



ALVAREZ & MARSAL
LEADERSHIP. ACTION. RESULTS.™

Introduction

Supporting E&I Member awareness of, and alignment to, A&M Public Sector Education – Financial Advisory and Consulting Services

The following overviews of Alvarez and Marsal (A&M) Global Professional Services and A&M Public Sector Education Services offering, and additional reference materials have been curated to assist E&I Members in:

- Building awareness and understanding about A&M's heritage, what we do, who we serve and what differentiates in the market
- Identifying intersections between A&M consulting services and the current financial and or ecosystem challenges they face, and the strategic initiatives that are planned or inflight within their institutions / organizations, and
- Drawing connections between E&I Service Areas and the scope of A&M Services under contract to support contract alignment decision making

Note: The A&M Public Sector Education services represented at a high-level within the microsite are a sub-set of A&M's Global Professional Services offering; not all A&M Global Professional Services represented are in scope within A&M MSAs, however can be sourced by members at market rates after contract alignment per the terms of the Agreement. Additionally, some A&M Public Sector Education services represented may span the scope of service across E&I Management and Strategic Consulting and Financial Advisory and Consulting service areas and MSAs.

Please contact us should you have any questions. We look forward to connecting with you and hope to have the opportunity to be your strategic partner in the near future.

Sincerely,

Ann Volk

Sr. Director

A&M Public Sector Services - Education Practice

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About Alvarez and Marsal

Alvarez & Marsal (A&M) is a leading global professional services firm dedicated to helping organizations tackle their most complex business issues, maximize stakeholder value, and deliver sustainable change.

Our Heritage

Privately held since its founding in 1983, clients select us for our deep expertise and proven ability to create and deliver practical solutions to their unique problems. Leveraging A&M's restructuring heritage, our fact-driven, action-oriented approach empowers organizations to drive transformation and unlock value at every stage of growth.

Global Reach and Ways of Working

Our worldwide network extends across six continents, with over 12,000 people comprised of experienced operators, world-class consultants, former regulators and industry authorities. We foster a uniquely collaborative environment that embraces our peoples' diverse perspectives and A&M's entrepreneurial spirit to deliver end-to-end capabilities that span advisory, business performance improvement, and turnaround management.

When action matters, find us at www.alvarezandmarsal.com

Leadership. Action. Results.
is our mantra.

We mobilize the right talent, act quickly, and implement solutions.

Complex problems are our specialty.

Our operational heritage allows us to respond swiftly to changing demands and business environments, while our commitment to client value creation and financial sustainability keeps us focused on identifying growth and performance improvement opportunities for our clients and employees.

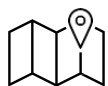
A&M Global Professional Services At-a-Glance

A&M has set the standard for helping organizations tackle complex business issues, boost operating performance and maximize stakeholder value.



89

Offices



40

Countries



Founded
1983



12,000+

Employees

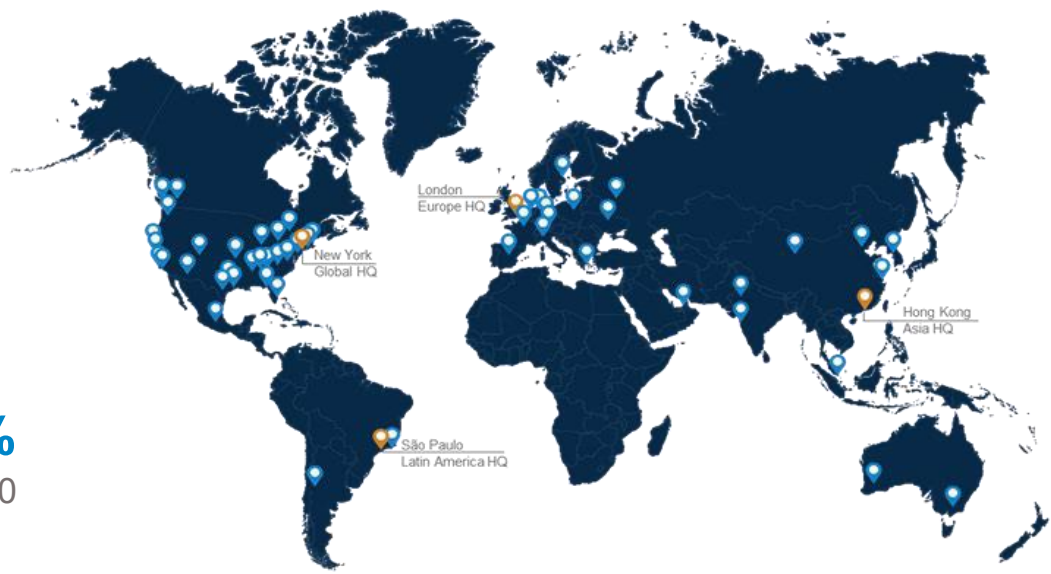


500+

Industry
Professionals



Serve **43%**
of Global 500



Industry Expertise

- Automotive
- Consumer Products
- Energy
- Financial Services
- Healthcare
- Manufacturing
- Media & Entertainment
- **Public Sector & Education**
- Telecom and Digital Infrastructure
- High-tech
- Retail
- Transportation and Logistics
- Private Equity



