



# Academic Program Prioritization Overview

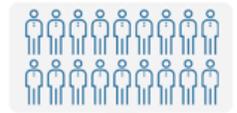
## North Dakota State University

## About Huron

Huron is a global consultancy that collaborates with clients to drive strategic growth, ignite innovation and navigate constant change. Through a combination of strategy, expertise and creativity, we help clients accelerate operational, digital and cultural transformation, enabling the change they need to own their future. By embracing diverse perspectives, encouraging new ideas and challenging the status quo, we create sustainable results for the organizations we serve. The Company was founded in 2002 with about 200 professionals and it has grown to more than 3,800 today. Huron is headquartered in Chicago, with offices across the United States and around the world. In 2019, Huron served more than 1,800 businesses and institutions, including 350 new clients.

We bring depth of expertise in strategy, technology, operations, advisory services and analytics to drive lasting and measurable results in the energy & utilities, healthcare, higher education, financial services, life sciences and other commercial industries. Through focus, passion and collaboration, Huron provides guidance to organizations as they contend with the change transforming their industries and businesses. Learn more at [www.huronconsultinggroup.com](http://www.huronconsultinggroup.com).

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More than 3,800 full-time professionals with leading expertise



2019 revenue of \$877 million



Huron served more than 1,800 businesses and institutions, including 350 new clients

## Huron Mission, Vision, and Values

Huron has a fundamentally unique culture that is built upon our extraordinary people, our clients and our values. We have outgrown our small company roots, but our relentless passion to exceed our clients' expectations permeates our organization and is evident in how we treat our clients, our projects and each other. Throughout this implementation, North Dakota State University will quickly see that Huron approaches our client relationships by always asking whether we have exceeded expectations and delivered value – above all else, these are our measures of success.



Best Firms to Work For (9+ years) Consulting Magazine



America's Best Mid-size Employers 2016 Forbes



Healthiest Companies in America Interactive Health



Corporate Equality Index Perfect Score Human Rights Campaign Foundation

Our values are more than just words – they are characteristics that we expect from every one of our consultants every day. When NDSU engages with Huron, you can rest assured that we as

individuals and as a firm are committed to demonstrating these values on our engagement. Projects of this size and complexity will inevitably have unexpected turns and you need to trust that your partner will always do the right thing.

**Our Mission** is to enable organizations to improve fundamental performance, reinvent their business, generate new growth platforms, and lead their people through transformational change.

**Our Vision** is to empower our clients, our people, and the communities we serve to own their future.

**Our Values** are:

- **Integrity:** We value authenticity and honesty. We do the right thing regardless of the consequences.
- **Collaboration:** We commit to working with respect and transparency and recognize we are better together than apart.
- **Impact:** We are passionate about making a difference and take initiative to have a lasting impact on the organizations and communities we serve.
- **Intellectual Curiosity:** As lifelong learners, we explore and encourage new ideas, and challenge the status quo.
- **Inclusion:** We embrace difference perspectives and draw on the strength of our diversity.
- **Excellence:** We strive to excel and continually exceed the expectations of our clients and our people, holding each other accountable for our actions and outcomes.
- **Humility:** While confident in our abilities, we realize that our current knowledge is but a fraction of what we have yet to learn, discover and create.

## Huron in Higher Education

Today, leaders of higher education institutions and academic medical centers are spending more time reacting to market forces to survive, rather than focusing on the essential priorities that help their students and faculty thrive. With our higher education expertise, collaborative mindset, and outcomes-focused approach, we can help. From assessment through implementation, we partner with our clients to identify and realize unique opportunities across all functions and help advance their institutional missions. Huron has

- Worked with more than 500 institutions, including all top 100 research universities
- Conducted over 7,000 successful engagements
- Professionals who have been dedicated to providing services and solutions to the industry for more than 25 years.

Huron's team of higher education experts delivers comprehensive management consulting services and solutions to universities and academic medical centers. We are the largest practice serving the higher education industry, and our team is the foundation that drives client success, bringing unmatched experience, passion and commitment to every engagement. Our diverse backgrounds and perspectives enable us to design and implement comprehensive, customized solutions that measurably improve our clients' abilities to support and advance their core missions—education, research, patient care and service.

In an industry that necessitates change, we challenge the status quo, enabling our client partners to evolve by identifying and realizing unique opportunities across all functions. Leveraging our more than 25 years of experience, highly collaborative mindset and outcome-focused approach, we help clients align and optimize resources to advance their institution today and better prepare for the future. Together, we design and implement solutions that span strategy, operations, technology and research. We are proud to serve this important industry because we believe in the transformative power of higher education—and together with our clients, we can make an even greater impact.

Huron's industry specialization allows our team to bring an unmatched range of skills and services to each engagement. We continuously invest in the depth of our expertise and are committed to leveraging our knowledge and best practices to meet our clients' changing needs. Our team participates as members and subject matter experts in industry organizations, actively engages as leaders at conferences, and contributes to industry-focused committees, staying up-to-date on current issues and trends.

