



Administrative Partnership Models (APMs) for higher education institutions

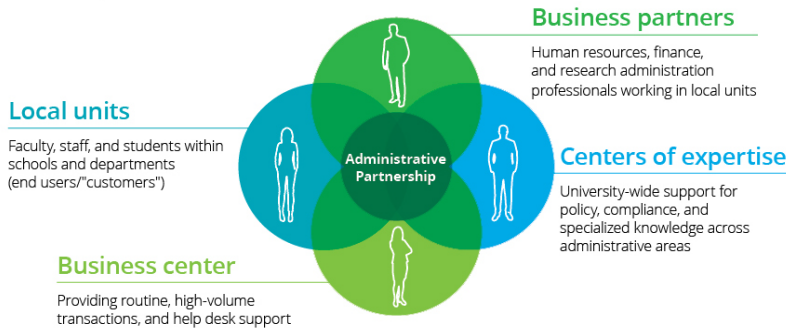


For many universities and colleges, current administrative models are unsustainable and leaders recognize the need to better organize processes and optimize technology to allow more direct investment in the institution's mission.

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:



- Have a strong vision, but work to incorporate a diverse set of perspectives**
- Look across people, process, and technology to define the right path forward**
- Bring innovative thinking about the use of technology**
- Over-invest in stakeholder engagement from the start and support with strong communications**
- Define and measure problems and success**
- Train, train, train**
- Focus on the customer/end user and cultivate a service mind-set at every interaction**



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