TRANSFORMATION STRATEGIES FOR A POST PANDEMIC WORLD
NOW WHAT?

THE OUTLOOK FOR HIGHER ED IS VOLATILE, UNCERTAIN, COMPLEX & AMBIGUOUS

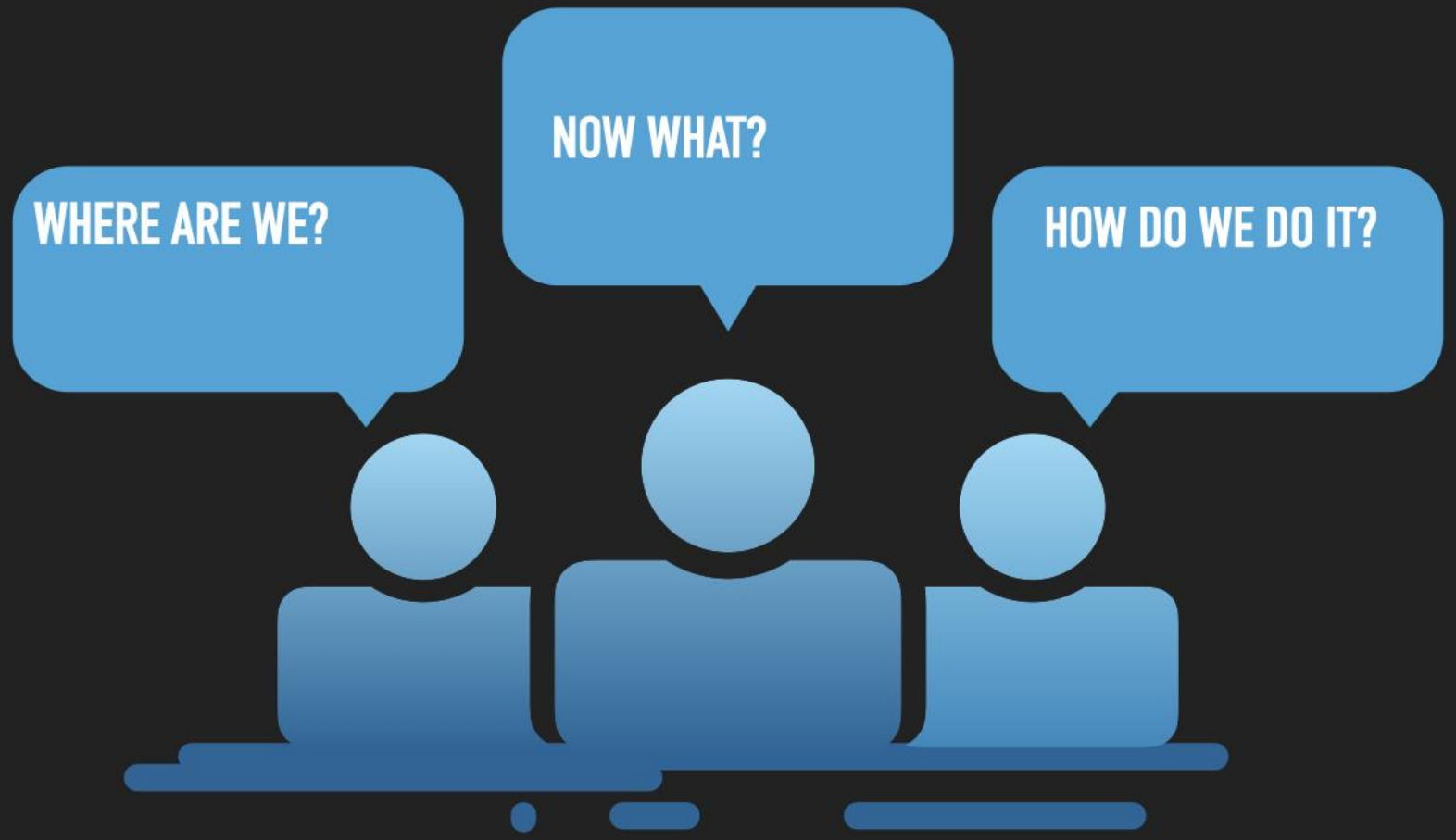
Phil Schubert, Ph.D., President, Abilene Christian University

CHANGE ACADEMIC PORTFOLIOS AND LEARNING MODELS.

