Internal Audit, Risk Management, and Compliance: Stronger governance for confident decisions

We can help strengthen internal audit, risk management, and compliance across campus to identify and mitigate risk, enhance governance and controls, support implementation, and build resilience that protects performance and enables long-term results.

Anti-Fraud Services

Compliance

Enterprise Risk
Management (ERM)

Governance
Optimization

Internal Controls and
Internal Audit

Tax Compliance and
Reporting

Third-Party Risk
Management (TPRM)

Learn more at www.deloitte.com/higheredauditriskcompliance



Research Administration and Sponsored Programs: Building sustainable research operations together

Research enterprises face growing regulatory demands and pressure to scale. From small colleges to large R1 institutions, we help research leaders tackle operational challenges that span administration, compliance, and technology. Our professionals work alongside your teams to deliver practical solutions that can reduce burden and position your institution for sustainable growth.

Research
Administration

Research Compliance

Research Technology

Learn more at www.deloitte.com/researchadministration



Talent, Organization, & HR Services: Human Resources that furthers your mission

Transform your HR functions end-to-end with our talent and organization services so you can elevate your employee experience, reduce risk, and support your workforce to focus on what matters most for your campus.

Faculty and Staff
Compensation

Health and
Retirement Strategy

HR Strategy and
Operations

Learning and
Development

Organizational
Change Management

Organization and
Workforce
Transformation

Learn more at www.deloitte.com/higheredhrservices



Technology & Digital Services: Stronger systems, & better outcomes for Higher Education

With deep higher education experience and end-to-end technology capabilities, we help institutions turn complex transformation into practical results: modernized operations, stronger student and staff experiences, and a more resilient foundation for long-term success.

Cloud Enterprise
Resource Planning
(ERP)

Cloud and
Infrastructure
Engineering

Customer
Relationship
Management (CRM)

Digital Transformation
Strategy

Enterprise
Architecture and
Analytics

Infrastructure as a
Service (IaaS)

Learning
Management System
(LMS)

Network
Infrastructure

Service Management
and Workflow

Student Information
System (SIS)

Learn more at www.deloitte.com/higheredtechnology

The Deloitte Center for *Higher Education* Excellence™

Deloitte is committed to making an impact in academia. In 2016, Deloitte founded the Center for Higher Education Excellence™, an incubator investing in groundbreaking research, the development of future leaders, and collaborations and partnerships with leading universities. Through research, immersive labs, and forums, the Center engages the broader community in exploring critical topics, overcoming constraints, and charting a path forward in this new era of higher education.

The insights we gain working with institutions across the higher education landscape gives us a unique perspective on the challenges shared across higher education and positions us to share leading practices to help colleges and universities navigate a changing environment and reimagine how they achieve excellence in every aspect of their mission: teaching, learning, research, and community service.

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



The *Deloitte* difference

The Deloitte difference is in the impact we make with our clients. 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 higher education institutions.

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.

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.

 [linkedin.com/company/deloitte](https://www.linkedin.com/company/deloitte)

 highereducation@deloitte.com

 [deloitte.com/highereducation](https://www.deloitte.com/highereducation)

Powering a *force* for the future



Connect with our *Higher Education* leaders



Betty Fleurimond

US Higher Education Leader
Principal, Higher Education
Deloitte Consulting LLP

bfleurimond@deloitte.com

+1 202 492 1453



Pete Fritz

Principal, Higher Education
Deloitte Consulting LLP

pfritz@deloitte.com

+1 215 282 1254



Cynthia Vitters

Managing Director, Higher Education
Deloitte & Touche LLP

cvitters@deloitte.com

+1 571 858 0857



Scott Friedman

Principal, Higher Education
Deloitte Consulting LLP

scottfriedman@deloitte.com

+1 215 789 2753

Deloitte.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the “Deloitte” name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

Copyright © 2026 Deloitte Development LLC. All rights reserved.