Administrative Partnership Models (APMs) for higher education institutions

For many universities and colleges, current administrative models are unsustainable and leaders recognize the need to better organize processes and optimize technology to allow more direct investment in the institution’s mission.

We see a new way to incorporate the value of “shared services” into a more holistic model tailored to each individual institution’s needs. This structure, which we call an Administrative Partnership Model (APM), is a customized model designed by, and for, institutional stakeholders. The APM approach incorporates the needs of central administrative areas and local schools and units more fully.

The result is a flexible, sustainable, cost-effective APM fully tailored to the entire institution, allowing the benefits to be shared by all.

No two institutions are alike and there is not a “one-size-fits-all” template for an ideal APM. However, many successful APM models contain the following components:

**Local units**
Faculty, staff, and students within schools and departments (end users/customers)

**Business partners**
Human resources, finance, and research administration professionals working in local units

**Centers of expertise**
University-wide support for policy, compliance, and specialized knowledge across administrative areas

**Business center**
Providing routine, high-volume transactions, and help desk support

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Please contact:
Virginia Fraser
Principal,
Deloitte Consulting LLP
vfraser@deloitte.com

Megan Clover
Senior Manager,
Deloitte Consulting LLP
mclover@deloitte.com

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