

2026 Presidents Institute

# A Deeper Purpose



January 4-7, 2026 • Signia by Hilton Orlando Bonnet Creek • Orlando, FL



The Council of Independent Colleges

# Financial Challenges and Strategies for Cost-Cutting and Revenue Growth

# Workshop Facilitators

***Paul Friga***, Clinical Professor of Strategy, University of North Carolina Kenan-Flagler School of Business; Senior Consultant, AGB Consulting

***Mike Maxey***, President Emeritus, Roanoke College (VA); Senior Consultant and Senior Executive Coach, Academic Search

# Workshop Speakers

- ***Todd Abbott*** , Vice President Business Development, Liaison
- ***Bob Atkins***, Founder and CEO, Gray Decision Intelligence
- ***Kim Fahey***, President and CEO, Collegis Education
- ***Jon Gering***, President, Bethel College (KS)
- ***Randy Wayman***, Vice President of Digital Solutions, Core
- ***Amy Novak***, President, St. Ambrose University (IA)

# Thank you to our sponsor



# Meet Your Facilitators



**Paul N. Friga, PhD**  
*UNC Chapel Hill and AGB*

Paul Friga, PhD, is a prominent strategist in higher education, with over 35 years of experience as a professor, consultant, and researcher. As a senior consultant with the Association of Governing Boards of Universities and Colleges (AGB) and a clinical professor at UNC's Kenan-Flagler Business School, Friga focuses on strategic planning, mergers, and financial resource optimization for higher education institutions. His prior consulting roles at PwC and McKinsey have shaped his approach to addressing complex financial and operational challenges in academia, making him a trusted advisor to university boards and leadership teams.

In addition to his consulting work, Friga is a prolific author and researcher, with two best-selling books on team problem-solving and numerous articles in *The Chronicle of Higher Education* and *Inside Higher Ed*. He co-founded ABC Insights, a benchmarking initiative now part of HelioCampus, to drive efficiency in universities. Friga also brings strong governance experience, serving as a trustee at Saint Francis University and on the boards of the Rams Club and Carolina Alumni Association at UNC Chapel Hill. His work continues to shape the financial and strategic landscape of higher education, guiding institutions toward long-term success.



**Michael Creed Maxey**  
*Past President, Roanoke College*

Mike has worked for 40 years in higher education leadership roles including advancement, enrollment management, student and academic affairs, planning, and marketing. He completed fifteen years of service as president of Roanoke College in 2022 and currently serves as an Academic Search senior executive coach. He served on the Board of Directors for CIC filling the role of board chair for 6 months prior to his retirement from the presidency.

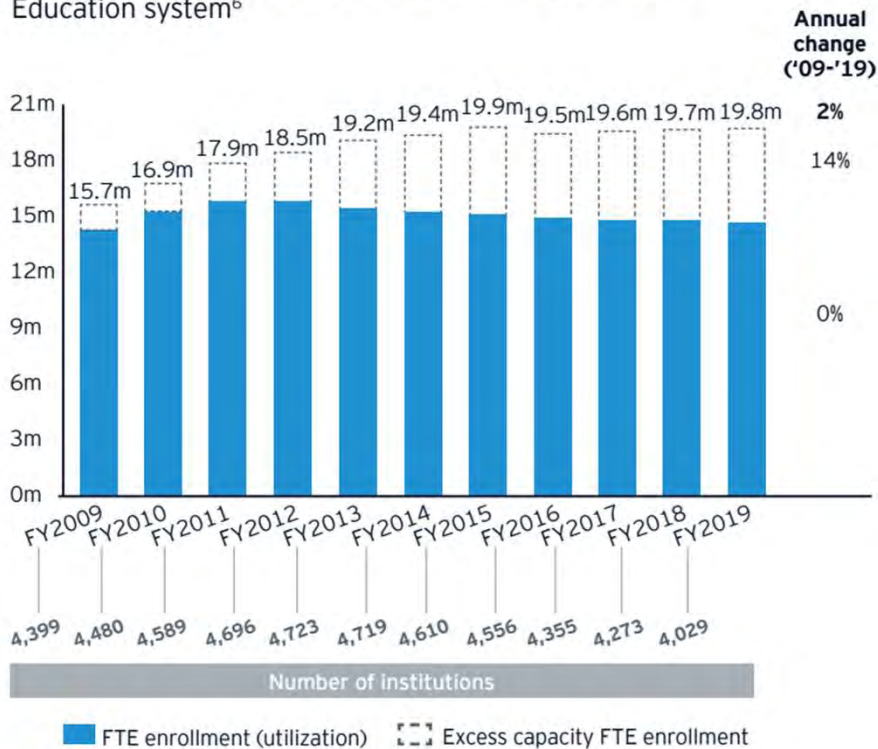
He is a current member of the Augsburg University Board of Regents and the Educational and Institutional Insurance Administrators Board of Directors. His undergraduate and initial graduate study was at Wake Forest University in history and counseling, respectively. He later earned an advanced graduate degree in counseling at the University of New Hampshire. He has consulted with many colleges in the areas of advancement, board relations, enrollment management, and strategic planning. He is a passionate believer in independent higher educational institutions and their transformational impact on students and society.

# The Financial Reality Facing Higher Education



# Our Starting Point Is An Over-Supply Of Higher Education

Figure 2. Excess and utilized capacity in the US Higher Education system<sup>6</sup>



Capacity growth of 26% dwarfs enrollment growth of 3% (FY2009–FY2019)

75% usage implies excess capacity of 3 million to 5 million seats

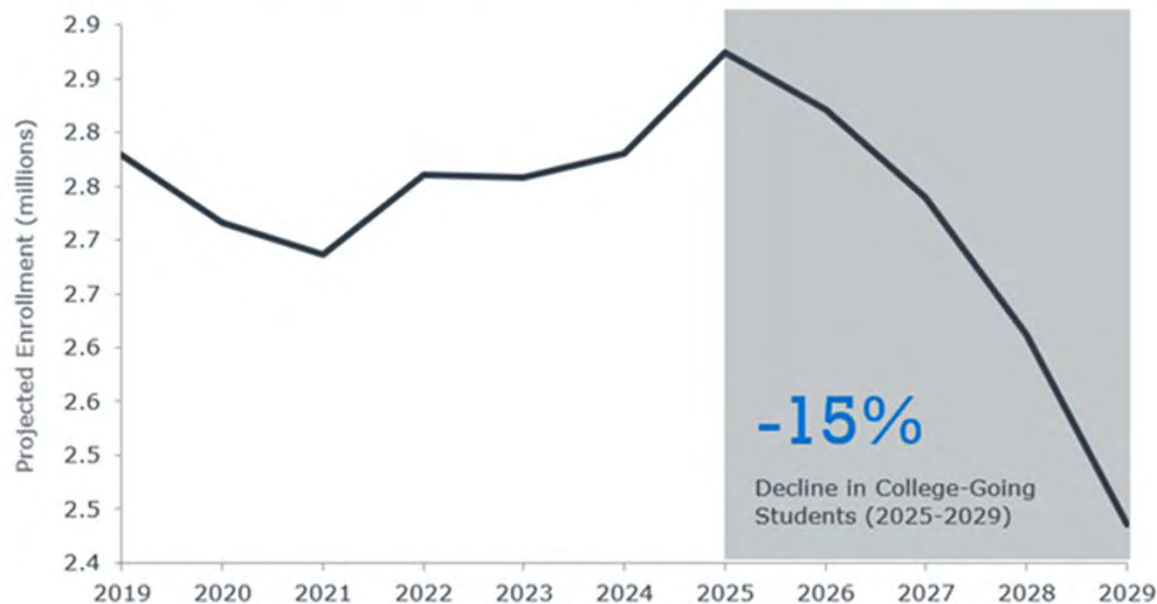
The cost of excess capacity could be as high as \$50 billion annually



# Declining # Of High School Graduates And Fewer Enrollments Are Causing Financial Pressure

## Enrollment Projected to Drop Sharply After 2025

Forecasted Number of College-Going Students in the U.S. (millions), by Year of High School Graduation



## Update on Recent Enrollments:

Undergraduate enrollment remains 15% below 2010 levels, the most recent headcount peak. Analysts expect enrollment to continue shrinking because of a strong labor market and the resumption of student loan payments.

Enrollment has recently declined at all levels, with the steepest declines in the undergraduate sector. Here, enrollments have fallen year-over-year for the past two years, **-4.9% in spring 2021**, **-4.7% in spring 2022**, and another **-0.2% in spring 2023**.

In spring 2024, undergraduate enrollment in the United States **increased by 2.5%** compared to spring 2023, adding approximately 359,000 students. This growth was primarily driven by **community colleges, which saw a 4.7% rise in enrollment**, accounting for over half of the overall increase.

Graduate-level enrollments have been more resilient throughout the pandemic. They decreased by only -0.1% in spring 2020, grew by 4.6% in spring 2021, declined -0.8% in spring 2022, and declined again by -2.2% in spring 2023, +3% in spring 2024..



Expert guidance, proven solutions.