STREAMLINE ADMINISTRATIVE STRUCTURES.

CONNECT RESOURCES TO STRATEGY &

SHIFT TO DATA- DRIVEN DECISION- MAKING


WHERE ARE WE?
NOW WHAT?
HOW DO WE DO IT?

WE HELP SCHOOLS TRANSFORM

- INSTITUTIONAL TRANSFORMATION
- COST COST TRANSFORMATION
- ACADEMIC TRANSFORMATION
- ADMISSION & ENROLLMENT TRANSFORMATION

MINDSTREAM

LEAD | SUPPORT | EMPOWER

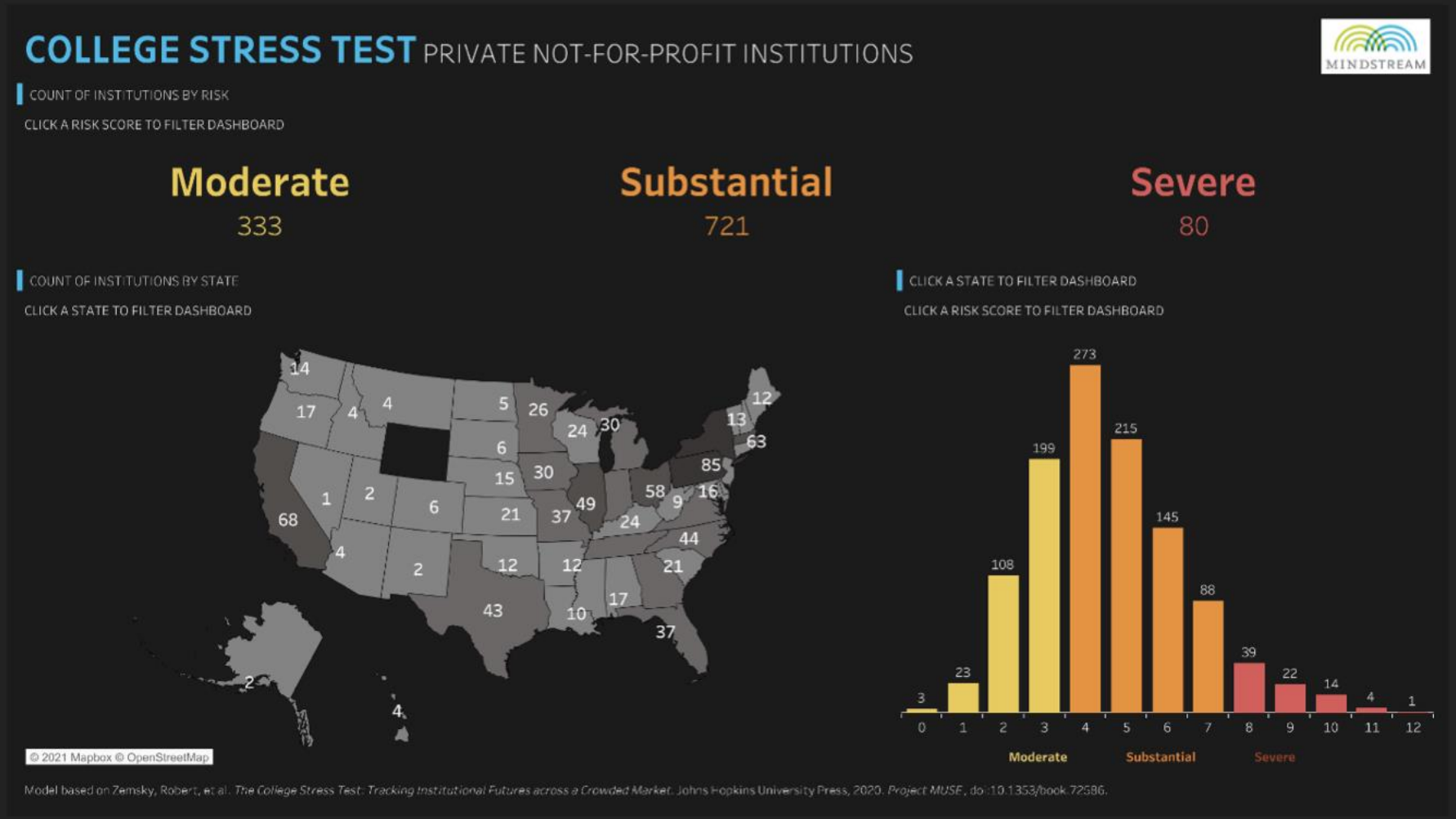
GREAT RECESSION

COVID PANDEMIC

TODAY

THE SAME SUSTAINABILITY QUESTIONS

- SHIFT TO REMOTE LEARNING
