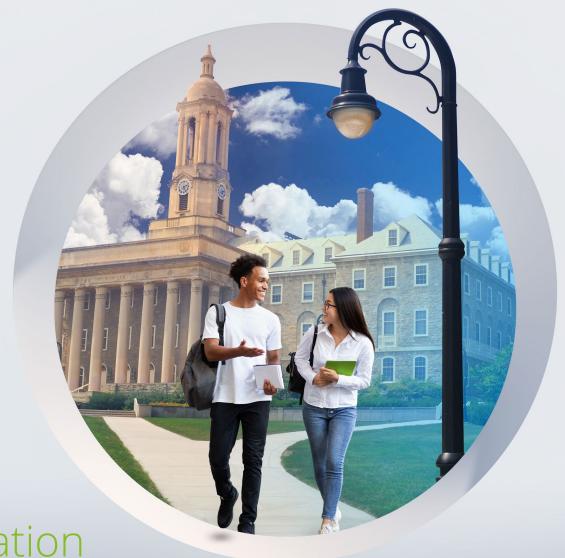
Deloitte.



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 Diversity, Equity, and Inclusion (DEI) aspirations?

Where can we increase non-tuition revenue?

How do we amplify our impact in the community?

Does our remote 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 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

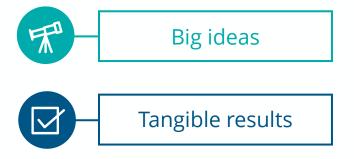
Historically black colleges and universities

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.





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 <u>www2.deloitte.com/us/highereducation-strategy</u>



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

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 <u>www2.deloitte.com/us/highereducation-finance</u>



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:

- Future of work
- Organizational transformation
- Human resources transformation
- Diversity, equity, and inclusion (DEI)

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

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 <u>www2.deloitte.com/us/highereducation-technology</u>



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:

- Candidate 360TM to optimize enrollment
- ChangeScoutTM 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/highereducationsolutions

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 diversity and inclusion to digital reality.



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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