Source: EAB "What the looming demographic storm means for your state"; FitchRatings, 2022; State of the Education Market 2023: Trends and Insights in Key Graduate Disciplines – Wiley; Forbes, Higher Ed Dive

AGB

## Small (<5K) And Mid-sized (5-15K) Institutions Are At Most Risk

“One deep” on all functional areas of the organization, limiting the ability to successfully execute

Many outdated and “out-of-market” operating policies and procedures

Lack 7x24 digital student acquisition systems, resources, and organizational depth

Outdated technology and limited tech resources

Quality of earnings – prosperity gap that requires major long-term revenue growth

Concentrated revenue positions in declining markets

Underpay employees, making it difficult to retain top talent

Attempt to use “tactical funds” for strategic initiatives

**\*Summary of 62 - Small and Mid-Sized Institutions  
From 2017 to 2022 (Common Themes)**

Growth initiatives & ambitions are too small and even if successful will not bridge their prosperity gap



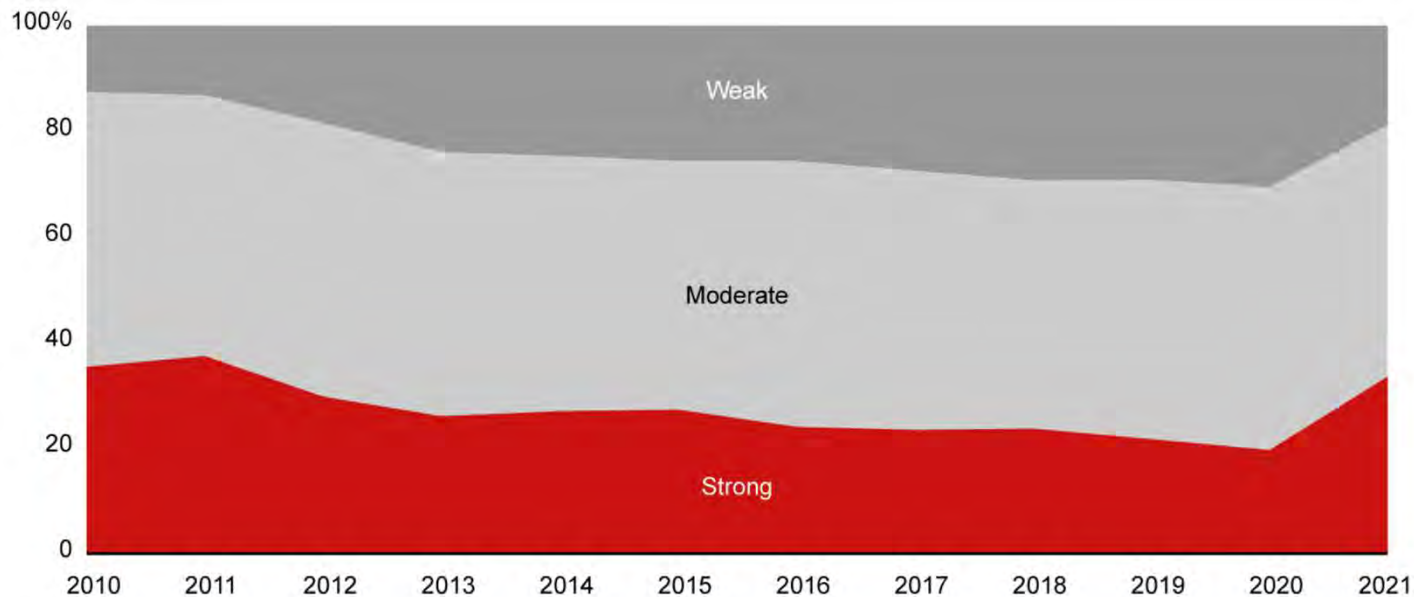
Expert guidance, proven solutions.

Source: AGB

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# The Majority Of Universities And Colleges Are In A Weak To Moderate Financial Position

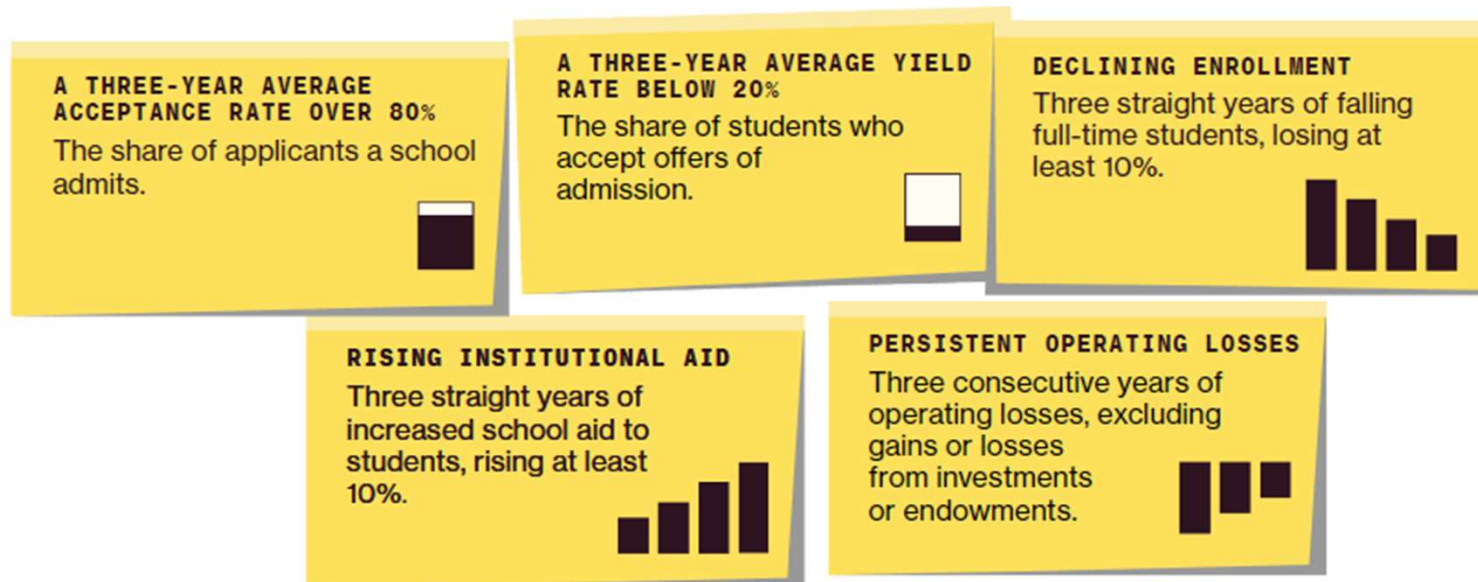
The annual composite score measures a university's resiliency based on three equally weighted metrics: **primary reserve ratio**, **net margin**, and **three-year enrollment growth**



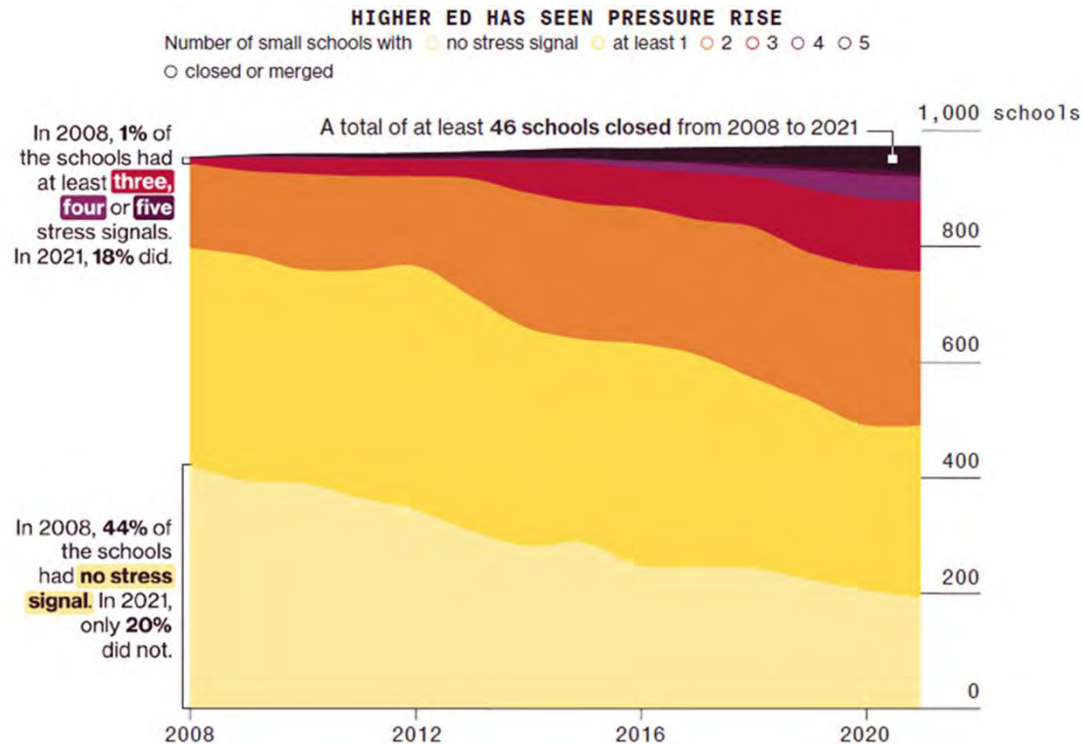
Temporary uptick due to significant federal support and strong endowment returns (not likely to be sustainable).

# Bloomberg News identifies ~170 small, nonprofit colleges and universities in danger zone

## Meeting 3 or more of the 5 metrics below



# The financial stress in this sector continues to rise



Note: Closures and mergers reflect instances of closure, merger or suspension of operations in the period from 2008 to 2021. Some merged schools still reported students.  
Sources: Bloomberg analysis of 973 small, nonprofit four-year colleges; National Center for Education Statistics.



