The higher education community is at an inflection point. College and university leaders, including presidents, chancellors, provosts, finance, technology and HR leaders, are facing unprecedented disruption across the academic enterprise. Deloitte understands the unique culture of higher education, and we take an issue based approach to serving our clients. On these disruptive issues in higher education, think Deloitte:

- Financial and operational efficiency
- Technology transformation
- Student experience
- Cybersecurity
- Organizational leadership
A fresh perspective

Deloitte is dedicated to advancing the mission of higher education by working hands-on with institutions nationwide to achieve lasting, impactful and measurable results. We understand no two higher education institutions are alike — and that every issue can have broad implications, which is why our approach is designed for flexibility, collaboration, and start-to-finish support. Our team brings together experience in the higher education sector, along with experienced analysts, strategists, and implementation professionals. We’re here to listen, learn, and solve the hard problems.
How we can help

A recognized leader in the higher education space, Deloitte has solved complex problems on over 900 projects with public and private higher education institutions nationwide. Deloitte’s higher education team has experienced professionals and industry leaders that turn ideas into impact for your institution. Our professionals have solved some of the toughest higher education challenges for our clients, including operational and financial transformation, student experience redesign, enterprise technology solutions, organizational leadership, and change management.

Learn More at www.deloitte.com/us/higher-ed-services
Financial and Operational Efficiency
Improve institutional performance

Higher education CFOs and senior leadership teams today face many new cost pressures and growing regulatory and compliance requirements. Not to mention opportunities and risks that come with rapidly changing technology. Deloitte takes a holistic approach to problem-solving, working collaboratively to advance financial efficiency and operational effectiveness across the entire higher education institution.

The Deloitte Difference

Drawing on the strength of Deloitte’s network and full suite of resources and capabilities, we offer tailored support for higher education CFOs and their teams – helping to identify, set, and execute their strategic vision and improve institutional performance. Our professionals have deep knowledge of the unique challenges facing universities today and work closely with CFOs and other higher education finance leaders to gather, interpret, and deliver insights that inform timely decisions. Together, we develop an approach that drives university-wide value for students, faculty, and staff.

Learn More at
www.deloitte.com/us/higher-ed-operations
Technology Transformation
Build a secure and flexible technology infrastructure

As the central nervous system of the modern academic enterprise, technology infrastructure can seem almost impossible to effectively modernize. Deloitte helps college and university leaders identify and transform to scalable, integrated higher education technology solutions that increase security, protect data, reduce costs, and foster a culture of innovation and collaboration.

The Deloitte Difference

Our technology professionals for higher education have years of relevant experience solving complex problems for higher education clients. Deloitte’s long-standing working relationships with a broad range of service partners give us the ability to build highly customized solutions. No matter what your unique situation requires — whether it’s enterprise technology solutions, IT strategy support, or analytics and information management — our system integration specialists are with you all the way: from requirements planning and testing, through deployment, and beyond.

Learn More at www.deloitte.com/us/higher-ed-technology
Cybersecurity
Safeguarding student information, data, and assets

In a world where digital environments are an embedded part of the higher education institution, it’s important to protect student, faculty, and research data while allowing space for effective collaboration. While cyber attackers adjust their tactics at an alarming pace, college and university Chief Information Security Officers (CISOs) and their security leadership teams also face high expectations from senior academic and administrative leadership to develop and maintain a sound cyber risk and governance regime. In addition, they face a constantly shifting regulatory environment as well as an erosion of direct control over the complex and quickly changing technology environment. Deloitte can help colleges and universities become more diligent and deliberate in being secure and resilient, focusing on policies and controls — utilizing standards such as NIST800-171 — to prevent the compromise of their most risk-sensitive assets and operations.

The Deloitte Difference

Deloitte is a leader in cyber security, risk, and governance, providing end-to-end capabilities for the spectrum of cyber threats in higher education. Our Cyber Risk Services practice is founded on Deloitte’s depth of experience in risk, regulation, and technology. We help colleges and universities achieve the fundamentals faster, by leveraging our engagement accelerators, extensive industry experience, and deep cyber risk domain knowledge to safeguard risk-sensitive assets and operations.

