Deloitte.

Together makes progress

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.**

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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)

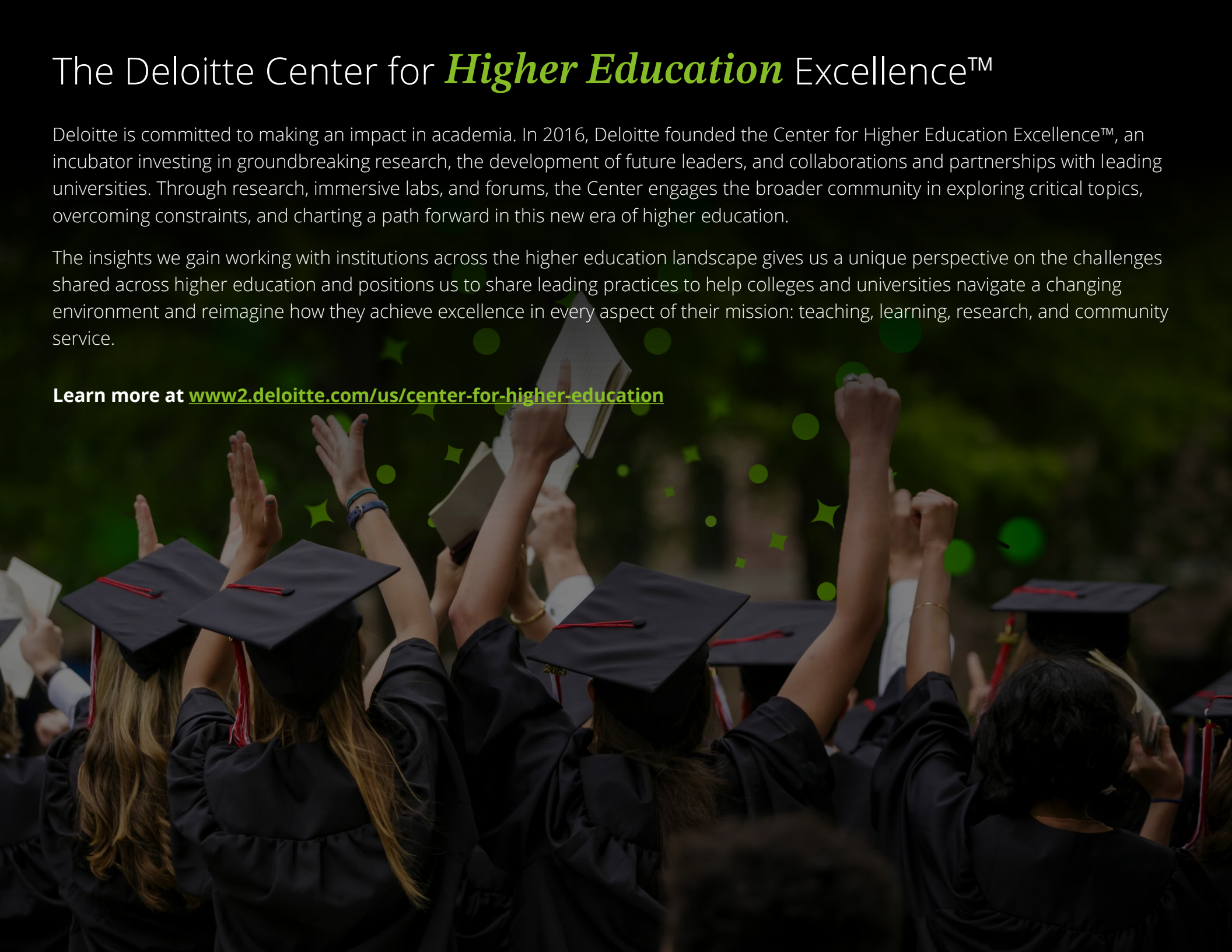
Learn more at www.deloitte.com/higheredtechnology

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.

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Powering a *force* for the future



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