Our People

- Senior Leadership
- 900+ Experienced Managing Directors With Both Consulting and C-Suite or Operational Experience
- Operational Heritage / Driving Complex Decisions



Our Clients

- 68 of Fortune 100
- 47 of FTSE 100
- 167 of S&P 500
- 200+ Mid-cap/Large-cap PE Firms
- 138+ Industries



Our Differentiators

- Integrated Full-service Solutions
- Senior-led Team
- Hands-on Approach to Problem Solving
- Strong Operational Heritage
- Free from Audit-based Conflict

A&M Differentiators

A&M takes a different approach – hands-on and execution-driven to deliver lasting results

THE A&M WAY



Hands-on



Experienced Leadership



Sense of Urgency



Bias For Action



Objective & Data-driven



Objective & Independent

Without the potential conflicts with diverse stakeholder groups or software providers or integrators, A&M offers objective, **credible advice** you can trust to be **in your best interest**, not our own.



Senior Leadership

Provide dedicated teams that include consultants and industry professionals with deep experience serving clients as consultants and **leading businesses**. Our teams will **roll up their sleeves to work with you**.



Speed, Action & Execution

Our teams deliver business transformation with speed. We focus on **tangible results** and sustainable, **realistic solutions**.



Driving Consensus

We are skilled at **navigating complex stakeholder groups** (e.g., board members, students, faculty, and alumni) to align diverse perspectives, drive compromise and commitment and accelerate outcomes.

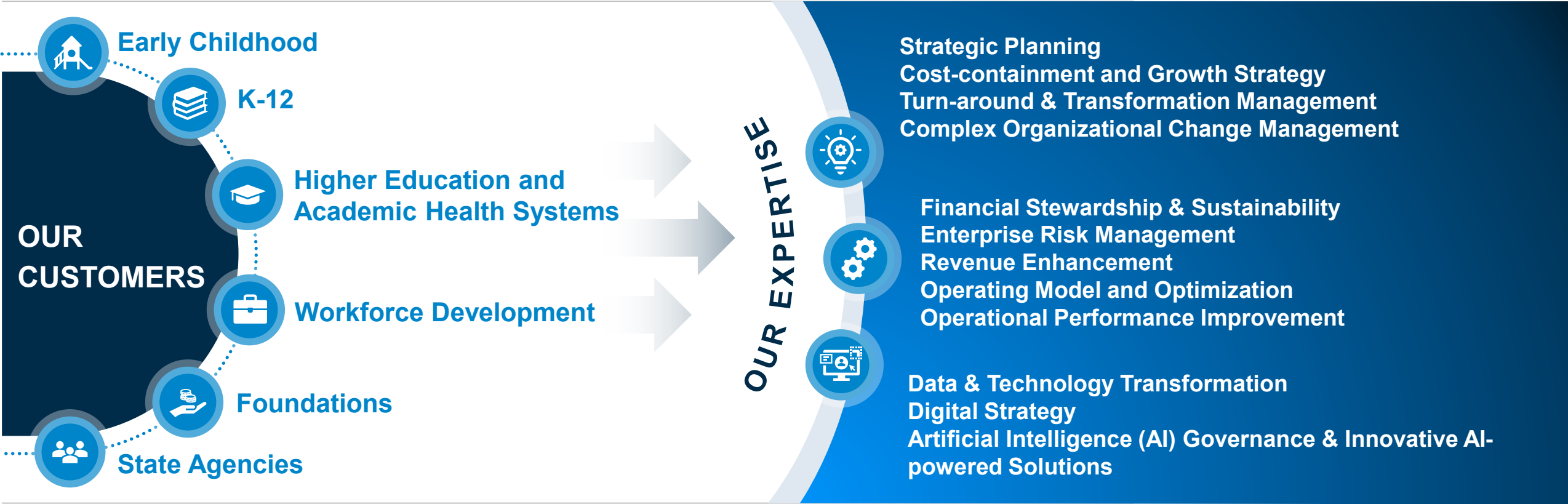


Solving Dynamic Problems is in our DNA

Our heritage with **restructuring** sharpens our ability to act decisively in the face of complexity. Our team has significant experience in transformation in multifaceted organizations.

A&M Public Sector Education Practice At-a-Glance

We work to unlock the potential of students and lifelong learners by generating innovative strategies and solutions to enable growth and financial sustainability, designing equitable and effective education processes, delivered with maximum efficiency, empowered by the best in human and technological innovation



We work with leading organizations that support the lifelong path of learning and success, including early learning, K-12, postsecondary and workforce re-skilling & up-skilling	We help clients realize fiscal sustainability through practical strategy, operating model design and responsible / effective use of limited financial resources to drive continuous improvement	We understand how to harness innovative solutions to transform organizations and enable institutional mission and student achievement goals
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A&M Higher Education Practice | Made for Mission Critical

We provide a full-suite of services to transform and optimize Higher Education Institutions and Academic Healthcare Systems – strategically and tactically supporting clients to agilely respond to ecosystem shifts, improve performance and achieve financial sustainability

University Leadership Advisory and Strategic Support Services

Strategic Planning

Facilitate stakeholder visioning and alignment and co-develop of actionable long-range strategic plans to enable and sustain the university mission