## Cooperation Could Also Be Key For Survival

- A macro trend is forming that will see multiple institutions join or create Private System Affiliation (PSA) supporting organizations and Course Sharing.
- Private institutions will have an opportunity to access a significant depth of resources to grow their revenue and transition their business model.
- **Clayton Christenson's prediction: "by 2028, a quarter of universities in the US could go bankrupt, merge, restructure or close" – not likely to happen at that pace but still coming**



National  
University  
System



7rize



The Council of  
Independent Colleges

*Over the next five years, private system affiliation models and course sharing will increase.*



Expert guidance, proven solutions.

Source: Clayton M. Christensen and Michael B. Horn, "Innovation Imperative: Change Everything," The New York Times, 1 November 2013.

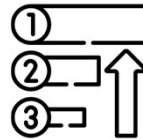
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# It is Time for a New Playbook for Higher Education



## Environment

How macro trends – demographic shifts, financial pressures, and digital transformation – are reshaping board governance



## Priorities

Key financial and strategic priorities, from multi-year budgeting to aligning programs with workforce demand

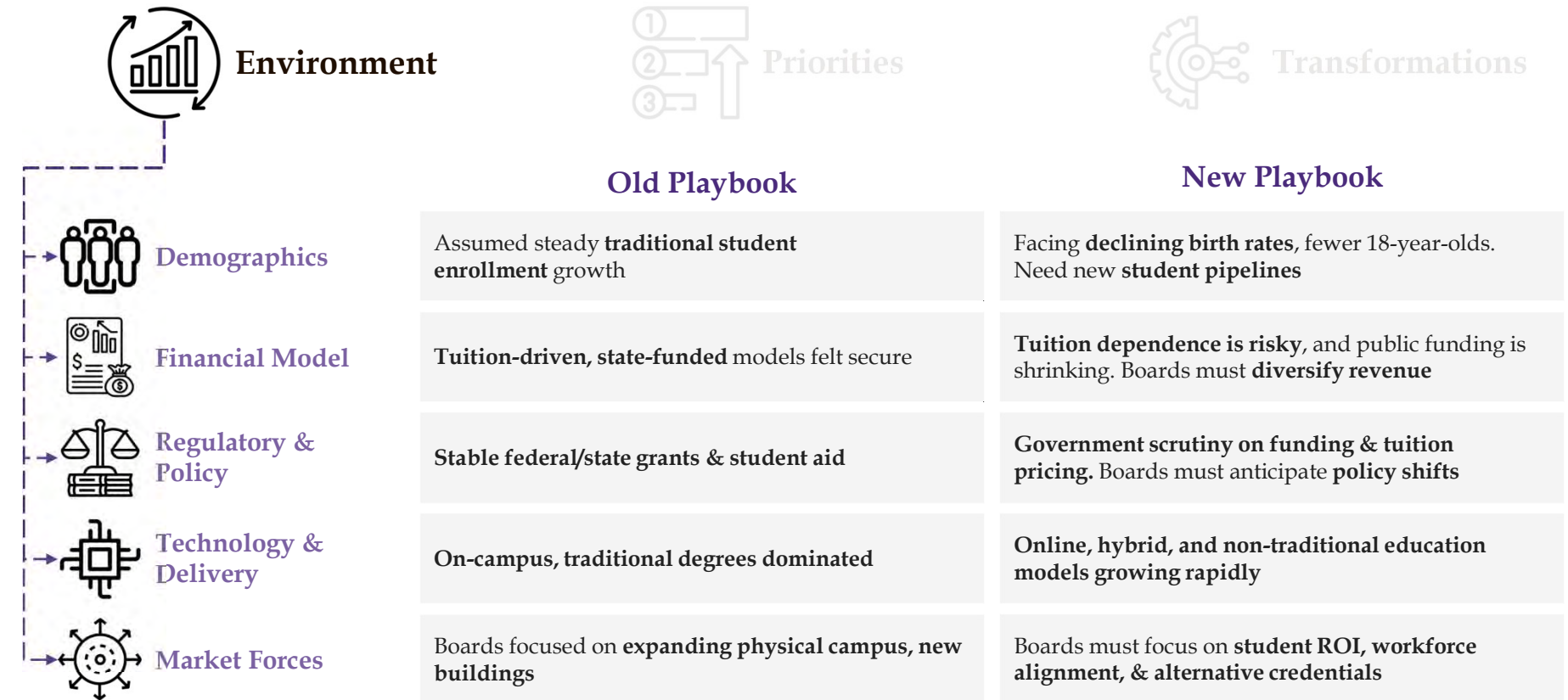


## Transformations

How boards must shift from oversight to proactive leadership through data-driven decision-making and continuous engagement



# Rethinking the Game: How Universities Must Adapt to a Changing Higher Ed Landscape



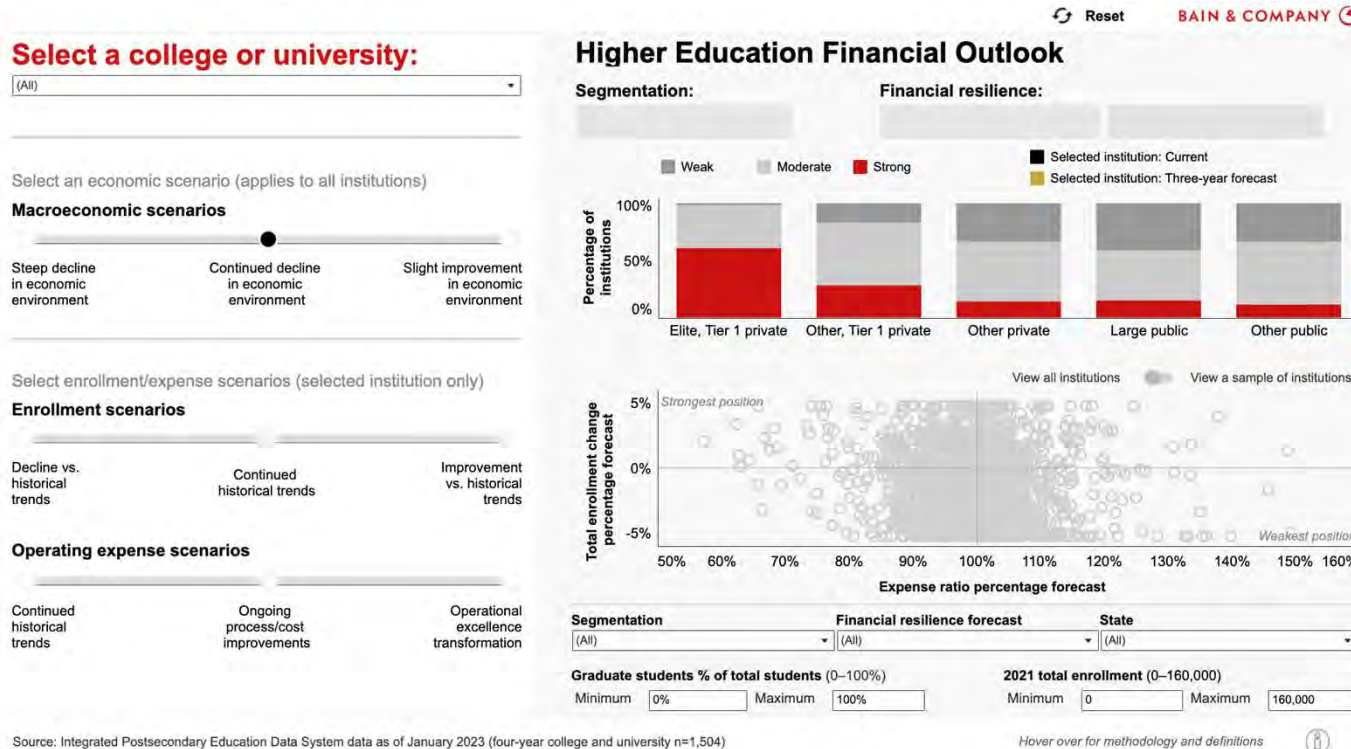
# Beyond the Budget: Strategic Priorities for Board-Led Growth



# From Oversight to Action: Evolving Board Governance for Lasting Impact



# Scenario Planning For Financial Resilience



What bold decisions must we make today to position your institution for strong financial resilience tomorrow? Use you AI Partner for Some Suggestions



Expert guidance, proven solutions.

Source: [Bain & Co.](#)



# Revenue Growth and Cost Optimization

# Closing the Financial Gap Requires Moving Multiple Levers

*No single initiative is sufficient — sustainable financial health requires coordinated action across revenue, cost structure, and execution.*

## What We See Across Institutions

- Financial gaps are typically driven by **multiple, reinforcing pressures** — declining enrollment, rising labor costs, underutilized capacity, and deferred investment.
- Temporary relief (federal funding, one-time endowment gains, short-term cost freezes) often **masks underlying structural imbalances**.
- Institutions that rely on **one lever alone** (e.g., enrollment growth or cost cutting) struggle to restore long-term sustainability.

# Closing the Financial Gap Requires Moving Multiple Levers – Introducing the Friga Framework

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## What Actually Works

**Revenue Initiatives**  
Fuels Growth

**Cost Optimization**  
Creates Capacity

**Execution Discipline**  
Ensures initiatives are sequenced, resourced, and sustained



Expert guidance, proven solutions.

