

## **Focused Strategic Analysis**

In addition to comprehensive strategic planning, we work closely with our clients in providing a variety of strategic analyses that focus on selected areas within the institution, specific issues or unique planning scenarios. We apply the principles of our comprehensive strategic planning process to particular institutional needs to enable institutional leadership to evaluate the environment, think strategically and make significant decisions about the future with confidence and alacrity. These projects include:

### ***Strategic Mission Review***

We lead institutions through the process of reconsideration of basic elements of their mission, helping them to determine the answers to critical questions: Should they provide co-educational or single-sex educational programming? Should they remain or become a liberal arts or comprehensive college or university, or should they merge with another institution? We help the whole campus community—board, executive team, faculty, staff, students and alumni—work together to determine and share ownership of the course that will best allow the institution to sustain its mission and thrive in the future.

### ***Programs and Resource Optimization (PRO)***

Stevens Strategy has developed Programs and Resource Optimization (PRO), a new transformational academic program review process. PRO is an analytical review of academic programs that engages the institution and involves faculty, staff, alumni and trustees. The academic program review process has 4 key analytic components: Mission-Centeredness, Quality, Marketability, and Responsibility Center Data-based Analysis. Each academic program is reviewed and measured based upon Mission, Quality, Marketability, Net Income and ranked within three tiers: From extremely successful to extremely unsuccessful. With the analytical output of PRO, institutions can shift resources and develop goals that optimize academic program offerings and strategically manage change. These findings can drive transformational decisions that result in significant shifts in institutional quality and financial performance.

### ***Strategic Organizational Review***

Are your key organizational units operating efficiently and effectively? How do you know if you are getting the most from your resources, whether you are taking appropriate advantage of the latest technology, or if there are better ways to deliver institutional services? We can help your institution to review processes, analyze expected and realized results, and assess customer satisfaction. Then, based on these findings, we can help you to develop and implement changes to increase your organizational effectiveness and efficiency. With major change efforts such as process redesign or organizational restructuring, we work closely with your staff to ensure that those who will be most affected by changes in the work environment are deeply involved in the process of analysis, assessment, and work redesign.

### ***Candidate Identification Search***

Our Candidate Identification Search process focuses on providing just back-room search support-- securing qualified candidates for our clients in an expedited fashion and costing about half as much as a traditional search process. Unlike a traditional search, the client determines the job description, job classification, and desired salary range for the open position, manages its internal search decision-making process, conducts on its own off-site or campus visits with the semi-finalists and finalists, addresses candidate negotiations and is responsible for the appointment process. By taking institutional ownership of these elements of the search process and relying on Stevens Strategy for back-room search support, considerable savings are realized.

### ***Accelerated or Abridged Planning***

In cases where significant planning efforts have already been initiated but require expert input and/or guidance to move forward or where time or resource constraints make the full strategic planning process impractical, we can introduce an abridged version of our traditional planning process to help your institution achieve success. We can also focus our efforts on aspects of one of our time-tested phases of strategic planning, like strategic issue identification or operational planning.

### ***Strategic Enrollment Management, including Survey Research***

We guide institutions through the consideration of what their markets for students should be, how they should position and price themselves in those markets, what the quality, size and mix of their student body should be, and what they should do to recruit and retain that student body. We conduct a thorough program and organizational evaluation and develop with you a research plan that relies upon internal and market-based focused group discussions and random sample surveys to determine student satisfaction with your current programs and how these programs and new ones might appeal to the marketplace. Typically we work with a cross-functional team to develop an enrollment management plan based upon our evaluation and the results of our research.

### ***Strategic Infrastructure Review***

We help institutions determine how their physical campus should be developed and physical spaces should be allocated to achieve their mission; what mechanisms for planning, resource allocation, and delivering quality services will enable them to achieve their vision; and what uses of technology, in and out of the classroom, by faculty and administrators, and across programs and sites, will best enable them to deliver services and programs that meet the needs of their stakeholders and support their mission.

### ***Strategic Technology Assessment and Implementation***

Change is difficult and technology can be confusing—together they can bring an institution to its knees. We have the people, the expertise, and the implementation processes to bring your systems on-line successfully and with as little disruption as possible. We can help you assess which administrative computer system is best for your institution, when you should upgrade, what features are most important for you, and how

much can you afford. We can help your institution address these key questions during the all-important systems selection process. Then we can manage the implementation of your selected information systems smoothly, efficiently, and in the context of your institutional culture and needs.

### ***Compensation System and Salary Equity Analyses***

Our compensation and equity studies help our clients determine the competitive rates of pay at peer higher education institutions. The studies serve to provide timely information regarding compensation programs—including detailed information related to wages, salaries and employee benefits—offered to faculty and administrative personnel at comparable higher education institutions. We also provide strategies for simplifying an institution's employee classification and organizational systems as part of this product.

### ***Regional Workforce Analysis***

Our Regional Workforce Analysis service identifies those industries in your institution's state or region that are critical to the economy; determines through a tested process realistic predictions of each industry's labor needs and the gap between supply and demand in these areas of need; and then develops a plan for your institution or system of institutions to fill the gap.