Learn More at www.deloitte.com/us/higher-ed-cybersecurity
Student Experience
Engage students and alumni in more meaningful ways

Deloitte’s Higher Education practice consists of former higher education administrators, leaders, and specialists, complemented by our world-class analytics capabilities, to impact the student and alumni experience. We understand and appreciate the changing landscape in the way both non-traditional students and the new traditional student learn and interact. Deloitte works collaboratively with higher education leaders, including presidents, provosts, and chancellors to engage students and alumni in meaningful, lasting ways to foster positive outcomes.

The Deloitte Difference

Today’s student experience is vastly different from past generations. The latest technology can help reach students in creative ways, but one-off implementations don’t fix underlying issues or outdated thinking. Deloitte works with provosts and other enrollment management stakeholders to create long-term strategic action plans and rethink what it means to engage with student bodies today. Our team brings together highly accomplished higher education professionals and enrollment analytics specialists who study data to identify anomalies and trends to turn insights into positive outcomes for your institution.

Learn More at www.deloitte.com/us/higher-ed-student
Organizational Leadership
Driving organizational leadership, talent, and culture in higher education

Shaping employee culture, often on a very limited budget, is a challenge for any industry. This is especially true in higher education, where schools are only as strong as the quality and reputation of its faculty, students and staff. Deloitte recognizes that people are the most valuable part of an institution and we work with human resource leaders to develop and implement human capital transformation strategies focused on talent development, organizational change, leadership development, employee experience, and talent transformation.

The Deloitte Difference

As a leader in human capital, Deloitte provides a set of end-to-end services designed to focus on every aspect of the issues facing higher education CHROs. We help colleges and universities create organization-wide change, strengthening employee experience and developing plans to attract, develop, and retain a talented and engaged workforce. Our consultative teams combine organizational specialists with seasoned higher education professionals who understand first-hand the unique challenges of higher education. And our in-house HR product suite helps to accelerate strategies while offering quick access to valuable insights.

Learn More at www.deloitte.com/us/higher-ed-talent
Deloitte has been serving higher education for over nine decades, from large public research institutions to small, private, liberal arts colleges, state systems of higher education, academic medical centers, community colleges and higher education research foundations and organizations.

Deloitte has served more than 175 institutions of higher education across our multidisciplinary consulting, advisory, audit and tax service offerings, including:

- 10 of the top 10, and 20 of the top 26 national universities;
- 19 of the top 25 private universities;
- 8 of the top 10 public universities

Clients Include

Berklee College of Music
Brandeis University
Brigham Young University
Brown University
Columbia University
Cornell University
Duke University
Emory University
Florida State University
Georgia Institute of Technology
Georgetown University
Harvard University
Indiana University
Johns Hopkins University
Loyola University Chicago
Massachusetts Institute of Technology
Miami Dade College
Michigan State University
New York University
Northwestern University
Princeton University
Southern New Hampshire University
Stanford University
Technical College System of Georgia
Texas A&M University System
The Ohio State University
The Pennsylvania State University
The University of California, Berkeley
The University System of Georgia
University of California, Irvine
University of California, LA
University of Chicago
University of Cincinnati
University of Connecticut
University of Michigan
University of Nebraska
University of North Carolina
University of Pennsylvania
University of Pittsburgh
University of Texas System
University of Wisconsin Foundation
Vanderbilt University
Washington University in St. Louis
Yale University
The issue

Higher education institutions confront a number of challenges, from dramatic shifts in sources of funding resulting from broader structural changes in the economy, to demands for greater accountability at all levels, to the imperative to increase effectiveness and efficiency through the adoption of modern technology.

Deloitte’s Center for Higher Education Excellence produces groundbreaking research to help colleges and universities navigate these challenges and reimagine how they achieve excellence in every aspect of the academy: teaching, learning, and research. Through forums and immersive lab sessions, we engage the higher education community collaboratively on a transformative journey, exploring critical topics, overcoming constraints and expanding the limits of the art of the possible.

“We wanted to provide an incubator to engage clients, create strong and meaningful partnerships, and celebrate the mission of teaching and research in higher education.”

- Bill Eggers, Executive Director
Deloitte Center for Higher Education Excellence

Learn More at www.deloitte.com/us/center-for-higher-education
Ask Deloitte About

When people ask, “What’s different about Deloitte?” the answer resides in the truest measure of our organization: The impact we make in the world. We honor that distinction. The largest professional services network in the world, Deloitte provides industry-leading services to the world’s most distinguished organizations, including 80 percent of the Fortune 500, and 20 of the top 26 national universities. Clients count on Deloitte 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 diversity and inclusion to digital reality. We invite you to ask Deloitte about...

