



# Delivering your mission in uncertain times



In today's rapidly evolving landscape, research universities are navigating a myriad of challenges that demand unprecedented adaptability and innovation. From the aftermath of COVID-19 and rising stakeholder activism to heightened campus polarization, change is no longer the future—it's the present. Institutions must now confront major uncertainties concerning their long-standing research partnerships with the federal government, including debates over NIH indirect cost rates.

Simultaneously, they face new pressures on traditional revenue streams, such as potential hikes in endowment taxes, dwindling state funding, and declining international enrollments. To thrive in this environment, universities must become trailblazers in their research endeavors: diversifying revenue streams, enhancing cost efficiencies, entering strategic alliances, and redefining societal impact.

## Uncovering Opportunities in Adversity

Successfully navigating today's challenges involves more than mere cost-cutting. It is about seizing opportunities to enhance service delivery, increase flexibility, and foster innovation to create new revenue avenues. By embracing these challenges, institutions can not only achieve operational efficiencies but can also elevate their strategic advantage in a competitive landscape.

### Enhance Costs Efficiency

#### Revitalize Research Initiatives

Critically assess and optimize your portfolio to align with current and future priorities.

#### Streamline Administration

Simplify research administration processes to eliminate inefficiencies.

#### Strategic Resource Allocation

Optimize research staffing and establish support "cores" that enhance productivity.

#### Asset Management

Evaluate and manage research facilities, adapting to changing needs and optimizing space utilization.

#### Smart Procurement

Leverage collective purchasing power for cost-effective resource acquisition.

#### Infrastructure Investments

Implement systems to accurately track and manage indirect costs.

### Innovating Revenue Streams

#### Harness Analytics

Utilize data to enhance the competitiveness of grant applications and diversify funding sources.

#### Philanthropy Strategy

Develop targeted strategies to increase science-related philanthropic contributions.

#### Foster Partnerships

Develop innovative programs that attract partners and create mutually beneficial collaborative opportunities.

#### Innovative Spaces

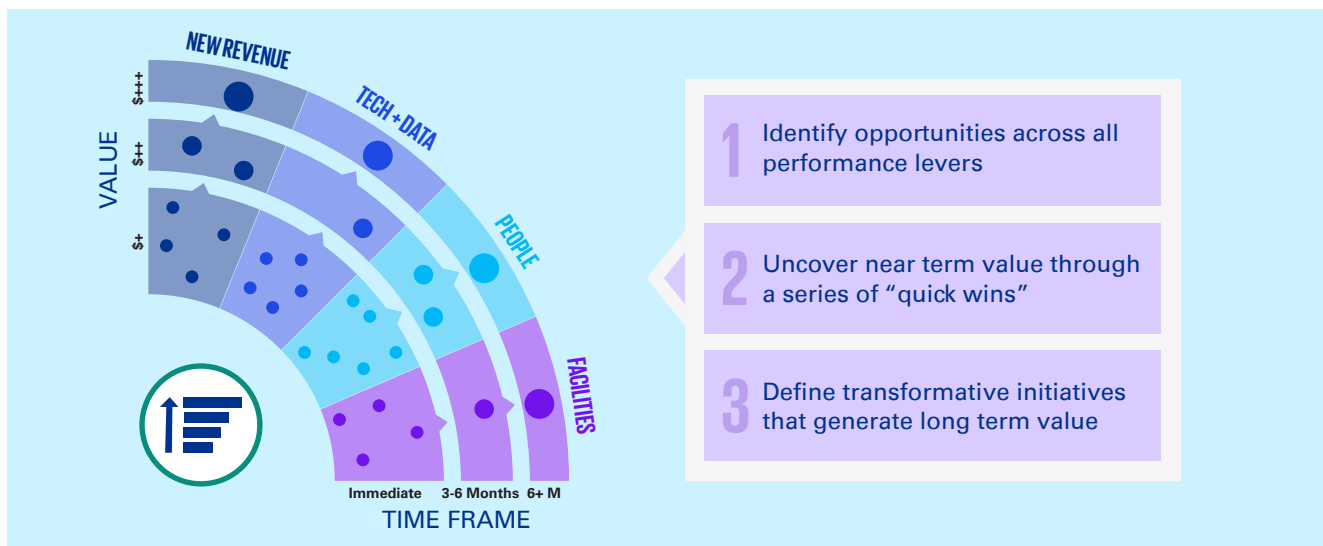
Create dynamic, mixed-use research spaces that generate income.

#### Culture of Entrepreneurship

Encourage entrepreneurial activities by designing supportive structures and incentives for researchers.

#### PI Incentives

Implement smart revenue-sharing models that align researchers' incentives with institutional goals.



## Executing with Excellence

### Transparency

Communicate openly about challenges and strategies, fostering understanding and trust within the campus community.

### Collaborative Engagement

Prioritize inclusive engagement, drawing on ideas and perspectives from across the institution to drive success.

### Data-Driven Decision Making

Cultivate a culture of analytics to implement, track, and refine initiatives effectively, as increasingly expected by stakeholders.

### Mission-Centric Focus

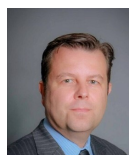
Throughout all endeavors, remain steadfastly focused on advancing the university's mission with enhanced efficiency and impact.

## Partnering for Progress

Our team is deeply committed to the mission of higher education. With extensive experience leading transformative initiatives across a spectrum of institutions—from flagship R1 universities to community colleges—we understand the complexities of driving change. We bring a rich tapestry of insights from both academia and the broader public sector, where innovative organizations consistently overcome resource constraints to exceed stakeholder expectations. We are eager to collaborate with you in delivering success for your students, faculty, staff, alumni, and the community beyond.



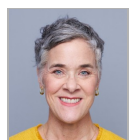
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