Governance Optimization

Modernize / rationalize university governance structure(s) to strengthen transparency, representation and decision making

Transformation Management Office (TMO) Leadership

Govern and orchestrate implementation and value capture of an integrated portfolio of strategic initiatives - effectively managing stakeholder alignment, risk, operational readiness and change adoption

Restructuring and Recovery Services

Assess and remediate the institution's financial condition, competitive position and key risk factors (e.g., litigation, financial commitments)

Finance / CFO Advisory Services

Identify financial management opportunities to increase control and reduce cost

Interim Leadership and Executive Advisory

Provide interim C-level leadership and/or strategic augmentation to support strategic planning, business transformation and or day-to-day operations (COO, CIO, CFO)

Administrative Operations Transformation

Design and deploy target operating models and service strategies to increase productivity and customer satisfaction while reducing cost

IT / CIO, CTO Advisory Services

Improve IT agility while holding the line on costs; Leverage AI to transform engagement and improve efficiency

Collegiate Athletics / AD Advisory Services

Diversify growth strategies and modernize Athletics operations to optimize performance, revenue capture and constituent / athlete engagement and experience

Student Experience Transformation

Define innovative strategies to apply best-practice operations and technology to improved satisfaction and reduce operating costs

Disputes and Investigations

Navigate the broad array of legal and compliance challenges facing higher education institutions

Research Operations / VP Advisory Services

Simplify and integrate research operations and optimize end-to-end processes and tools to accelerate progress, contain cost, and increase transparency and impact

AMC / Health Systems Transformation

Define and implement strategies to contain costs, optimize workforce and enterprise services, grow revenue and transform clinical care and patient experience

Mergers and Acquisitions Services

Develop and implement synergy-driven M&A strategies, from deal concept through integration

University Advancement / CDO Advisory Services

Define and implement development strategies and operating model to maximize university-wide fundraising and alumni engagement results

A&M Higher Education Practice | Driving Sustainability and Growth

We combine industry and functional expertise to drive material and sustained results for Higher Education Institutions and Academic Health Systems



A&M Higher Education and Academic Healthcare Systems Transformation

Applying deep strategy, finance, and operations expertise to enable alignment, growth and financial sustainability, improve service delivery and optimize revenue capture, and drive complex strategic improvement initiatives at a scale and pace that conventional approaches cannot match

Selected Solutions



Strategy & Growth

- Strategic planning
- Governance and risk management
- Competitive positioning and growth advisory
- Strategic transactions / partnerships



Revenue Enhancement

- Commercial strategy and pricing
- Market analyses
- Fundraising and donor engagement strategies
- Asset monetization and auxiliary services



Operating Model & Cost Optimization

- Governance Transformation
- Operating model and service model design
- Organizational design
- Lean process optimization
- Key Performance Metrics
- Liquidity Management
- Indirect spend reduction
- Direct spend efficiencies
- Capital allocation



Tech Transformation

- Tech portfolio optimization
- Data Modernization
- Artificial Intelligence
- Process automation
- Tech infrastructure rationalization



Interim Leadership and Executive Advisory

The C-suite and Board Members call us when they need objective, credible advice or interim leadership; Our team of seasoned executives brings independent perspectives and practical solutions based on real experience

A&M K – 12 Education Practice | Core Service Offerings

Our experienced leaders stand shoulder-to-shoulder with district leadership to define and deploy creative strategies, mitigate risk, improve student services and operational efficiency to enable student outcomes

A&M helps district leaders strategically plan and execute critical initiatives to elevate student outcomes



K-12 Transformation

Drive comprehensive transformation to financial, operational and academic models to better serve today's student population, achieve fiscal sustainability and put academic outcomes first



Federal Funds Management and Impact Maximization

Manage federal funds, including ESSER funding, to maximize student impact and create sustainable cost structures



Financial and Operational Effectiveness and Efficiency

Redesign financial processes and district business operations to unlock dollars for the classroom



Creative Enrollment Strategies

Leverage investments in technology, AI and external capacity to understand enrollment shifts and inform resource allocation and recruitment strategies



Specialized Populations Supports

Reimagine specialized supports to students (SPED, ELL, Social and Emotional, Wraparound Supports, etc.) to maximize impact based on current needs and available resources



Data Optimization

Integrate disparate data systems to develop a comprehensive picture of student need, and put thoughtful decision analytics at the center of district decision-making



Integrity and Accountability

Understand the accuracy and integrity of student performance, attendance and matriculation data; develop controls to ensure consistency, integrity, and alignment with state and federal standards

A&M Early Childhood Education Practice | Core Service Offerings

A&M partners with Early Childhood Education and Care System Leaders and philanthropic trailblazers to develop and execute transformative strategies and initiatives that elevate outcomes for children and families

Strategy and Transformation



- Strategic Plan
- Mission, Vision Values
- Operating and Capacity Models
- Interest holder engagement and facilitation
- Service Design
- Agency Start-up
- Program and Staff Migration and Integration
- Network Enablement

Talent, Organization & People



- Organizational Design
- Organizational Change Management
- Human Capital Management
- Staff and Partner Engagement and Collaboration

