Institutional Maintenance Check List

- Take a close look at the optimum number of students that your campus can adequately service – bigger is not always better. Consider right-sizing your enrollment goals.

- Re-evaluate your academic program portfolio to consider how your current mix of programs meets the needs of your primary demographic. Consider which programs you need to add, and which programs you need to sunset.

- Enhance retention efforts through the integration of early warning signs to support student success, or the creation of a “one stop shop” to improve efficiency and deliver more robust student services.

- Examine your financial budget for legacy expenses that no longer align with your new plan.

- Explicitly link enrollment, program design, support and assessment, residential life and post graduate employment into a comprehensive “cradle through career” strategy.

- Conduct “student cost audit”, seeking new ways to reduce total cost to students, i.e., mandatory use of digital textbooks and/or Open Education Resources (OER) by faculty.

- Ending the Athletic Arms Race by eliminating certain teams and/or moving DII or DIII status.

- Use of unconventional facilitates, including available meeting/conference facilities in your community, where daily fees are charged and no “build out” cost are incurred. Examples: Villanova University and “The Hub” in Philadelphia.

If the situation is dire, MM3-5 institutions may have to seek out external resources and strategic partnerships to address declining enrollments and increased cost

- Engaging one or more of the plethora of third-party companies able and willing to give a shot of innovation to your academic offerings. Companies that will help to fundamentally transform the way students are taught and how they learn.

- Establishing strategic partnerships with other institutions, non-profit and for-profit institutions to offer students an enhanced academic experience that you cannot easily obtain.

- Considering new and innovative paths to degrees, such as three-year/90 semester hours bachelor degrees, competency-based degree programs, online/on-campus hybrid degrees and “stackable” degree programs.

- Instituting teaching policies that lead to greater faculty productivity and, at the same time, transformative pedagogical innovation.

- Outsourcing some business operations to create efficiencies and combine some internally to provide more explicit connections, for example, between academics and student life and alumni and career placement, campus parking etc.

- Monetizing real estate, working with third party, private developers to purchase non-essential facilities while still maintaining control of the land, program and social contracts with your students.