- DECLINING ENROLLMENTS
- DECLINE IN PUBLIC FUNDING
- PUBLIC PERCEPTION



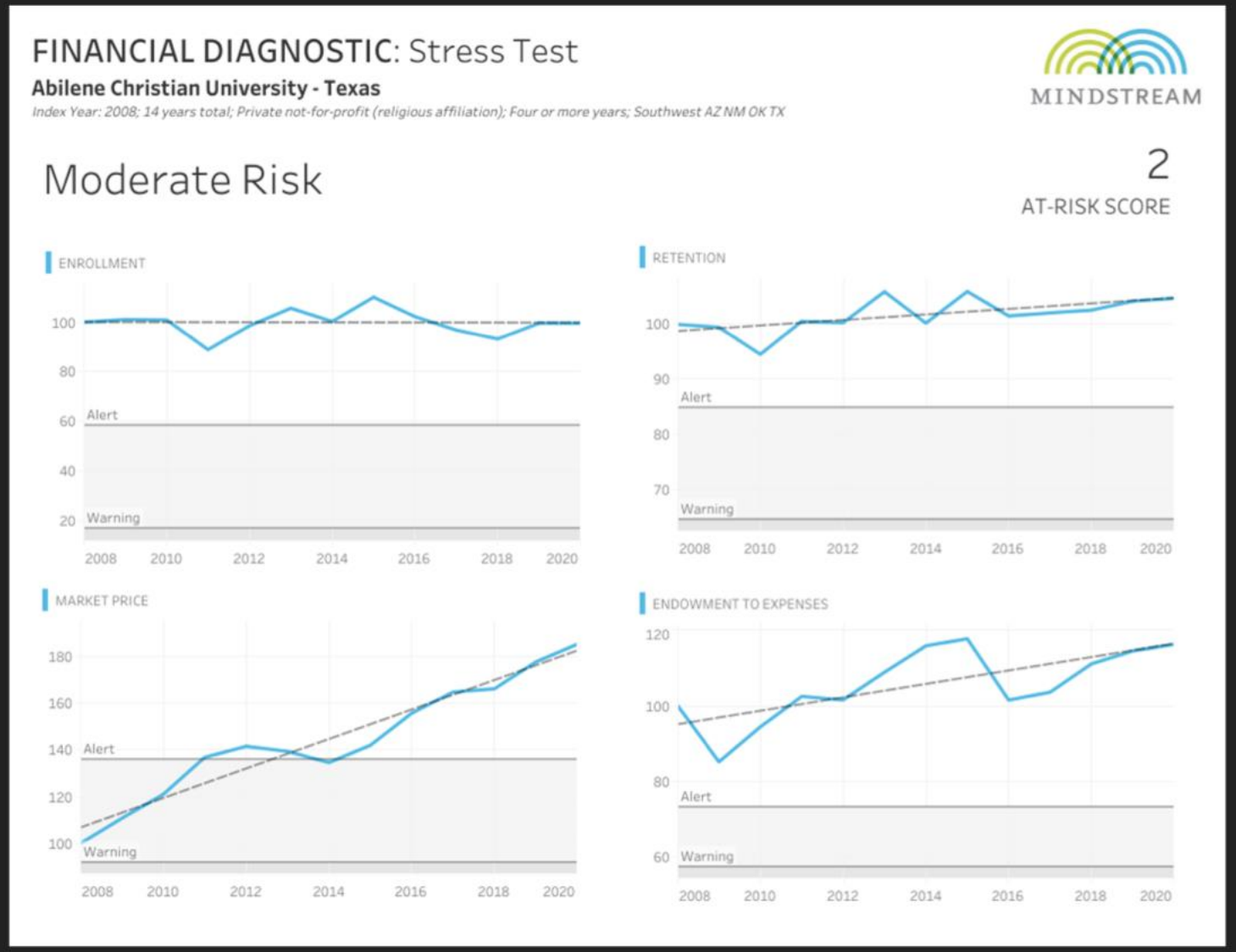
COLLEGE STRESS TEST

RISK ANALYSIS FRAMEWORK

- ENROLLMENT: MAGNITUDE OF PERCENTAGE CHANGE, 1ST YEAR STUDENTS
- RETENTION: 1ST TO 2ND YEAR
- MARKET PRICE: INCOME STABILITY
- ENDOWMENT TO EXPENSES: CONTROL OF EXPENSES

MARKET VIABILITY

- ENROLLMENT: MAGNITUDE OF PERCENTAGE CHANGE, 1ST YEAR STUDENTS
- RETENTION: 1ST TO 2ND YEAR
- MARKET PRICE: INCOME STABILITY