Source: Dr. Paul N. Friga

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# The Friga Framework: Three Strategic Revenue Engines – Priorities and Initiatives



## Academic Offerings

Align academic offerings with evolving learner and workforce demand

1. Retention and completion as recurring revenue
2. High-demand degrees, certificates, and workforce credentials
3. Flexible delivery models (online, hybrid, accelerated)
4. Adult learners, transfers, degree completers, and lifelong learning
5. Marketing investment – especially utilizing AI for targeted outreach



## Partnership Opportunities

Leverage external demand and shared risk to scale faster

1. Employer, healthcare, government, and community partnerships
2. Contract-based programs and sponsored cohorts
3. Course sharing, consortia, and system affiliations
4. Public-private partnerships that accelerate speed to market
5. MAP strategies (Merger, Affiliations and Partnerships)



## Asset Utilization

Monetize underutilized physical, digital, and temporal capacity

1. Facilities, land, housing, dining, and events
2. Summer, evening, and non-traditional academic calendars (high school programs)
3. Select outsourcing with revenue-sharing (not just cost savings)
4. Non-mission-critical asset monetization
5. Philanthropy – especially venture driven programs with ROI analysis



Expert guidance, proven solutions.

Source: Dr. Paul N. Friga



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# Frigo Framework: Cost Optimization - Priorities and Initiatives



## Academic Cost Structure

Align faculty deployment, departmental structure, and instructional models with student demand, contribution margin, and institutional strategy.

1. Department consolidation and restructuring based on enrollment, margin, and workforce relevance.
2. Faculty mix rebalancing (FT/PT/adjunct/overload) aligned to instructional demand.
3. Teaching load and release-time discipline, tied to transparent norms.
4. Voluntary separation and attrition-based restructuring with reinvestment in growth areas.
5. Program footprint rationalization, shifting from program count to portfolio economics.



## Curricular & Instructional Efficiency

Improve course-level economics and utilization without eroding academic quality.

1. Course-level margin analysis to identify duplicative or persistently low-enrollment courses.
2. Class size and section optimization, where pedagogically appropriate.
3. Course sharing and cross-institution delivery for upper-level and low-demand electives.
4. Calendar and capacity optimization (summer, evening, hybrid, accelerated formats).
5. Demand-driven scheduling, replacing tradition-based timetables.



## Administrative & Overhead Spend

Reduce structural overhead and redirect resources toward mission-critical priorities.

1. Flatten management layers and increase spans of control.
2. Eliminate duplicative decentralized functions across units.
3. Shared services implementation (finance, HR, IT, procurement, compliance).
4. Process automation and ERP rationalization to reduce manual workflows.
5. Zero-based review of administrative units tied to service value and outcomes.



## Scale, Partnerships & Collective Solutions

Access scale, expertise, and speed without building everything internally.

1. Course sharing consortia and system affiliations to reduce instructional redundancy.
2. Private system affiliation (PSA) models for shared back-office infrastructure.
3. Selective outsourcing with ROI discipline, not cost shifting.
4. Shared digital platforms instead of institution-by-institution builds.
5. Merger or deep partnership scans with clear synergy and governance criteria.



## Capital & Fixed-Cost Optimization

Reduce long-term fixed cost exposure and improve asset productivity.

1. Facilities utilization and space rationalization analysis – right size.
2. Closure or consolidation of underutilized buildings.
3. Deferred maintenance prioritization based on strategic value.
4. Asset monetization (land, housing, non-mission-critical assets).
5. Public-private partnerships (P3s) to shift fixed costs to variable structures.



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Source: Dr. Paul N. Friga

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# The Friga Framework: Execution Discipline – Priorities and Initiatives



## Strategic Focus & Sequencing

Ensure institutions pursue the right initiatives, in the right order, with disciplined trade-offs.

1. Limit active strategic initiatives to a manageable portfolio (no “everything is a priority”).
2. Sequence initiatives so cost savings fund growth, not vice versa.
3. Explicitly stop or pause low-impact initiatives to free capacity.
4. Align initiatives to financial gap size, not symbolic wins.
5. Board-validated initiative roadmap updated annually.



## Ownership, Governance & Accountability

Move from oversight to ownership with clear accountability.

1. Named executive owners for every major initiative.
2. Clear decision rights between board, president, cabinet, and faculty.
3. Standing board agenda time for strategy execution (not just updates).
4. Shared-governance engagement focused on options and trade-offs, not veto power.
5. Explicit success metrics and exit criteria for each initiative.



## Measurement, Transparency & Momentum

Build trust, sustain momentum, and institutionalize change.

1. Board-level performance dashboards tied to strategy.
2. Quarterly progress reviews against financial and operational KPIs.
3. Early “quick wins” to demonstrate credibility and build confidence.
4. Consistent internal and external messaging tailored to constituencies.
5. Formal change management discipline.



Expert guidance, proven solutions.

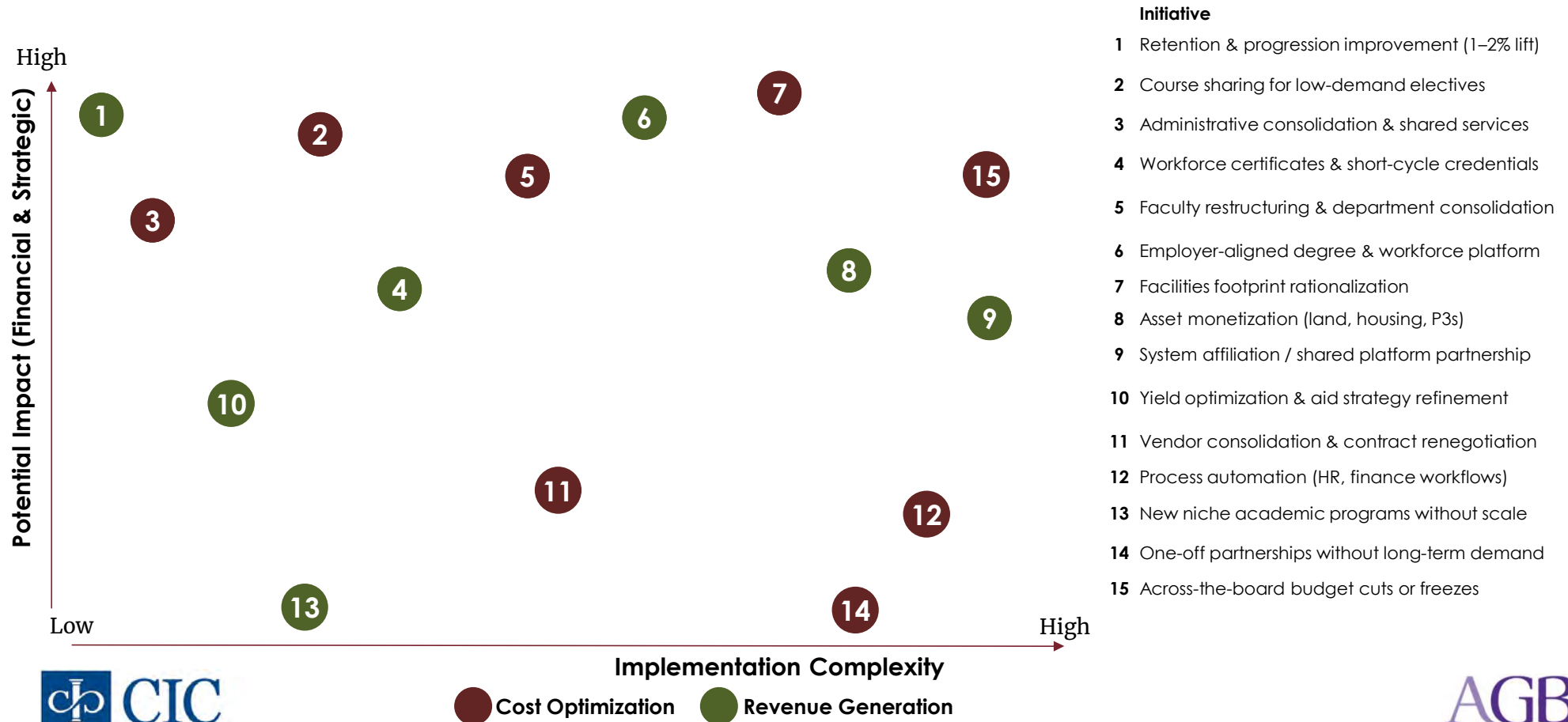
Source: Dr. Paul N. Friga



# Strategic Initiative Prioritization Matrix (2×2)



# Illustrative: Strategic Initiative Prioritization Matrix (2×2)





# Session Leaders

- ***Jon Gering***, President, Bethel College (KS)
- ***Amy Novak***, President, St. Ambrose University (IA)



Vision: St. Ambrose University in combination with Mount Mercy University will be a **vibrant, sustainable, and learner-focused model for Catholic higher education**, preparing individuals from all walks of life to lead lives of courage, wisdom, justice, service and mercy

**SAU became the parent company of MMU in June 2025**

**Located 90 miles apart in Cedar Rapids, Iowa and Davenport, Iowa**

**Integrating Back-Office, Curriculum, Academic Organization, Organizational Structure, and Core Curriculum**



Total Undergraduate Enrollment	Total Graduate Enrollment	Total Enrollment
SAU 1,885	SAU 532	SAU 2,417
MMU 1,187	MMU 251	MMU 1,438
<b>TOTAL 3,072</b>	<b>TOTAL 783</b>	<b>TOTAL 3,855</b>
Total Retention	Total Revenue	Total Endowment
SAU 77%	SAU \$73.8M	SAU \$261.9M
MMU 75%	MMU \$28.8M	MMU \$44.5M
	<b>TOTAL \$102.6M</b>	<b>TOTAL \$306M</b>