Change Management  
Board Effectiveness  
Digital Reality  
Innovation for Equity in Higher Education  
Business Chemistry  
Diversity and Inclusion  
The Connected Campus  
Global Trends  
RePurpose
Deloitte University Relations Program

Deloitte’s University Relations (UR) program is a contributing factor as to why students join Deloitte, prospective clients select Deloitte, and faculty, administration and government influencers seek Deloitte. As the higher education environment continues to be disrupted, Deloitte’s UR program is clearly differentiating Deloitte.

The University Relations Advantage

University Relations brings our broad and deep capabilities of the firm together in a seamless and customized way to have a greater impact on a few, strategically aligned universities. When we do this, our brand is strengthened, our professional services increases, and our ability to attract top talent improves.

“University Relations is the hub that connects the dots around so many things that are important to the firm in terms of our acquisition of talent and enhancing our overall relationships with strategic universities.”

Deb DeHaas  Vice Chairman, Chief Inclusion Officer, National Managing Partner, Center for Board Effectiveness

Learn More at www.deloitte.com/highereducation
Contacts

To learn more about Deloitte’s higher education practice, please visit www.deloitte.com/highereducation or contact our higher education leadership

**Jeff Bradfield**  
Vice Chairman and National Practice Leader, Higher Education  
Deloitte Consulting LLP  
+1 312 486 5230  
jbradfield@deloitte.com

**Betty Fleurimond**  
Managing Director, Higher Education  
Deloitte Services LP  
+1 202 492 1453  
bfleurimond@deloitte.com

**Cole Clark**  
Managing Director, Higher Education  
Deloitte Services LP  
+1 703 626 4755  
coleclark@deloitte.com

Follow Deloitte Higher Education on Twitter, @DeloitteEdu

Connect with our practice leaders on LinkedIn

Like Deloitte US on Facebook

View Deloitte US on YouTube
To learn more about these specific higher education services, please contact:

**Student technology**
Matthew Alex  
Principal  
+1 312 486 5561  
malex@deloitte.com

**University Relations**
Scott Alexander  
Sr. Manager  
+1 404 631 2001  
scalexander@deloitte.com

**Facilities and space**
Mark Blumkin  
Managing Director  
+ 1 201 264 6234  
mblumkin@deloitte.com

**Talent and culture**
Scott Friedman  
Principal  
+1 215 789 2753  
scottfriedman@deloitte.com

**Budgeting and planning**
Scott Friedman  
Principal  
+1 215 789 2753  
scottfriedman@deloitte.com

**Administrative modernization**
Virginia Fraser  
Principal  
+1 412 402 5962  
rvfraser@deloitte.com

**Administrative modernization**
Scott Friedman  
Principal  
+1 215 789 2753  
scottfriedman@deloitte.com

**Sourcing and procurement**
Max Goralnick  
Managing Director  
+1 651 233 6485  
mgoralnick@deloitte.com

**Cyber risk services**
Mark Ford  
Principal  
+1 313 394 5313  
mford@deloitte.com

**Student and alumni engagement**
John Jibilian  
Managing Director  
+1 203 927 1432  
jjibilian@deloitte.com

**Indirect tax recovery**
Ann Kamasky  
Partner  
+1 414 807 9696  
akkamasky@deloitte.com

**Workday solutions**
Kathy Karich  
Principal  
+1 917 741 2140  
kkarich@deloitte.com

**Research administration**
Jim Kemp  
Managing Director  
+1 216 496 4383  
jkmemp@deloitte.com

**Student success**
Allan Ludgate  
Managing Director  
+1 212 829 6123  
aludgate@deloitte.com

**IT strategy**
Roy Mathew  
Principal  
+1 510 798 3102  
rmathew@deloitte.com

**Organizational transformation and HR strategy**
Daria McAteer  
Principal  
+1 925 899 8439  
dmcateer@deloitte.com

**Audit services**
Eric Morse  
Managing Director  
+1 317 752 6841  
emorse@deloitte.com

**Analytics and information management**
Scott Sognefest  
Principal  
+1 312 404 4808  
ssognefest@deloitte.com

**Student information systems**
Brandon Sosa  
Managing Director  
+1 626 392 3767  
bsosa@deloitte.com
Learn more at
www.deloitte.com/highereducation