



Affiliations, Partnership, Collaborations, Mergers and Acquisitions.... Oh My!

Dawn Fortin Mattoon

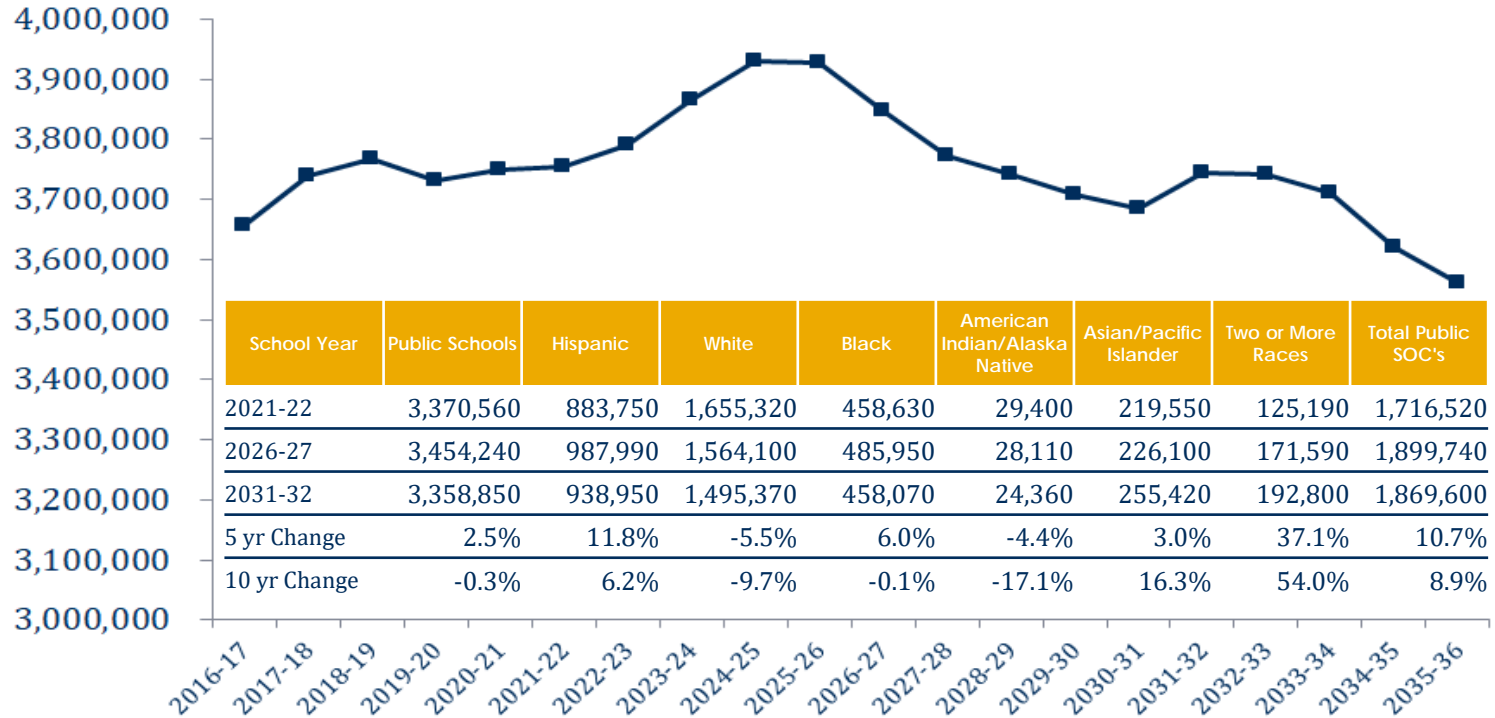
Assistant Vice President, RNL

Higher Education Trends

Affiliations, Partnerships, Collaborations, Mergers and Acquisitions: WHY?

- Shifting enrollment
- Attainment Demands
- Rising capital costs and digital alternatives
- Competition
- Public funding changes – Need for efficiency and scalability
- Increased financial need
- The Higher Education Value Proposition is being challenged

Projected change in high school graduates



Source: Western Interstate Commission for Higher Education, Knocking at the College Door: Projections of High School Graduates, 2020, www.knocking.wiche.edu

Percent of U.S. Undergraduates that are 25+

34%



6,418,366



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment component final data (2003 - 2019) and provisional data (2021).

A Decade of Change – 96 Institutions*

Trinity Lutheran, Holy Family, Miller College, Cardinal Stritch, Burlington College, Green Mountain, St. Gregory's, Cincinnati Christian, Dowling College, Compass College,

2016 - 11

2017 - 15

2018 - 10

2019 - 11

2020 - 13

2021 - 13

2022 - 12

2023 - 19

2024 - 4 (announced)

2025 - 1 (announced)

Salt Institute for documentary studies, Wheelock College, St. Catherine College, Wright Career College, Pine Manor College, Indiana Tech Law School, Chicago ORT Technical Institute, Shepherd University, Mills College,

Shimmer College



<https://www.cnbc.com/2023/06/17/why-more-and-more-colleges-are-closing-down-across-the-us.html#:~:text=Since%202016%2C%2091%20U.S.%20private,the%20Covid%20pandemic%20in%202020.>

The Bishop's Conservancy, St. Vincent's College, Coleman University, Judson College, Jones College, Morhania College

Ansoff growth strategy matrix

	Existing Programs/Services	New Programs/Services
Existing Markets	Market Penetration	Program Development
New Markets	Market Development	Diversification

The Sweet Spot...



col·lab·o·ra·tion

“the action of two or more organizations working together to complete a task or achieve a goal”

- May not involve a contract
- Broad use
- Win-Win

af·fil·i·a·tion

“the state or relation of being closely associated or affiliated.....”