- **History:** Founded in 1887 as first Mennonite-affiliated college in North America
- **Student body:** UG only, 500 students, 40% Pell, 30% first generation, 75% athletes
- **Governance and accreditation:** Independent corporation structure and board of directors (~20 members), accredited by HLC

**WE ARE  
THRESHERS**



- **Vision:** increase human flourishing (*shalom*) in the world
- **Curricular focus:** Liberal arts, career preparation (work requirement), service, faith
- **Finances:** \$43M endowment, CFIs 2.7-3, \$13M annual operating budget, no debt, \$75M assets, 90-acre campus

**WE ARE  
THRESHERS**

# Lunch Discussion

# Solution Support

# Session Leaders

- **Todd Abbott** , Vice President Business Development, Liaison
- **Bob Atkins**, Founder and CEO, Gray Decision Intelligence
- **Kim Fahey**, President and CEO, Collegis Education
- **Randy Wayman**, Vice President of Digital Solutions, Core





**3,000**  
Institution Partners



**35**  
Years Experience



**~500**  
Employees



**80+**  
Centralized  
Application Services



**5M+**  
Applications  
Processed Per Year



**Headquartered in  
Boston, MA**

Additional Office  
Locations: NY & PA





## **1. Build Transparency & Alignment**

- a. Share financial and enrollment realities regularly so faculty/staff understand their role in recruitment and retention.

## **2. Prioritize Programs Based on ROI**

- a. Review low-enrolled courses, shift resources toward high-demand programs, and use data to guide academic and budget decisions.

## **3. Eliminate Overlap in Marketing & Enrollment Spend**

- a. Audit all outsourced contracts to reduce duplication and ensure dollars support a unified, campus-wide enrollment strategy.



# Enabling impact through data + tech + talent

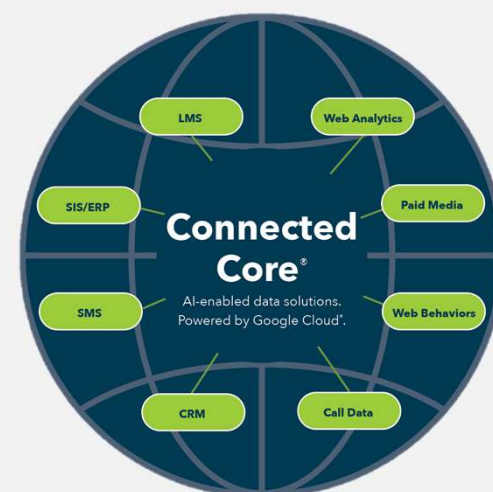
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CIC Presidents Institute- Financial Challenges Workshop

Kim Fahey, President and CEO

## Higher Eds AI Cloud Data Platform

A data engine that enables AI and predictive institutional intelligence



- Unlocks the value of your **systems, data, and infrastructure**
- Normalizes and models data into a **standardized lifecycle schema**
- Leverages your existing investment in **CRM, LMS and SIS** systems
- Ensures data governance, quality, lineage tracking, and security

# A true strategic partner, combining **data + tech + talent** to drive outcomes across the student lifecycle

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**Collegis meets you where you are and moves you where you need to go.  
Together, we can meaningfully impact:**

## **Revenue**

- Increased lead volume
- Improved funnel conversion
- Improved retention
- Increased donor revenue

## **Cost Control**

- Technology to drive labor efficiency
- Maximize resource utilization + return on talent
- Optimize academic portfolio + products
- Shared resources to reduce expense

## **Business Optimization**

- Integrate AI into operations
- Secure tech systems + prevent cyber threats
- Elevate student experiences
- Streamline + unite reporting capabilities

**Comprehensive, Full Student Lifecycle Services Powered by the  
Connected Core® &  Google Cloud**

# How Do **You** Drive Impact? Start Small & Move Fast

The key is **agility** with **fewer initiatives** and **clear ownership**, driving **early wins**.

## 1. Get Faster Financial Signals

- Monthly net tuition revenue
- Tuition discount rate drift
- Retention risk by term
- Cost per student

## 2. Narrow Focus

- Identify Programs with:
  - Clear demand
  - Sustainable margins
  - Strong outcomes
- Surface programs that drain resources without return
- Begin transparent conversation to build trust

## 3. Assign IDR for Retention

- Executive ownership of student success
- Require visibility into:
  - Open student issues
  - Time to resolution
  - Intervention effectiveness

## 4. Simply Student Experience

- Complexity is costly (expense and retention)
- Fix one high friction student process
- Reduce technology overlap
- Eliminate manual workarounds

- Faster signals protect **1-3% of net revenue**
- Program focus improves margins **3-7%**

- Retention gains of **2-3%** outperform enrollment growth
- Simplification saves **\$500-\$1,500 per student**

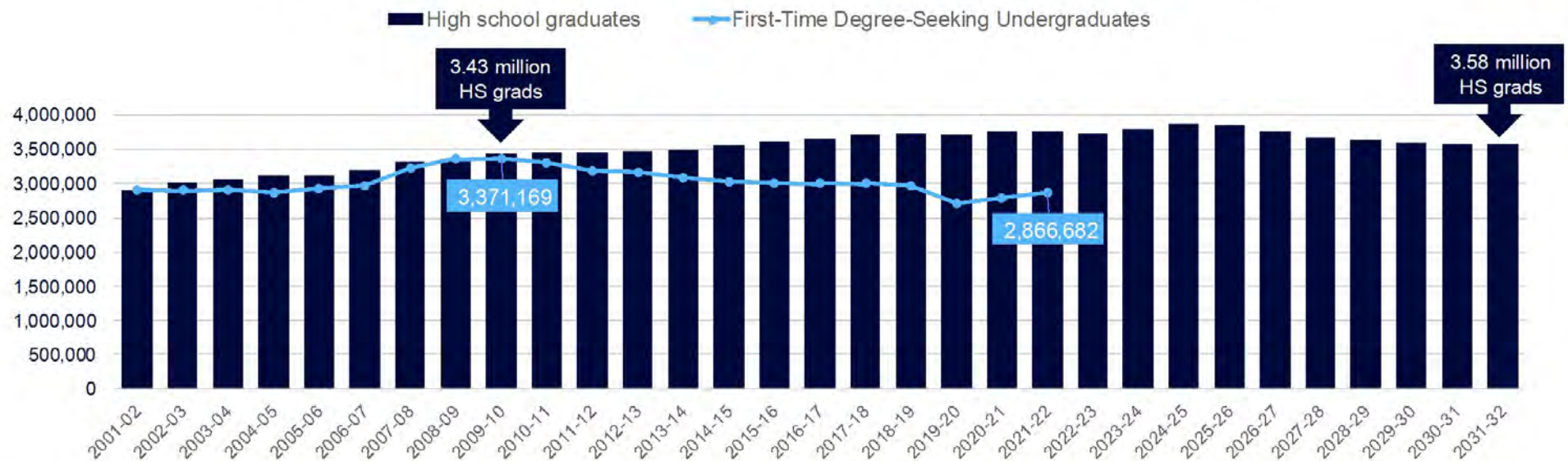
- Find the right **Strategic Partner** who brings the **expertise** and **scale** to help you achieve your outcomes
  - Strategic Partnering can reduce fixed costs **5-10%+**



## The Demographic Cliff or Myth: The Reality

Demographics and enrollment have a fraught relationship.

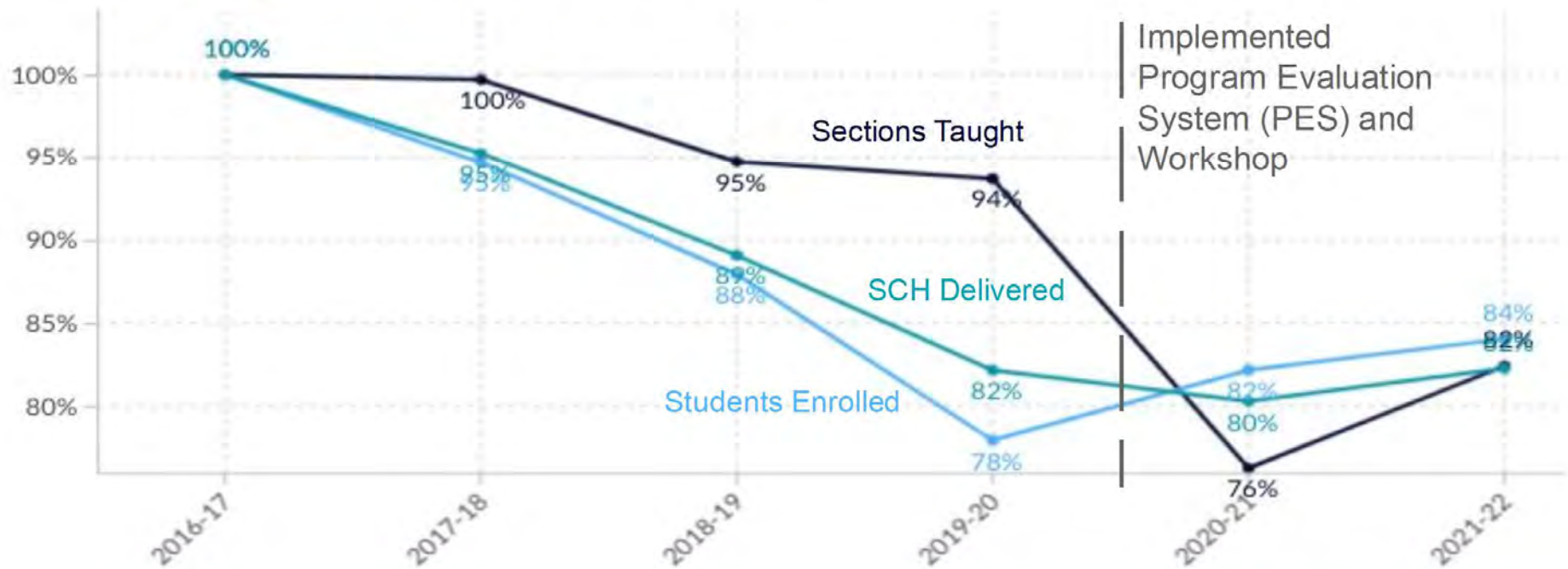
**Trends in High School Graduates and First-Time Undergraduate Enrollment**