Service Optimization



- Rapid Assessment
- Value Chain and Journey Map
- Gap Analysis
- Benchmarking
- Future State Process Design
- Systems Landscape
- Data Infrastructure Design
- Continuous Improvement

Financial and Operational Improvement



- Planning, Programming, Budgeting and Execution (PPBE) Reform
- Cost Take-Out
- Shared Service Design and Implementation
- Business Process Analysis and Engineering
- IT Systems Mapping
- Technology Selection, Proofs of Value, and Implementation

Accountability



- Evaluation Strategy Assessment
- Interagency and Quality Rating Information Systems Assessment
- Outcome Data Modeling and Reporting Dashboard

Data Modernization and Enablement



- Data Needs and Capability Assessment
- Enterprise, ECIDS and P20W Data Strategy
- Data Governance
- Data and Analytics Service Design
- Data Pipeline Architecture
- Key Performance Measures

A&M Healthcare Practice At - a - Glance

Our Healthcare team consists of seasoned industry professionals who serve organizations across multiple healthcare sectors. Our blend of deep operational experience and practical, value-driven approaches enable our clients to achieve next level results and sustainable performance.



Health Systems Practice

- HEALTH SYSTEMS**
 - Multi-Hospital Health Systems
 - Community Hospitals
 - Academic Medical Centers
 - Physician Groups
 - Ancillary Providers
 - Vision, Dental, Behavioral Health, Laboratory
 - Faculty Practices
 - Physical Therapy
- PHYSICIAN PRACTICES**
 - Health System Groups
 - IPAs
 - Private Equity Owned
 - Creditors
 - REITs
- OUTPATIENT & AMBULATORY SERVICES**
 - Health System Owned
 - Private Equity Owned
 - Creditors
 - REITs
- PUBLIC HEALTH**
 - State and local government funded and managed hospital and health systems
 - Public safety-net hospitals
 - Federally Qualified Health Centers (FQHCs) and clinics
 - Not-for-profits focused on public health delivery
 - State and local health services and payment departments and agencies



Life Sciences Practice

- BIOPHARMACEUTICAL & MEDTECH**
- Biopharmaceutical Companies
 - In-vitro and Lab Diagnostics
 - Large / Small Pharma Manufacturers
 - Medical Device and Technology Companies
 - Contract Research and Manufacturing Organizations



Health Plans & Managed Care Practice

- HEALTH PLANS & MANAGED CARE COMPANIES**
- Managed Care Companies
 - Government Plans
 - Government Healthcare Organizations
 - Commercial Health Plans
 - Pharmacy Benefit Managers
 - Third Party Administrators
 - Integrated Health Systems
 - Accountable Care Organizations
 - Managed Long Term Care Organizations
 - Telemedicine & Virtual Care Companies

Services We Provide

- HEALTHCARE INVESTORS & LENDERS**
 - Corporate Transformation
 - Merger and Acquisition Support
 - Revenue Cycle Management
 - Operational and Financial Performance Improvement
 - Commercial Excellence
 - Digital Technology & Analytics
 - Applied Strategy
 - Compliance and Regulatory Services
 - Supply Chain
 - Interim Management
 - Turnaround Management
 - Human Capital and Workforce Management
- HEALTHCARE PRIVATE EQUITY**
 - Corporate Transformation
 - Mergers and Acquisitions
 - CFO Services
 - Revenue Cycle Management
 - Operational and Financial Performance Improvement
 - Commercial Excellence
 - Information Technology Advisory and Transformation
 - Applied Strategy
 - Compliance and Regulatory Services
 - Supply Chain
 - Interim Management
 - Turnaround Management
 - Human Capital Management



A&M Health Systems Practice | Core Service Offerings

Alvarez & Marsal's Health Systems Practice works with leading health systems and academic medical centers to drive growth, and optimize finance, operations, clinical, strategy, physician enterprise, digital, and workforce capabilities that transform our clients' organizations.

Service Areas

- + Enterprise Transformation and Turnarounds**
Enterprise Turnaround, Financial Transformation, Interim Leadership and Advisory, Enterprise Strategy, Governance Design, M&A, Transaction, Partnership Design and Integration, Digital and AI Strategy
- + Cost Management and Optimization**
Financial Planning and Analysis, Non-labor Cost Reduction, Workforce Productivity, Site of Care Optimization, Workflow and Space Planning, Operating Design Model, Digital Operations
- + Clinical Management and Care Model Design**
Patient-Centered Connected Care, Patient Centered Outcomes, Workforce Productivity
- + Patient Experience and Consumer Engagement**
Patient Engagement and Enhancement, Digital Engagement
- + Growth, Innovation, and Sustainability**
Revenue Growth and Diversification, Payer and Risk-based Strategy, Digital and AI Platform, Supplemental Funding Optimization, Workforce Strategic Programming

OUR CAPABILITY AREAS

Financial Performance and Sustainability

Operational and Clinical Excellence

Human Capital and Workforce Management

Transformative Strategy

Tech, Digital, and AI Transformation

Physician Enterprise and Alignment

Spotlight on A&M Restructuring and Recovery Services

Financial, competitive and reputational resilience are the lifeblood of any institution, serving as the foundations upon which it thrives and achieves mission objectives.