- ENDOWMENT TO EXPENSES: CONTROL OF EXPENSES



A LACK OF URGENCY IS THE TOP REASON THAT TRANSFORMATION EFFORTS FAIL

JOHN KOTTER, HARVARD BUSINESS REVIEW LEADING CHANGE, 1995

NOW WHAT?

Inside Higher Ed/ EY Parthenon CBO Survey 2021

Your view of the current moment

Transform your institution

Return to normal

Reset for growth

Shrink my institution

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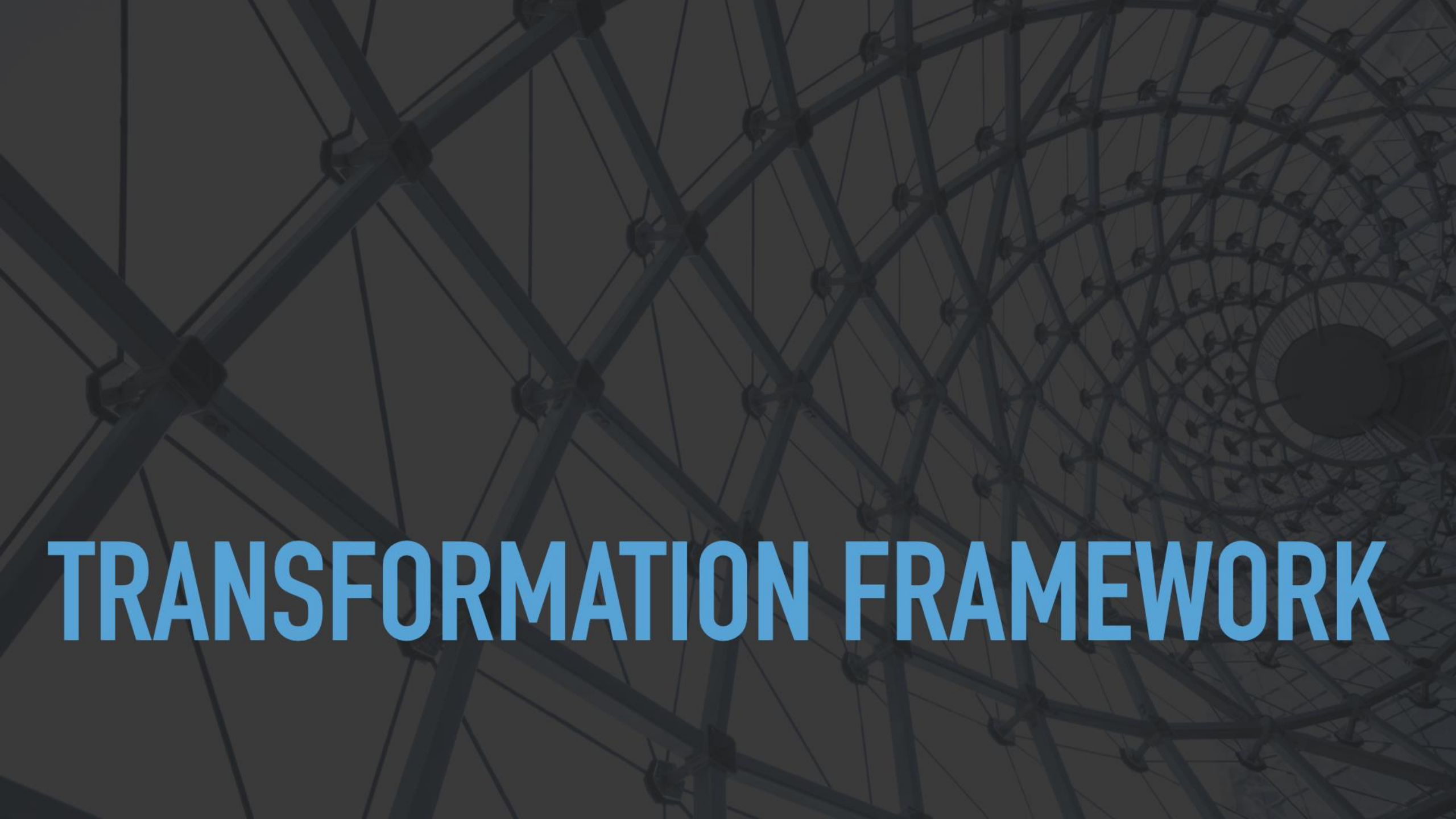
TRANSFORMATION FRAMEWORK

