

2008 Consulting Highlights

Dear Colleagues and Friends,

2008 marked the beginning of our 4th decade of service to higher education executives and governing boards. It also marked a perceptible degradation in the financial environment in which U.S. colleges and universities operate — a weakening national economy, collapsing credit market, shrinking endowments, tougher immigration regulations, deeper appropriations cuts, falling real estate values and 401k balances...which have led to new recruitment challenges, uncertain enrollment management requirements, rising tuition rates, increased expectations for financial aid, and wise management for both operating and capital costs.

Internationally, there are also challenges facing government-funded institutions seeking to change or expand their missions to respond to evolving national priorities. Newly formed private institutions seek to become established in an environment where both tuition and philanthropy — essential ingredients in successful U.S. private higher education — are embryonic concepts.

Keys to Navigating Difficult and Uncertain Times Successfully

- Treating your core student markets as strategic assets
- Knowing who the real competition is and what they are doing
- Maintaining some measure of market differentiation that provides institutional distinctiveness
- Using technology to communicate, motivate, and educate, anywhere and everywhere
- Aligning educational delivery capacity with demand, maintaining the flexibility to adjust focus and capacity as demand changes
- Building and sustaining a sound and manageable financial position

The most effective paths through this gauntlet are an **intensified focus on mission and, thereby, brand, minimizing distractions, improved productivity, and proper alignment and management of resources.** We call that **Strategic Tractor®.**

We see our value as helping clients remain focused on the future while grappling with current economic and demographic realities — to help them gain and sustain competitive advantage. **We understand the keys to navigating in current waters and have the expertise and experience to assist clients in accomplishing those priorities.**

In the long term, the higher education industry will be strong as demographic changes push strategic workforce development priorities to the forefront and as our knowledge-based economy rebounds through advancement and innovation that springs from the academic enterprise. Your institution should be ready.

Inside, you will see examples of our capabilities. If there is perhaps one unifying theme across our work it is this: **To get the right answers, you have to ask the right questions; to get the desired results, you have to have the best ideas.** Kaludis Consulting's value emerges from this nexus.

GEORGE KALUDIS, PH.D.
Chairman and President



KALUDIS consulting

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University of Maryland, Baltimore

Strategic Opportunities Identification and Analysis

The University of Maryland, Baltimore's President engaged Kaludis Consulting to support UMB's efforts to develop a new international strategy. We were asked to identify and evaluate opportunities to extend the University's research, increase its visibility, and enhance its reputation through strategic international partnerships that had the potential to enhance collaboration among the professional schools that comprise UMB. With an initial focus on School of Medicine partnerships, we developed a strategic framework for evaluating opportunities and prepared preliminary analyses of priority geographic locations for in-depth exploration.

King Faisal University-Dammam

Conceptual Design and Strategic Planning

Located in Saudi Arabia's strategically important Eastern Province, King Faisal University-Dammam is well-positioned to become a leading professional university focused on the health, technical, and management professions. Kaludis Consulting was engaged to support development of a strategic plan to build KFU-D into that professional university serving national and Eastern Province strategic workforce needs. Leading economic development and diversification through applied research, especially in knowledge-based industries is a companion deep strategy. We developed a conceptual framework based on (1) internally integrated academic clusters in the health, technical, and management professions to enhance interdisciplinary activity and (2) academic clusters connected through a common research enterprise.

Phillips Academy Andover

Information Technology Strategic Planning

Kaludis Consulting assisted Andover in developing a plan for the long-term, strategic development and deployment of technologies to support educational, service, communications, and operational requirements. We provided a basis for the planning process by conducting a campus needs analysis and reviewing existing technology resources, services, and support.

George Washington University

Pricing and Financial Aid Strategy

As one of the most innovative universities in developing 5-year guaranteed tuition rates and related financial aid commitments, George Washington University sought to review and reaffirm or modify its pricing strategy and tuition and aid policies which were built around GWU's core student market. Kaludis Consulting supported the senior executive team in developing pricing and aid strategies and rationales for both internal and external constituencies, which resulted in a new 5-year plan focused on increasing affordability and reducing cost for middle-income families.