Impending Risk?

- Does the institution face a known (or surprise) budget deficit or cash crisis? Risk of violating debt covenants or other financial commitments?
- Are costs outstripping revenues? Is headcount and salary cost increasing disproportionately to student populations / tuition income?
- How do the component parts of the institution contribute to the financial whole?
- How should an institution respond when it doesn't meet its enrollment targets?
- Is the institution positioned well with respect to demand? Competition?
- Are there unanticipated risks associated with litigation or compliance?

Institutional Resilience Review

Financial Health	Competitive Health	Institutional Risk
Potential Focus Areas: • Operating surplus/deficit • Liquidity forecasting • Staffing and headcount trends • Capital investments and deferred maintenance • Debt – rating, bonds, holders • Endowment performance	Potential Focus Areas: • Demographics • Enrollment trends • Retention/graduation rates • Program heatmap • Competitor profiles	Potential Focus Areas: • Accreditation status • Legal activities/active lawsuits • Research compliance incidents • Campus security incidents • DEI incidents • Cyber incidents • Employee actions/union activity

IRR - approach

A&M's Capabilities – Tailormade to Address Higher Education Challenges

- From a financial standpoint, we have an in-depth understanding of the levers which institutions can pull to make real-time adjustments
- We specialize in developing financial models to support reliable projections, extrapolating on the effects of external forces, strategic decisions, and operational changes.
- Cognizant of the culture of higher education, we collaboratively strike the right balance of urgent survival tactics and sensitive change management.
- Our higher-education savvy disputes and investigations team can support an institution facing litigation and compliance challenges.
- In extreme situations, we also have practitioners, frameworks and relationships to facilitate mergers, acquisitions and asset sales

Spotlight on A&M Student Experience Transformation Services

Student experience and student service has traditionally lagged commercial sector customer satisfaction. The cost of this gap is greater than many institutions realize.

Historical Challenges in Student Experience

- Learners are often silent regarding their dissatisfaction with faculty, format, content and other aspects of the academic experience
- Many faculty do not effectively use the tools they have to manage their courses, creating obstacles for learners and gaps in data which exacerbate systems issues
- Administrative process owners often work in silos and rely on outdated policies and processes, and put the burden of compliance with institutional rules on the learners
- Historically, systems have barely handled complexity and inconsistency of higher education processes. Years later, many systems are creaking under the weight of requirements and customizations
- Vendor solutions mirror the silos, processes and perceptions of the institution – SIS, LMS, academic content, etc.

Transforming the Student Experience

1. Become a student-centric institution.
2. Build a consumerized, personalized, social and mobile digital experience - digital utilities, self-service, full-service channels, collaboration.
3. Establish professionalized, contact center-based, service operations with the right people, processes, and technologies to exceed student expectations

Wave 1 Experiences

Pre - College	Web/Mobile Basecamp	Mass Marketing
Campus Tour	Admissions Process	Financial Advising
Comms and Journeys	Admitted to Enrolled	Onboarding

Wave 2 Experiences

Arrival	Academic Advising	Course Registration
Teaching and Learning	Digital Campus Mobile App	Learning Content
Residential Education	Auxiliaries	Accounts and Billing

Wave 3 Experiences

Academic Programs	Research, Work And Volunteerism	Off-Campus Programs
Diversity	Wellness	Community
Extracurricular Programs	Career Advising	Offboarding/ Graduation

Holistic Digital Experience

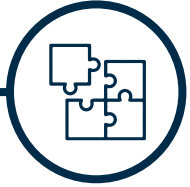
Profile	Virtual ID	Course Planning	Classroom Companion	Moments That Matter	On-Campus Programs	Career Counselling	Public Safety App	Get Help – Real-Time
Preference	Building Access And App	Classes	Content Library	Checklists	Off-Campus Programs	Career Planning Utilities	Emergency Communications	Get Help – Appointments
Privacy	Dining Access And App	Curated Directory	Faculty Evaluation	Alerts and Notifications	Campus Calendar/ Map Utility	Storefront	Dynamic Ad Space	Get Help – Service Utilities

Unified Shared Services

Channel Management	CRM Contacts	Admin Alerts – Analytics Driven	Admissions	Registrar	Wellness	Career Services	Bookstore	Public Safety
ChatBot	CRM Cases	Workflows/Process Orchestration	Aid	Accounts and Billing	Diversity	Housing	Human Resources - Student Workers	Athletes
Knowledge Management	CRM Communications	Workflows/Quality Management	Student Life	Academic Advising	Off-Campus Programs	Dining	IT Helpdesk	Other Auxiliaries

Spotlight on A&M Administrative Operations Transformation Services

Our experience within transformation efforts in the education ecosystem shows that institutions can significantly reduce cost and improve service quality by changing core approaches to business operations.



Decisive Action

In the past decade, the higher education sector has embraced enterprise efforts to transform core operations. Key success starting points for other institutions have included

- Understanding the true revenues, costs, margin and drivers of both academic and administrative services. Leveraging staff surveys, activity costing, and other quantitative methods.
- Streamlining (or eliminating) processes and systems to unlock cost savings that can be redirected towards educational quality and student success initiatives.
- Consolidating distributed operations into shared services, fostering inter departmental collaboration, ensuring clear accountability for academic and administrative activities.
- Establishing school and unit reporting cycles, capital planning cadences, academic and administrative metrics, and governance models.
- Reassessing people policies to support long-term financial stability.