Sources: High school graduates - National Center for Education Statistics, Digest of Education Statistics 2023 Table 219.10. Graduates for academic year.  
 First-time (degree-seeking) undergraduate enrollment, fall term - National Center for Education Statistics, IPEDS (Data Trends). Enrollment data plotted for fall term after high school graduation.

## Actual Results for a Private Comprehensive College

Used PES data to align instructional costs with tuition revenue.



## Thoughts on improving instructional and institutional economics

- **Make Data-Informed Decisions:** know the revenue cost and margin of programs, courses, and sections.
- **Cut Courses, not Programs (usually):** Courses drive cost; most programs are contribution-positive
- **Growth is Critical:**
  - Cost-cutting alone often becomes a doom loop
  - Invest much of the savings in growth
  - Growth generates revenue and energy on campus and in your applicant pool
- **Growth is Possible:** There are dozens of proven growth strategies; test and scale a few.
- **In a Flat Market, the Battle is for Market Share:** Track share of enrollment find winning ideas, fix leaks
- **AI the ROI:** Applied AI can lower costs and improve performance.
- **You Make a Difference:** Visit college admissions officers, students, and influencers in feeder schools and communities.



## Cost comparison: AI Tutors

### What is the cost-benefit of an AI tutor?

- A human tutor costs \$22 per hour on average in the US.
- An AI Tutor is likely to cost \$5 per hour, or less.

### Improved outcomes\*

- GPA increase for engaged students: 7.5%
- Test score improvement: 11.6%

### Potential retention benefit: \$785,000

- 5,000 student university
- 50% of DFWs drop out
- DFW rate reduced from 11% to 10%

Cost Comparison  
Human vs. AI Tutor



\*LAPU [Los Angeles Pacific University] Research Shows AI-powered Course Assistants Increased Student GPA by 7.5%," EDTECHDIGEST, August 7, 2025;  
"Benefits of Using AI as a Tutor," Just Learn, July 20, 2024; "What Are Effective AI-Based Interventions to Improve First-Year Retention?," QuadC, August 25, 2025

# About Us

**Core Education** is a Public Benefit Corporation with a vision to **transform the business model** of higher education. We have established a market leadership position as a mission critical strategic partner, **providing institutions the necessary resources to achieve their future state** as an organization.

**Using our economies of scale and platform of services and solutions**, we create a culture of prosperity to address operational effectiveness, technology efficiency, market expansion and successful capital strategies.

**75+**  
Institutions  
Engaged

**\$4.2B**  
Combined System  
Budget

## Transparent Financial Model

Allowing institutional partners to enjoy  
stronger financial returns from services

# Institutional Business Model Transformation

## Three Strategic Pathways

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**Autonomous Financial  
Resilience and Growth  
Models**

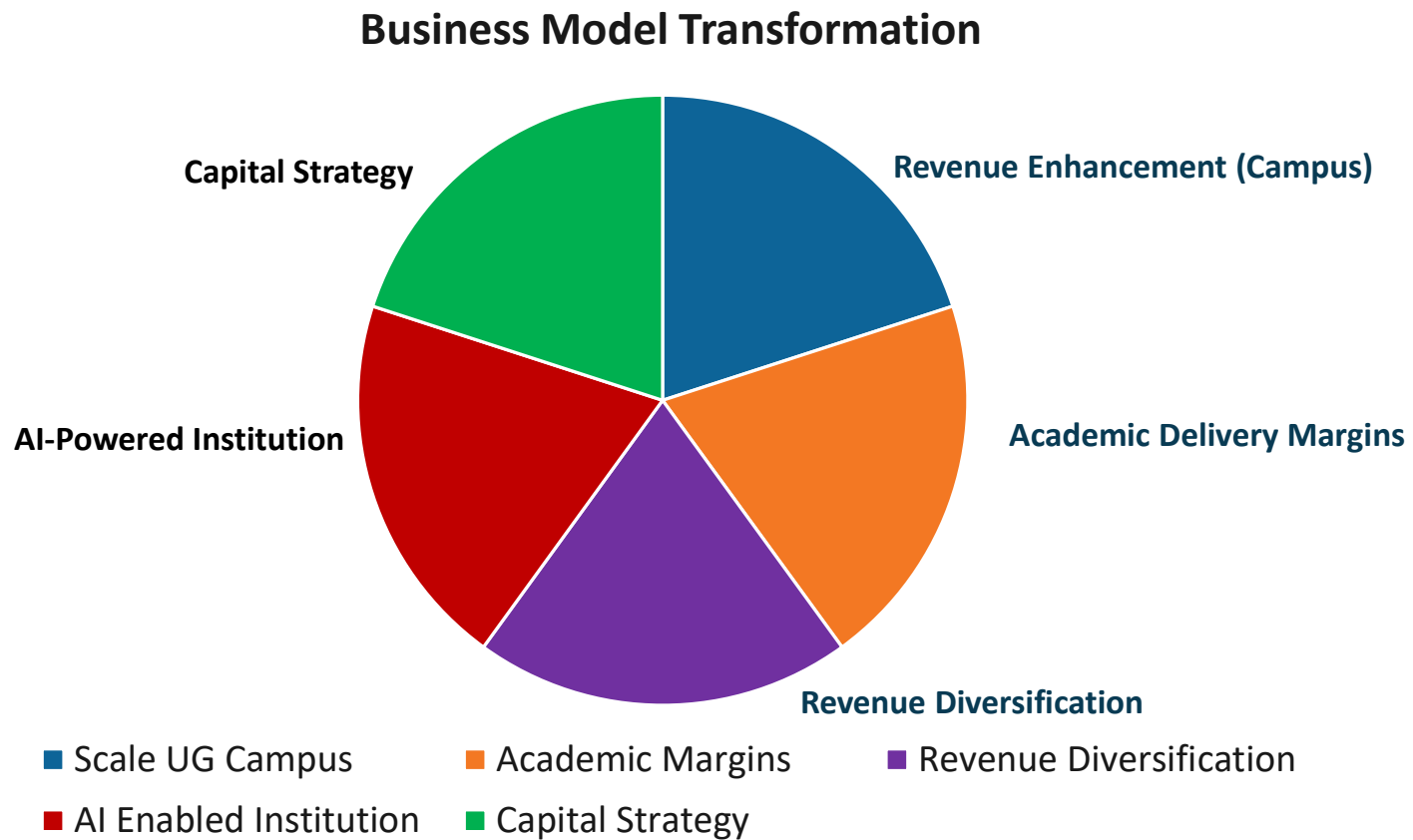


**Strategic M&A**



**Private System  
(Core Foundation  
System)**

# Components of Business Model Transformation



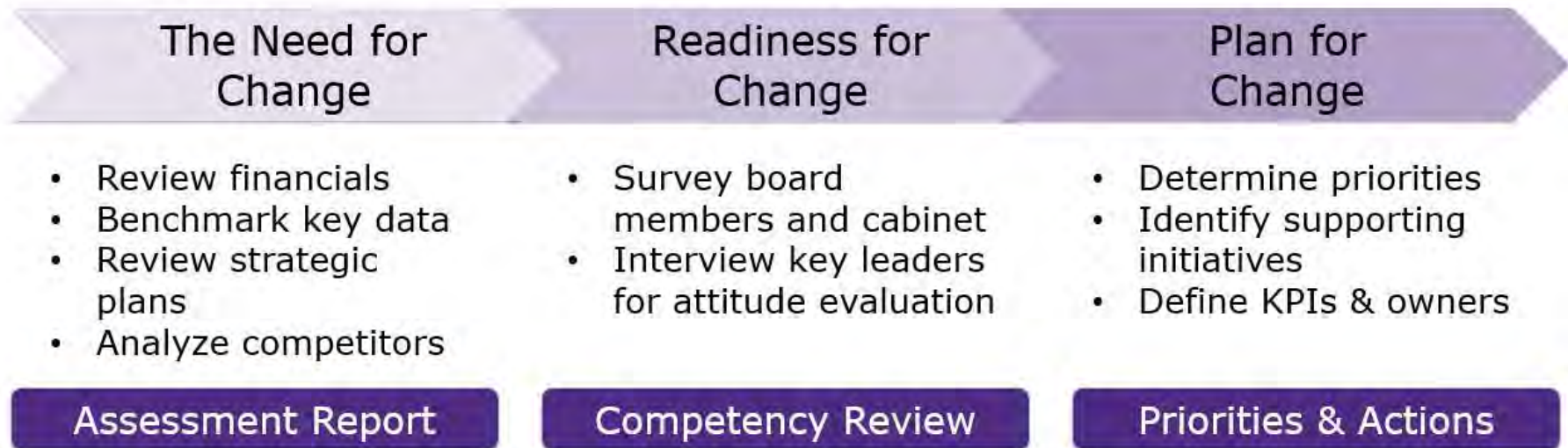
# Lessons Learned and Takeaways

- **Financial stress is structural, not cyclical.** Enrollment volatility, fixed cost bases, and legacy operating models will not self-correct.
- **The President is the anchor** - owner of trade-offs between strategy, governance, and execution.
- **Delay is the most expensive choice available.** Time erodes cash, margin, morale, and strategic options faster than leaders expect.
- **Single lever fixes fail.** Financial distress is rarely caused by one thing. It is the compound effect of enrollment volatility, fixed costs, delayed decisions, and fragmented ownership.
- Most institutions don't have a strategy gap, they have an **operating gap**.
- **Governance and leadership alignment** matter as much as capital.