# Project Overview

## Timeline

PROJECT PHASE	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Mar 1	Mar 8	Mar 15	Mar 22	Mar 29	April 5
<b>Gather NDSU Input and Perspective</b>	Data Collection and Campus Interviews			Town Hall and Campus Survey			Model Development*			Socialize Assessment Results		
<b>Project Phases</b>												
1. Project Initiation	★											
2. Academic Portfolio Assessment				★	★							
3. Positioning Study								★				
4. Campus Engagement										★		

Project Phase Key Meeting 

## Process

Huron’s approach is grounded in our experience conducting similar engagements and allows us to facilitate data-driven discussions with North Dakota State University stakeholders and integrate both qualitative and quantitative information to develop strategic academic recommendations, with a focus on resource optimization and enrollment growth. This approach will allow us to further evaluate and develop the University’s capacity to build consensus around these mission-driven recommendations and prepare the NDSU community for a successful implementation.

### Project Initiation

In preparation for the formal project launch, Huron will schedule a meeting with select NDSU leaders to confirm our project scope, timelines, priorities and expected deliverables, as well as to develop an action plan that defines both roles and responsibilities for Huron and the University. Through initial conversations with the project leadership team and a kick-off meeting, Huron and the NDSU leadership will also confirm key academic areas of interest and align on any ongoing strategic initiatives that may influence project recommendations.

Prior to formal project launch, we will submit a data and interview request for all project components to ensure the initiation of Huron’s academic and strategic analysis is as productive as possible. The data collection process is intended to be exhaustive, ensuring that all academic functions of the University are captured (e.g. instruction, academic support, research, etc.), and its functional leaders engaged in the process. The document request will include information related to governance, organizational structure, historic and current financial information, and other critical data elements.

During this initial task, we will also work with NDSU leadership to establish project governance, ensuring that there is a clear understanding of roles and responsibilities for institutional stakeholders and the Huron team. This structure will ensure the engagement of campus stakeholders, as appropriate, and serve as a central mechanism for building consensus and developing early champions for the initiative.



## Academic Portfolio Assessment

For this assessment, Huron proposes to work in partnership with academic leadership to explore current academic offerings with regards to their economics, market relevance and mission alignment. This workstream will be driven by an intensive analysis of institutional data focusing on the most common elements of academic cost management, including: (1) program economics, (2) program structures and (3) academic policies.

Illustrative data requests that will inform this component of the review include:

- **Course Economics:** demand, seat availability, tuition revenues, and enrollments by course and section
- **Program Structures:** academic taxonomy, instructional delivery, course alignment, etc.
- **Academic Policies:** course-load policies, course-release policies, drop-add policies, etc.

## Positioning Study

As the academic portfolio assessment moves forward, Huron will begin a study of NDSU's current market position, with a focus on state and regional demand, projected labor need and peer/competitor programming. This work will run concurrently with our academic portfolio assessment throughout the analytic phase of the project to provide NDSU with insights into both internal and external performance. The proposed analysis will allow Huron to approach market demand through the lens of North Dakota's workforce need, as well as other key counties/states (e.g., Minnesota) that may be included in NDSU's immediate footprint.

## Campus Engagement

Following model development, we will hold a meeting with NDSU leadership to share and discuss potential opportunities and solicit feedback from the group. This meeting will focus on vetting each opportunity in the context of NDSU's current needs and future direction. Equally important, it will be critical at this stage to reflect on the people, capabilities, resources, culture and capacity to change to assess the University's readiness to successfully execute its set of academic priorities. Once the draft report and its associated opportunities have been thoroughly vetted by NDSU leadership, Huron will partner with the NDSU community to share the findings and gather additional feedback from across campus.

# Huron Project Team



## Peter Stokes

**MANAGING DIRECTOR**

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Peter is a Managing Director in Huron's Education and Life Sciences Strategy & Operations (S&O) group, focusing on strategic planning and student success. Over a 20-year career, he has worked with presidents, provosts, deans, and other senior institutional leaders at a diverse array of public and private institutions across the U.S. as they have sought to reach new audiences, develop innovative curricular models at both the undergraduate and graduate levels, support the work readiness of their graduates, and engage more meaningfully with their alumni and employer partners. He is the author of *Higher Education and Employability: New Models for Integrating Study and Work* (Harvard Education Press, 2015) and a contributor to *Reinventing Higher Education: The Promise of Innovation* (Harvard Education Press, 2011, edited by Wildavsky, Kelly, and Carey), among other publications.



## Mike Cogan

**DIRECTOR**

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Mike has spent nearly 30 years in a higher education environment at the executive, consultant, staff and faculty level. He has led more than two-dozen academic resource optimization and cost-to-educate projects across the country with an emphasis on curricular program economics, faculty effort and academic resource allocation. Mike has extensive experience working with ERP data extracts from various platforms to include PeopleSoft, Banner, Workday, etc. He is an experienced facilitator with proven success building relationships between academic and administrative leadership across institutions, supporting them in matters related to planning, decision support, budget, finance, teaching, research, enrollment management, learning assessment and student outcomes.



## Mara Hill

**ASSOCIATE**

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Mara is an Associate in Huron's Higher Education Strategy & Operations practice. Mara has nearly seven years of experience in the higher education industry. She focuses on supporting institutions across the higher education industry in achieving their objectives related to academic portfolio optimization, optimal financial management, and administrative efficiency and effectiveness. Prior to joining Huron, Mara obtained a bachelor's degree from the University of Michigan Stephen M. Ross School of Business. Mara also worked for three years in the University of Michigan Undergraduate Admissions Office where she gained experience in the enrollment management and student services functions.



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