Risk Mitigation

Many have already faced and resolved the risks of large-scale transformation. Key risk mitigators include:

- Executive sponsorship – academic and administrative engagement through various governance bodies and communications channels.
- Stakeholder communications – awareness, understanding, alignment, readiness – managed/measured.
- Willingness to address importance of academic versus administrative "lanes".
- HR commitment – ready to facilitate hard change, adopt new policies and procedures, move rapidly.
- Professionalized administrative management - "scientific" / "economic" approach to business transformation.
- Capital investment in transformation - contact center capabilities, self-service offerings, underlying technology.
- Open communications regarding institutional versus personal interests.



How A&M Can Help

A&M practitioners have been at the focal point of operational transformations across the education ecosystem and broader commercial sector

- We know where to start – our method for operational transformation combines a focus on the bottom-line with a practical approach to "what works in higher education".
- We leverage both bottom-up analyses and top-down ideation to generate an inventory of improvement opportunities and translate those opportunities in achievable projects.
- We understand that the transformation hinges on embracing new operating models and processes. We know how leverage technology but not let it become the center of attention.
- Effective changes rely on the support of HR – we collaborate with HR teams to considerably achieve business savings.
- We are sensitive to higher education preferences regarding change management.

Spotlight on A&M Merger and Acquisition Services

M&A isn't just for the commercial sector. Alvarez & Marsal's DNA is M&A, and we have tailored our experience to the education sector.

M&A in Higher Education

- Higher education is highly regulated with complex accreditation rules. Plus, cultures are strong, and constituents are sensitive to change, making the realization of synergies especially challenging.
- For healthy institutions it may be strategic and expeditious to consider an acquisition, merger or partnership to add or expand capabilities, geographies or market share.
- At the other end of the spectrum, some institutions might consider M&A as a means of sustaining mission objectives, extending the life of the institution, or facilitating a soft-landing.
- Our team of experts can advise on deal opportunities and structures; support due diligence, risk mitigation, regulatory navigation, contracting and closing; and manage relationships with investment banking, real estate, private equity and law firms as part of the M&A process.

Key Components for Consideration

Clear Vision, Clearly Aligned
Operating and Integration Strategies

Unambiguous Operating Structure
Program Leadership from the Center

Leverage Proven Methods and Tools for Integration Planning and Execution
Planned and Seamlessly-Executed

Stabilization First, Integration Second
Continuity of Systems and Process

Engage Stakeholders
Proactively Manage and Communicate

Focus on Transaction Goals
Achieve Institutional Advancement

Value Drivers & Results

- Organizational alignment
- Interim and end state vision across functions
- Targeted integration planning with on-going refinement

- Clearly defined governance and decision-making protocols
- Program Management Office (PMO) and functional teams that drive a coordinated strategy
- Focus on cross-functional decisions and rapid issue resolution

- Tested and executable integration plans
- Roadmap/"Blueprint" guiding all functions
- Communications and change management plan for internal and external stakeholders

- Focus attention and effort on anticipated integration priorities
- Ensure interdependencies across functions are closely managed
- Emphasis on the experience of students, faculty and staff

- Alignment of leadership and cultures to ensure delivery of strategy
- Retention and engagement of key stakeholders
- Smooth and timely

- Focus on sustainability - cost optimization and revenue enhancement opportunities highlighted
- Bottom-up reduction opportunities identified as potential projects
- Optimization opportunities identified

Spotlight on A&M Finance / CFO Advisory Services

As our firm is steeped in corporate and public sector financial matters, projects focused on CFOs and their challenges are in A&M's sweet-spot.

CFO Status Quo / Cultural Baggage

1. Traditionally, some higher education leaders have accepted that barely breaking-even and "manageable" deficits are the norm.
2. Sub-optimal assumptions persist - "spending decisions are best managed locally"; "every unit deserves its share of operating and turn at capital"; and/or "we should (or must) consume what we have available now".
3. Based on A&M's assessment of higher education failures over the past decade (as measured by school closings), many struggling institutions wait too long to act, missing the chance to either avoid worst-case scenarios or soften rough landing.
4. Ironically, sub-optimized financial management can be especially common in institutions cushioned by conditions of abundance. There may be significant opportunities to redirect spend towards mission objectives even at the most stable institutions.