DePauw University

Administrative Information Systems Review

Kaludis Consulting performed a post-implementation review of DePauw's administrative systems upgrade project that consisted of Oracle's financial and human resource modules; PowerFacts; and internally developed student, admissions, development, and web services. We recommended functionality improvements based on campus requirements, comparable commercial solutions, and relevant best practices.

Park University

Enrollment Management and Financial Strategies; Financial Modeling

While enduring challenging financial circumstances, Park University sought advice from Kaludis Consulting on ways to improve efficiency and effectiveness and gain Strategic Traction®. We identified the key economic drivers, developed a financial forecasting model to test alternative scenarios, and devised a strategy around differentiated lines of business and market segmentation to improve the attractiveness of program offerings, implement competitive pricing, realign delivery capacity in a refined economic model; and deliver a stronger bottom line through improved marketing, recruitment, retention, and graduation.

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Montgomery College

Technology Planning and Improvement

This multi-campus Maryland institution engaged Kaludis Consulting to review its technology environment (network and telecommunications infrastructure), including a planned relocation of its network operations center. We completed a capacity-and-functionality assessment and helped the College develop a strategic multi-year, consolidated network and infrastructure plan. In addition, we conducted a requirements analysis for room-scheduling and event-management software, and an evaluation of graphics design software use and options for academic programs.

American Medical Informatics Association

Strategy Development

Kaludis Consulting is supporting AMIA as it builds the professional foundations of this emerging professional field. The firm's entry into the professional association market is a natural extension of its work in higher education, especially in the health professions field. The initial work for AMIA involves support for its Academic Forum to build a strategic information foundation for academic program profiles, compensation levels metrics, and models of the profession. This work will provide a platform for additional research and development.

Spring Hill College

Financial Plan and Strategy; Financial Forecasting Model

Kaludis Consulting was engaged by Spring Hill College to help develop a response to the Southern Association of Colleges and Schools (SACS) concerning the College's financial position and strategy. We built a financial forecasting model to test the impact of various strategic options, conducted several internal review-and-analysis sessions with senior management examine those options and chart a new course, and supported preparation of the College's formal written response.

Elon University

Education Finance Strategy

Elon University was the first institution to work with Kaludis Consulting on new strategic concepts for improved relationships between universities and families and students in their core markets on financing their education programs. Included in the effort were evaluations and recommendations in the following areas: communications/counseling goals and aligned strategies, given changed market conditions; a survey of current practice; service level and cost benchmarks; quality and speed of student accounts receivable processes; options to enhance liquidity for families through the undergraduate experience.

King Fahd University of Petroleum and Minerals

Research Strategic Planning

In response to increased government investment in Saudi Arabia's university research environment, King Fahd University of Petroleum and Minerals engaged Kaludis Consulting to review its complete research program and propose a strategy and structure to provide the capacity needed to meet national expectations for economic development and diversification and preparation of scientists, engineers, technical professionals, and business executives and managers to meet the Kingdom's strategic workforce needs. The review included analysis of KFUPM's research economy and case studies of international research universities' best practices for structuring, funding, and conducting research. Recommendations proposed a new conceptual model and focused approach for research; articulated cultural, financial, and structural change agendas; and defined critical success factors.

*We operate
at the edge of
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Kaludis Consulting

Kaludis Consulting has been a trusted source of strategic advice for colleges and universities for more than 30 years. Helping institutions gain and sustain Strategic Traction® is the foundation of our work. We operate at the edge of change, helping colleges and universities develop focus, set direction and achieve alignment — mastering their strategic environments.

We support the analysis, thinking, and planning that anticipates the next wave of opportunities and challenges and responds through effective decision-making and management. Kaludis Consulting provides the knowledge, perspective, and guidance that enable institutions to achieve their preferred future.

Our service portfolio includes:

- **Strategic and Business Planning**
- **Institutional Economics and Financial Modeling**
- **Deep Strategy™ Analysis and Alignment Review**
- **Technology Planning and Enhancement**
- **Executive Transition Support**



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