Comprehensive transformation is not about doing more.  
**It is about making bold, sequenced decisions - and having the leadership and execution capacity to carry them through.**

# Campus Applications and Action Plans

# An Approach To Transforming Your Institution



## **Transformation Priorities:**

- Articulate Clear Strategy
- Identify prosperity gap
- Rightsize programs/faculty
- Streamline administration
- Grow enrollments
- Invest in research/acquisition
- Launch capital campaign

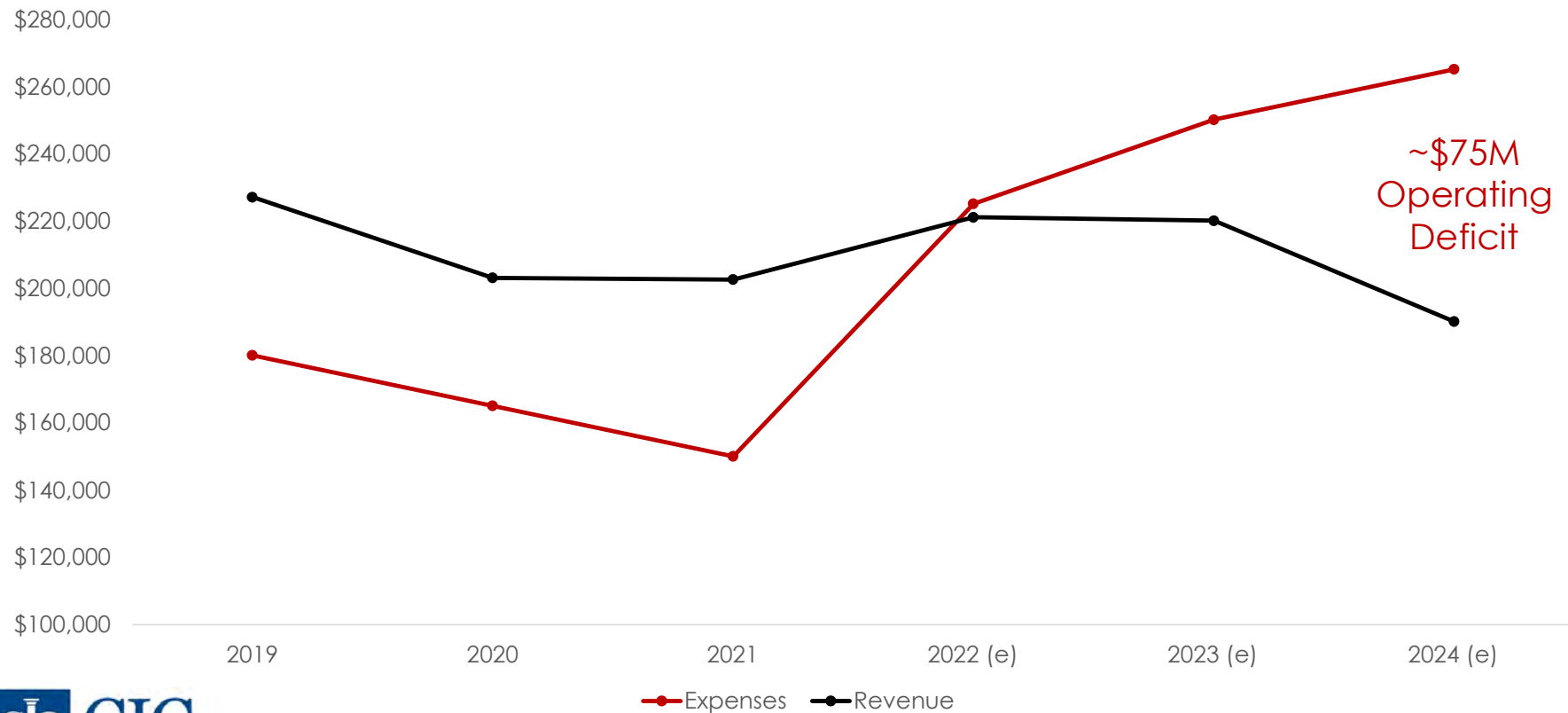


## Key Success Factors For Multi-year Forecasting

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1. Review historical numbers and baseline projections moving forward
2. Create base, best, and worst-case scenarios of how things may develop
3. Assess the potential financial impact of the new planned strategic initiatives over the forecast period

## Example: University XYZ (Hypothetical Small Public Institution) – Multi Year Expenses & Revenues



# Example: University XYZ (Hypothetical Small Public Institution) – Multi-Year Implementation Plan

	Priority 1: Create a compelling vision around student success, personalized education, and athletics			Priority 2: Grow research in high-impact disciplines			Priority 3: Expand external partnerships		
	Objective 1.1: Launch New Strategic Vision	Objective 1.2: Conduct Program Review to Reallocate Resources	Objective 1.3: Expand Athletic Programs	Objective 2.1: Develop Academic Plan	Objective 2.2: Research & Innovation	Objective 2.3: Create Nursing School	Objective 3.1: Develop Modern Pedagogies and Offerings	Objective 3.2: Strengthen Relationships with Employers, Alumni, and Partners	Objective 3.3: Launch New Online Program with Community Colleges Nationwide
<b>Initiative 1 (Y1)</b>	Assist all divisions and colleges in university-wide strategic refresh effort	Examine student enrollments, demand, and fit with faculty	Benchmark athletic programs and student success against peers	Prioritize research areas and redesign faculty incentives accordingly	Launch research institutes and grant writing office	Solicit input from stakeholders and finalize acquisition target strategic scoring matrix	Conduct market analysis of target student populations, demand, and competitive offerings	Expand partnerships with employers interested in diverse student graduates	Build business plan for expansion of degree completion programs and target markets
<b>Initiative 2 (Y2)</b>	Develop multi-year strategic performance dashboard	Eliminate lowest performing programs and invest in high market demand areas	Invest in athletics department, coaches, and new sports	Hire additional research faculty	Create equity fund and incubation facilities	Identify acquisition targets and conduct due diligence on top-scoring candidates	Invest in current and new digital offerings; promote inclusive pedagogical techniques	Grow key alumni engagement; invest in analytics and staff to prepare for comprehensive campaign	Create seamless transfer routes with community colleges in our state and beyond
<b>Initiative 3 (Y3)</b>	Share division and college level results on an annual basis	Communicate reputation for retention, graduation, and post-employment success	Leverage athletic programs to target prospective students nationwide	Create endowment to support research and launch academic journal	Expand commercialization and tech transfer capabilities	Develop robust integration plan, complete acquisition, and hire key leaders	Launch new micro-credential, certificates, and non-degree executive education offerings	Invest in incubator and SBD offices	Launch national advertising campaign to expand program
<b>Underlying Values</b>	Student Focused			Equity & Diversity		Outcomes & Accountability			