Higher Education Financial Management Challenges

- Schools and units may not have a clear sense of their financial performance and impact on the institution as a whole
- Schools and units may not be challenged to measure the value of their spending or "standard" increases funded without adequate scrutiny (e.g., material business changes, unspent prior year funds)
- Program and project agendas may be generated "bottom-up" without institutional context – investments suboptimized, synergies lost, results un-tracked
- Local leaders may be "territorial", unaware of institutional priorities and may lack data, skills and/or resources to make optimal financial decisions
- Administrative processes may be siloed and/or duplicated, leading to cost, speed and quality issues – difficulty achieving cost management efforts, missed opportunities for scaled improvement, abundance of "customer" service shortcomings

CFO Punchlist

A&M has a strong sense of the levers that CFO's can consider in stabilizing and enhancing financial performance

- ☐ Consolidation of distributed business offices, technology teams and other administrative functions (e.g. eliminating IT groups embedded in specific schools and units)
- ☐ Implementation of up-to-date operating models - shared services, contact centers, shift management, outsourcing
- ☐ Exploitation of under-deployed self-service capabilities in existing ERP, SIS, LMS and/or CRM
- ☐ Greater governance and accountability in budgeting and tracking
- ☐ Centralization of investment funding and decision-making
- ☐ Modernized payment and collection approaches and technology
- ☐ More aggressive sourcing strategies; enforcement of sourcing rules
- ☐ Scaled-down service-level expectations from auxiliaries – facilities, dining, grounds, athletics
- ☐ Facilities optimization – capacity, maintenance, retirement/divestment
- ☐ HR-oriented initiatives
 - ☐ consolidation and delayering
 - ☐ early retirement programs
 - ☐ managed attrition programs
 - ☐ elimination of promotions based solely on time in service
 - ☐ renegotiation of benefits contracts

Spotlight on A&M IT / CIO Advisory Services

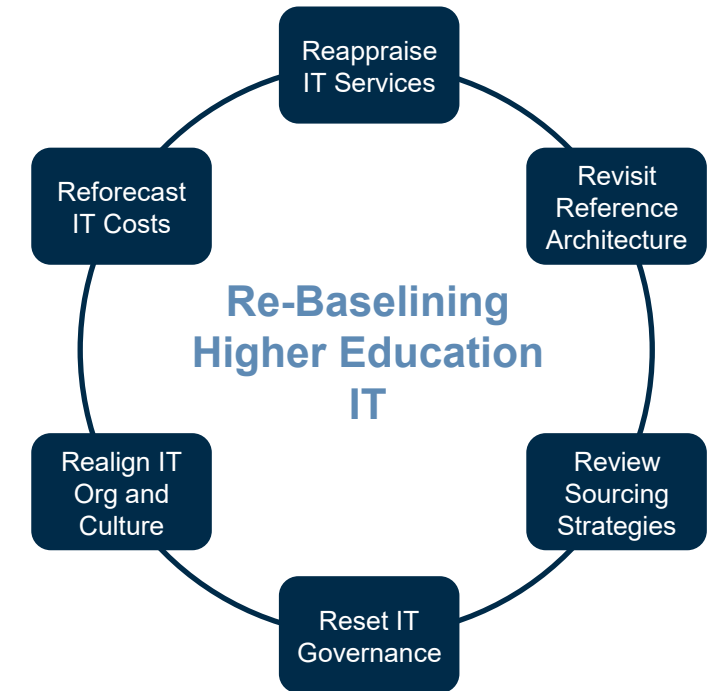
Technology is a critical driver of innovation in education but can also be perceived as high cost / questionable quality. We have seasoned education IT leaders ready to help.

IT and CIO Challenges

- Many CIOs are asked to “hold the line” on enterprise IT cost. “Do more with less” is reality, not just a cliché.
- IT operating costs increase based on “natural” factors every year (e.g. salaries, benefits, technology price escalation), even before taking into account institutional growth and operational change.
- CIO’s face diverse demands for new capabilities ranging from nifty application features to transformative nextgen technology.
- CIOs are constantly vigilant regarding threats to information security and operational continuity, which are only exacerbated by the constant introduction of new technology “opportunities
- A&M is poised to assist CIOs in “threading the needle” to successfully deliver innovative solutions and quality services while responding to institutional pressure to control costs.

Managing IT Under Constant Change

1. Reappraise IT services – What services does the institution require to thrive? Are there services missing? Services which are no longer required? Services which do not belong in IT?
2. Revisit reference architecture – Has IT made the most of nextgen technology e.g. SaaS, cloud, etc)? Has the institution duplicated (triplicated) technology solutions and services? Is it time to rationalize decisions past and future?
3. Review sourcing strategies – Are the costs of services in-line with benchmarks? What services should IT provide internally? Externally?
4. Reset IT governance – Are leaders collaborating and prioritizing decisions which require or are focused on IT? Are all the costs associated considered when making investment decisions? Does IT have a seat at the table?
5. Realign IT organization and culture – Is the current organization structured for efficiency and effectiveness? Is IT culture focused on efficiency? Is the CIO empowered to make organizational decisions?
6. Reforecast IT costs – Based on re-baselining, what are the revised financial projections for central IT? Enterprise IT?



Spotlight on A&M Disputes and Investigations Services

Our team sets the standard for delivering results on critical matters involving corporate investigations, regulatory enforcement actions and high stakes litigation and arbitration.

Disputes

We conduct rigorous financial and economic analysis to help resolve complex disputes – from the boardroom to the courtroom. Our experts are adept at providing in-depth analysis, quantum of damages, forensic accounting, valuation and expert testimony in litigation and international arbitration matters.

Investigations & Compliance

We bring forensic accountants, technologists, and former regulators and law enforcement to our investigations and compliance matters, leveraging experts across an expansive global footprint to meet transnational investigation and compliance requirements.