FRAMEWORK

- CHANGE ACADEMIC PORTFOLIOS & LEARNING MODELS

- STREAMLINE ADMINISTRATIVE STRUCTURES

- CONNECT RESOURCES TO STRATEGY

- SHIFT TO DATA-DRIVEN DECISION-MAKING

- ACADEMIC EFFICIENCIES & PRODUCTIVITY
- ACADEMIC PORTFOLIO
- LEARNING MODELS
- ORGANIZATIONAL STRUCTURE AND PROCESSES
- RE THINK SPACE
- RESOURCE ALLOCATION MODELS
- BUSINESS INTELLIGENCE
- SHARED SERVICES

KEY AREAS

- BUSINESS INTELLIGENCE

- SHARED SERVICES

BUSINESS INTELLIGENCE

- USE HISTORICAL DATA COMBINED WITH STATISTICAL MODELING, DATA MINING TECHNIQUES AND MACHINE LEARNING
- MAKE PREDICTIONS ABOUT FUTURE OUTCOMES
- PROVIDE RECOMMENDATIONS AROUND OPTIMAL ACTIONS TOI ACHIEVE GOALS

What type of analytics?

Regression analysis

Machine learning (algorithm)

Don't know

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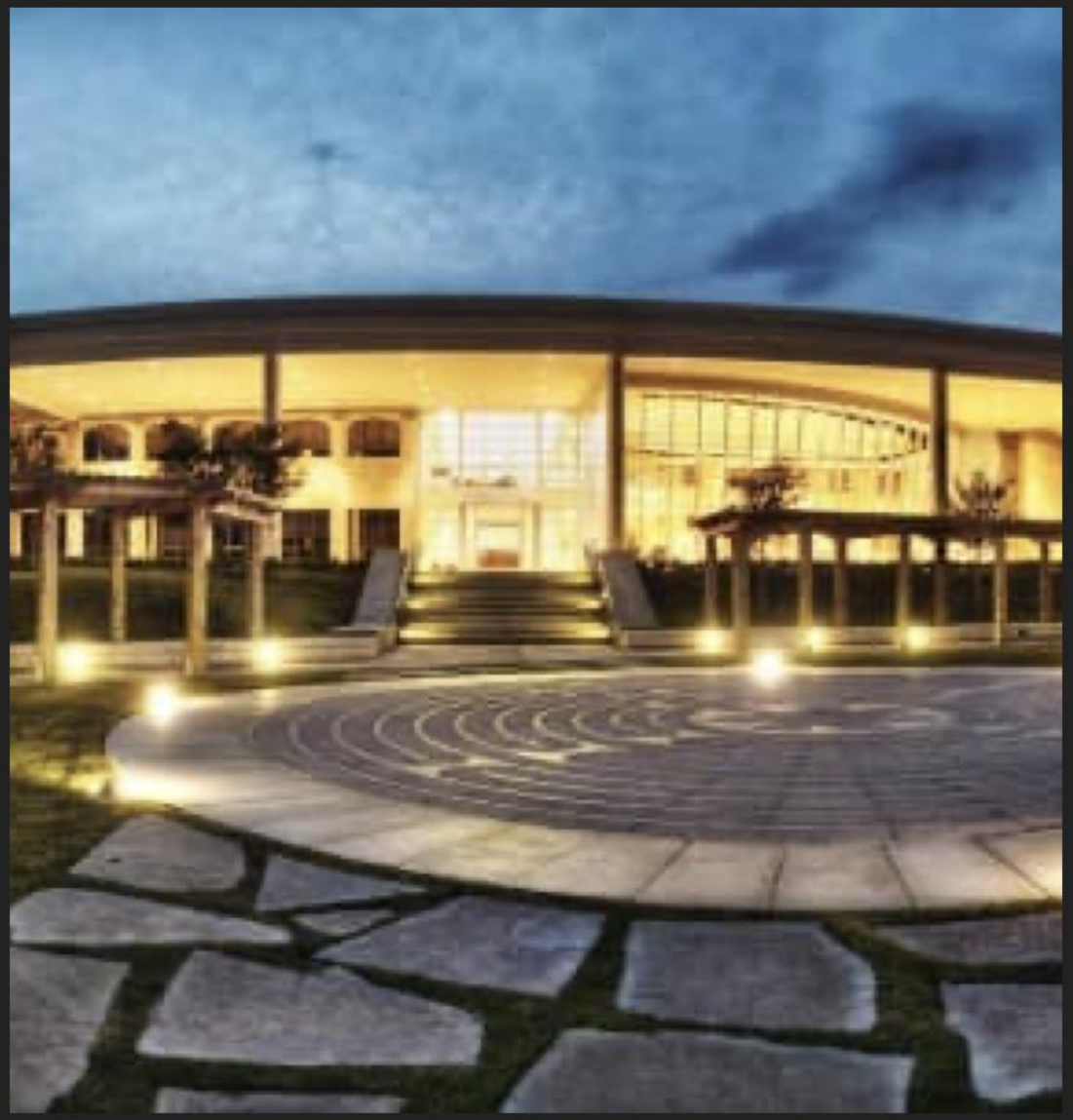