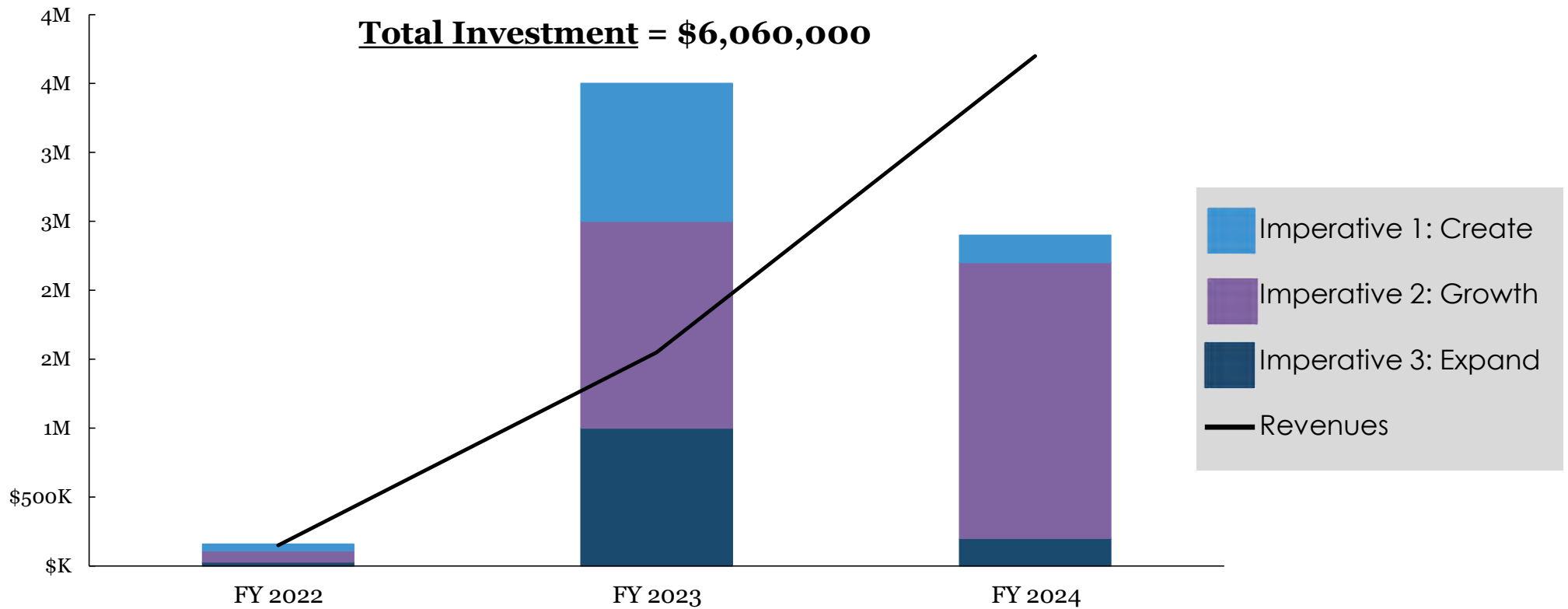


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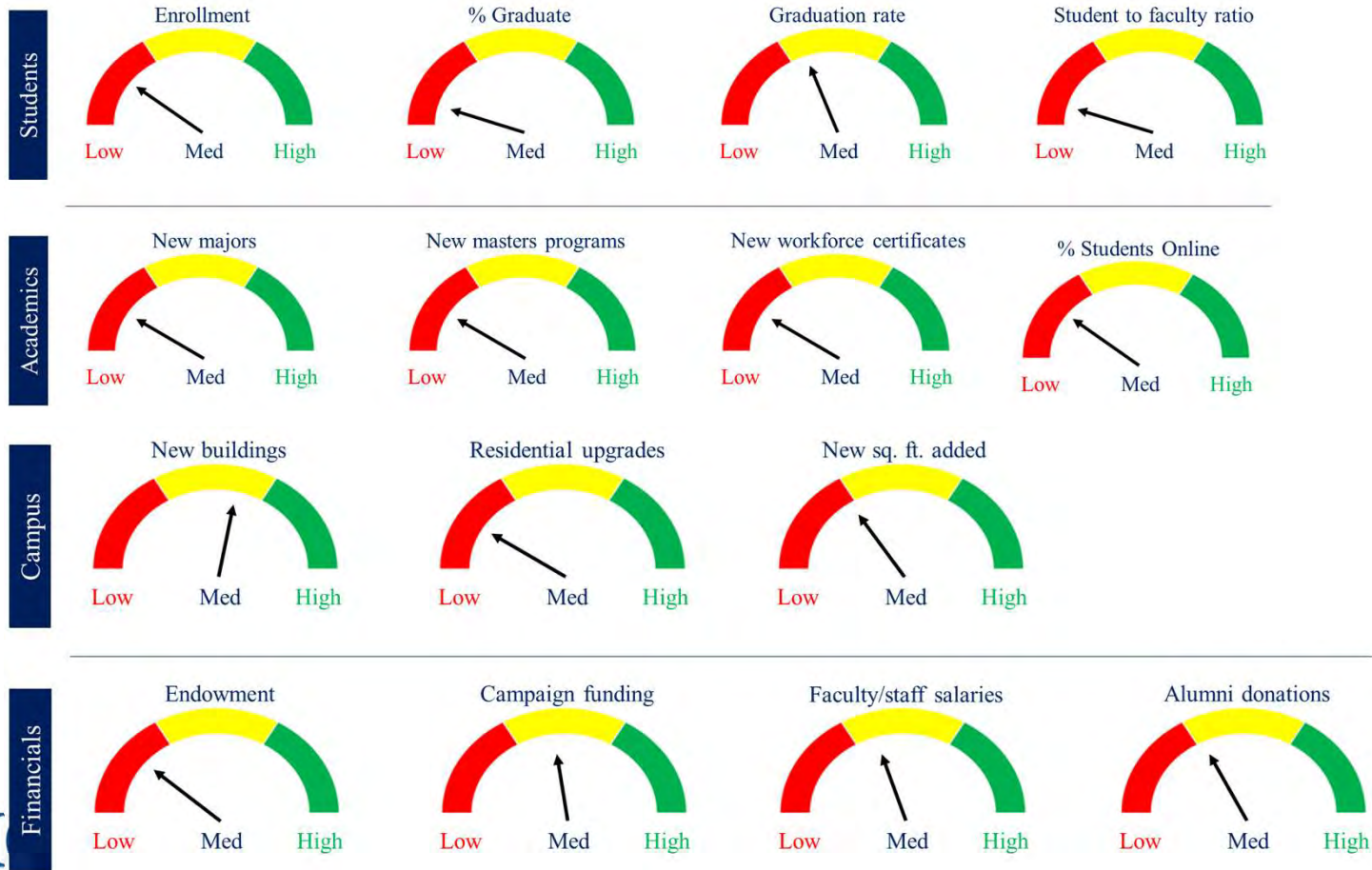
Source: Dr. Paul Friga



## Example: University XYZ (Hypothetical Small Public Institution) – Strategic Investments



# A Performance Dashboard Can Help The Board Track The Progress Of A Strategic Plan



# Sharing Solutions

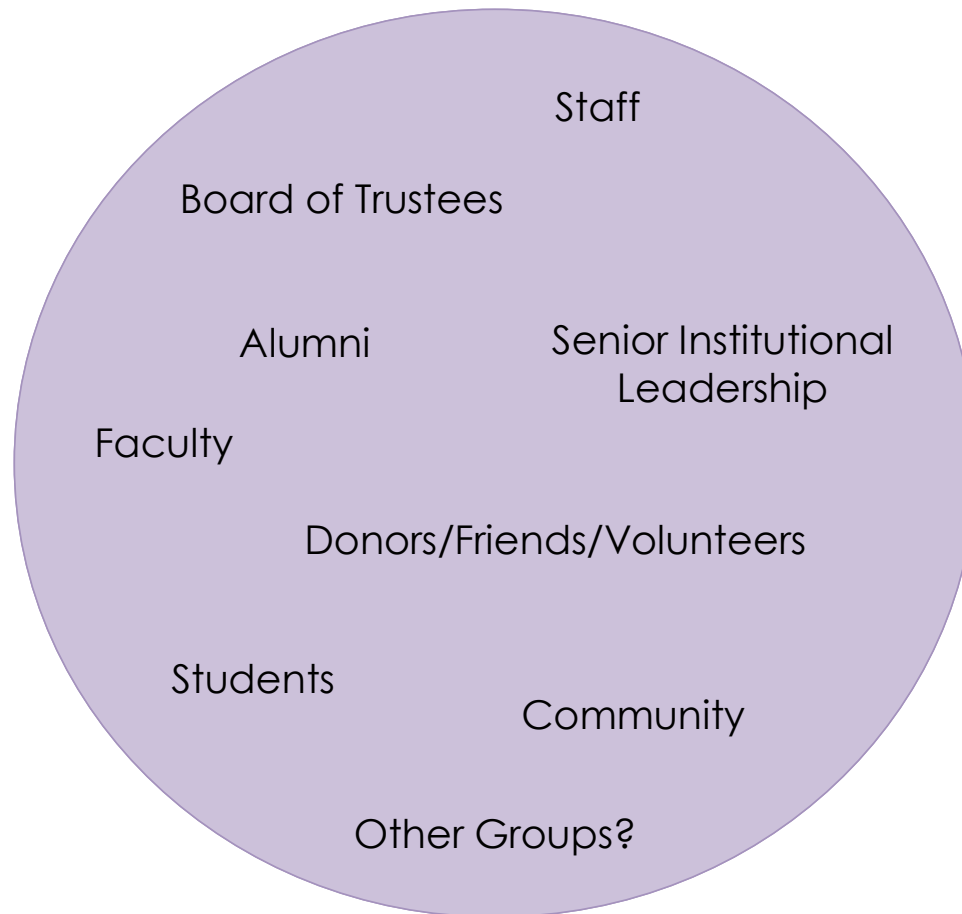
## Guiding Principles

Transparency, Honesty, Hopefulness, and Follow Up/Accountability

## Steps to Follow

- Socialize problems and solutions as much as possible
- No one should believe that expense reductions or revenue generating ideas came out of the blue (but expect people to act surprised)
  - Adhere to shared governance practices when you can
    - Set up a task force to recommend actions to you
- Determine your important constituencies and what they want/need to know
- Don't expect thanks, but this may be one of the most important things you accomplish in your presidency
  - Demonstrate moral leadership(walk the walk)
    - Focus on building long-term relationships

# Constituencies Require Differentiated Messages





## Ideas to Take Home

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- Document your key actions for your campus based on what you heard today
- Sharing your key actions with your colleagues at your table
- Share the best of your table discussions with the entire group

## Discussion With Attendees



# Thank you for attending this session!



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