Economic Consulting

Our skilled economists support clients in litigation and regulatory matters involving antitrust and competition, securities, international arbitration, and class actions.

Forensic Technology

We effectively use technology to uncover and manage evidence and intelligence in contentious legal, regulatory and compliance situations. Our technology experts specialize in electronic discovery and disclosure management, forensic investigations, forensic data analytics, cyber risk and incident response and privacy and data compliance.



Spotlight on A&M Artificial Intelligence (AI) Practice

Designing tailor-made AI strategies and developing innovative AI solutions to transform services and operations, manage risk and drive growth in education, government and for-profit industries

Who We Are

- **Independent, impact-driven advisors** and technologists blending strategy, transformation, and implementation.
- Led by Chief AI Officer Edward Hanapole with **deep roots in education, government, and large-scale modernization**.
- **Recognized thought leaders** Harvard Business Review, PATH to AI Value whitepapers, Tradewinds submissions
- Part of A&M Public Sector Services, **bringing decades of operational excellence and turnaround expertise**.

What We Do

- **Education & Research Modernization** – Intelligent case management and student support automation (CasePilot)
- **Licensing & Permitting Transformation** – Predictive analytics, workflow automation, and compliance monitoring (Project Lion)
- **Knowledge & Policy Management** – GenAI-powered search, summarization, and insight generation (EchoSync & AiSAP)
- **Operational Efficiency & Risk** – Cost-to-serve reduction, audit readiness, and performance transparency (AI-enabled dashboards)

Our Differentiators

- **Outcome-Based Approach:** Rapid pilots, measurable ROI, and modular "AI-Pod" delivery model.
- **Trusted Partner Ecosystem:** Microsoft, IBM, OpenAI, Twilio – enabling secure, scalable deployment.
- **Human + AI Collaboration:** Empowering staff and decision-makers through co-pilot and agentic solutions.
- **Proprietary Platforms:** CasePilot, Lion, EchoSync – proven across state, education, and health agencies.

Client Value

A&M delivers scalable, secure, and ethical AI modernization—integrating technology, governance, and human-centered design to help Clients lead in next-generation research and student engagement.

Spotlight on A&M State Government Transformation Services

A&M's combination of strategic, operational, and financial leadership experience in constrained budget environments assists State Agencies to develop and execute actionable strategic, operational and financial plans to drive tangible results and maximize public impact / programmatic benefit

Provide strategic and operational leadership across administration and program operations including but not limited to:

- Mission, vision and values development / refresh
- Long-range agency strategic planning
- Legislative reporting and testimony
- Interim executive leadership (COO, CFO, CIO)
- Policy and rule assessment and transition planning
- Governance and internal controls
- Operational and program delivery system assessments
- Operating model and organizational design
- Shared service strategy and service model design
- Front and back-office operational performance improvement
- Technology integration
- Process analysis and design
- Service level agreement and key process metrics reporting
- Intra-agency agreements
- Grants management
- Strategic sourcing and etc.



Providing leadership and technical expertise to manage the transformation process:

- Advise on transformation initiatives to drive efficiency
- Assess and map funding streams
- Financial scenario analysis and planning
- Create and present case for change to cross agency leadership
- Design and maintain savings tracker for accountability and transparency

Provide Project Management Office leadership and support to drive progress and realize benefits of strategic, mission critical initiatives:

- Define right-sized PMO governance models and organizational change management strategies to effectively manage progress and risk end-to-end
- Strategically prioritize and sequence an integrated portfolio of initiatives (Roadmapping)
- Define project charters and scope resource requirements scoping
- Orchestrate project execution and the flow of information required to drive timely decisions and mitigate risk

Spotlight on A&M Public Health | State Health and Human Services

A&M's Public Health and Human Services practice assists State leaders to navigate complexity and risk, make timely informed decisions to successfully implement and sustain transformational change for critical programs.

Intellectual and Development Disability (I/DD) Transformation

A&M has a long history of partnering with States to support I/DD service delivery transformation. We support:

- Waiver Development and Service Transformation
- Rebalancing of Service Delivery Systems to Community Supports
- Level of Care / Assessment Tool Implementation
- Support for Business Process Re-engineering / IT Transformation
- Provider Cost Assessment and Rate Analysis
- Audit Response/Mitigation and Expert Witness

Child Welfare

A&M brings a unique understanding of how the child welfare system fits into the broader context of a State's Medicaid program and social service delivery system. We support:

- Crisis Management
- Analysis of Opportunities to Maximize Federal Revenue Sources
- Operational Transformation
- Stakeholder Engagement

I/DD Managed Long Term Services and Supports (MLTSS) Readiness

The successful transition of I/DD services to MLTSS requires careful engagement with stakeholders and an understand of the unique challenges presented by I/DD MLTSS. We support:

- Strategy and MLTSS Program Development
- Stakeholder Engagement
- Financial Modeling and Budget Forecasts
- MLTSS Transition Strategy and Implementation Leadership

Additional Reference materials

Please explore A&M microsites to access additional reference materials

A&M Service Descriptions by E&I Service Area

A&M Case Study Collections

A&M Thought Leadership