



A&M EDUCATION

Transforming Higher Education Administration:

Elevating Efficiency and Excellence

Revamping Higher Education Administration: Efficiency and Innovation

Higher education has been the target of criticism concerning high tuition, wanton spending and committee culture run-amok. Although most institutions are highly responsible in their policies, practices and stewardship, tradition and conservatism lead to missed opportunities for efficiency and effectiveness. For instance, institutions frequently have dozens of business offices spanning schools, units and departments. Each business office typically has a mixed complement of leaders (CFO, business manager, CIO), administrative assistants, analysts and “transactors.” This sprawl of administration often results in higher cost, longer cycle time and uneven quality. Some specific underlying problems include senior leaders with inadequate spans of control, inefficient back-and-forth between local and central, inconsistent interpretation of policy, divergent data definitions and the inability to handily adapt to change.



Business functions are **siloed** / fragmented on multiple dimensions - multiple business offices, hard lines between service operations.



Adopting a constituent-centric model, looking through a service lens, can highlight key areas for improvement



Higher education hasn't invested in comprehensive self-service beyond embedded ERP capabilities



Lifecycle-based **digital** self-service can be the lynchpin of improved operations and satisfaction.



Many higher education institutions have yet to embrace up-to-date shared services and **contact center** models



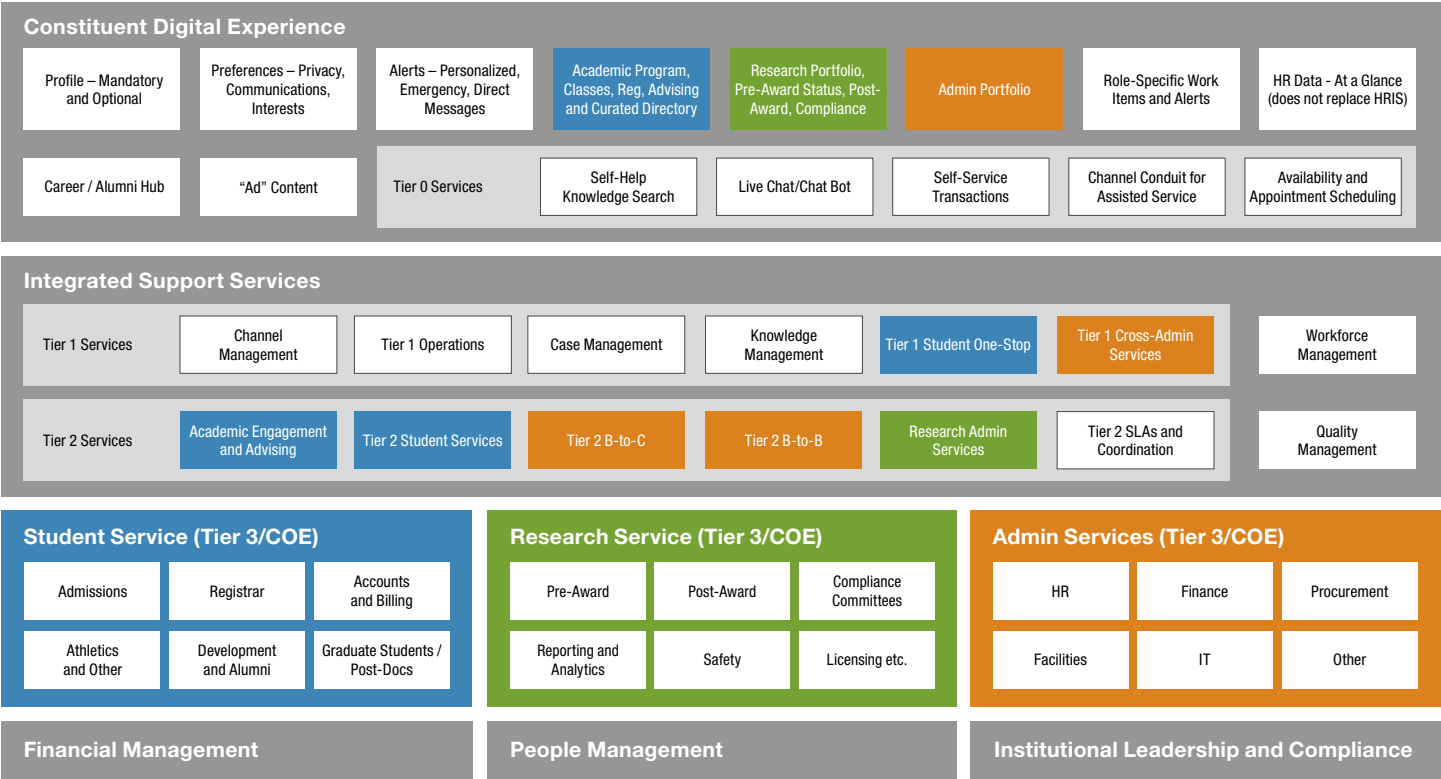
Shared contact center models can alleviate administrative burdens in schools and units, and position institutions for continuous improvement

Higher Education Operations – Current State Pitfalls and Antidotes

From A&M's perspective, there are three levers to achieve excellence in administrative operations:

1. Shift administrative operations to a constituent-centric, service-based model.
2. Establish professionalized, contact center-based, service operations with the right people, processes and technologies to handle faculty and staff inquiries spanning in scope operations.
3. Develop self-service and full-service technology capabilities to support the contact center: portal, contact, case and knowledge management.

Business architecture and operating model design are at the heart of this transformation. We work with our higher education client to adapt a constituent-centric operating model to the nuances of the institution and most impactful areas of focus. The base model relies on a three-tiered conceptualization of service – the **constituent digital experience**, connected via self-service case creation and management to the **integrated support services** layer and via self-service transactions to **centers of excellence** across administrative support areas.



Conviction and Commitment – How is A&M Different?

A&M is not a traditional strategy consulting firm or technology solution integrator. A&M's culture stems from decades of support for complex, urgent, “make or break” deals, transactions and projects. The higher education practice is driven by the intensity in our DNA to provide a differentiated, focused set of services in higher education. The core services A&M provides to the sector are:

Higher Education Offerings	
Institutional Resilience	Student Experience Transformation
Mergers and Acquisitions	Administrative Operations Transformation
Restructuring and Recovery	Finance/CFO Advisory
Investigations and Compliance	IT/CIO Advisory
Interim Leadership CFO, CIO, CHRO +	

A&M Higher Education Offerings

A&M rapidly assesses efficiency, spots redundancies and takes action to improve cost and service. Unlike other firms, we don't need to reinvent the wheel when looking for operational synergies and posing workable solutions. And, we don't need years and years to achieve results. We bring our blend of financial, operations and HR savvy senior staff to your site to actively co-lead your process of transformation. Our teams already understand higher education operating models and transaction processing in depth – we won't need to tease things apart on your nickel. And we won't spend weeks developing inventories of pain points. You already know them, and so do we. Beyond analysis, A&M brings an intensity of focus with an incisive value mindset to implementation. Our teams meld with client organizations to take responsibility for enacting and stewarding change, actively assisting with the transition to new organizational structures, business processes and technologies. We view your bottom-line results and return of value to the mission as our primary reward for work well done.

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ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

With over 9,000 people providing services across six continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

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