PRESCRIPTIVE ANALYTICS

ABILENE CHRISTIAN UNIVERSITY

ENROLLMENT MANAGEMENT

- INCREASED YIELD
- REDUCED SPEND
- REVENUE INCREASED, FROM $ 25 MILLION TO $ 26.1 MILLION



SHARED SERVICES

- SHARE SMARTER, SERVE BETTER

COLLEGES SERVICES

CLAREMONT CONSTORIUM

SHARED SERVICES

- ~ 30 SHARED OPERATIONS
- STUDENT SERVICES
- LIBRARY
- PAYROLL
- CAMPUS SAFETY
- INFORMATION TECHNOLOGY

OPTIMIZATION

TRANSFORMATION

ROADMAP

SHORT TERM (90 DAYS)

CREATE EFFICIENCIES IN ACADEMIC PORTFOLIOS & ADMINISTRATIVE SERVICES

MID TERM (6 MONTHS)

CREATE MORE ROBUST BUSINESS INTELLIGENCE & CHANGE MANAGEMENT SUPPORT STRUCTURES

LONG TERM (1 YEAR)

RESHAPE ACADEMIC PORTFOLIO, IMPLEMENT NEW LEARNING MODELS, ADOPT RESOURCE ALLOCATION APPROACH, CREATE SHARED SERVICES/ CONSORTIA, & ADAPT FACILITIES

ROADMAP TO SUSTAINABILITY