- Separate Financials
- Shared Brand
- Minimized Liability

part·ner·ship

“Legal Association”

- Consortium
- Vendor – Outsource Solution
- Education Institution Collaboration
- International Joint Venture

merg·er

“a combination of two entities into one”

- Two organizations combine and mutate to a new organization
- Both organizations bring value and benefit from shared resources, shared market, and synergized academic portfolio
- The institutions have Complimentary Missions

ac·qui·si·tion

“one organization purchases most or all another organization’s assets and gains control of the purchased organization”

- One organization integrates another organization into their operations
- Reduces competition
- Could enhance academic portfolio
- Capacity building: knowledge, skills, infrastructure, market
- Could expand geographic footprint
- Diversify revenue streams
- P3 initiatives

clo·sure

“The End”

- Operations discontinue
- Institution identifies a “teach-out” plan – Federal Student Aid

“

Culture eats strategy for
breakfast”

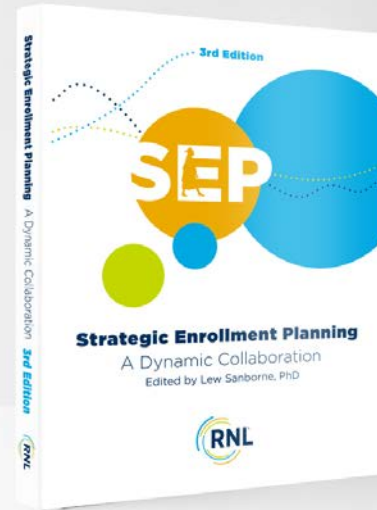
Peter Drucker

STRATEGIC ENROLLMENT PLANNING: A DYNAMIC COLLABORATION

The Definitive Book on Strategic Enrollment Planning

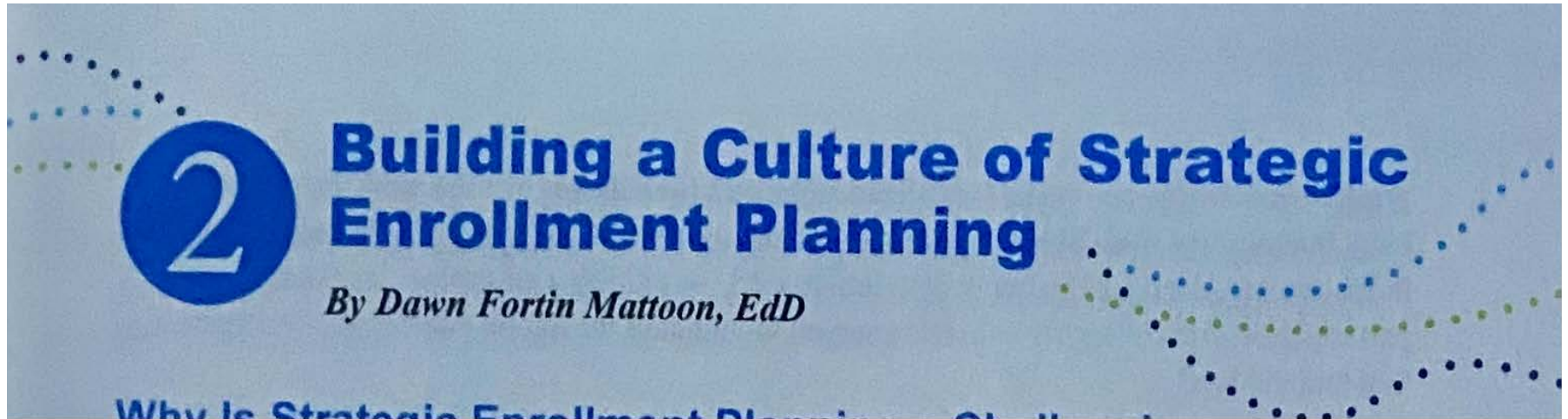
Now in an extensively revised third edition

Strategic Enrollment Planning: A Dynamic Collaboration is the landmark book on the topic. This third edition has been updated to address the technological, demographic, and educational changes that have impacted colleges and universities.



Navigating Culture

Partnerships, Collaborations, Mergers and Acquisitions



“

The only person who likes change is a baby with a wet diaper”

Mark Twain

External Alignment

Framework Discussion

Mission	Collaboration	Affiliation	Partnership	Merger	Acquisition
• Complimentary	X	X	X	X	X
• Duplicative	X	X	X	X	X
• Contradictory	X	X	X	X	X
Fiscal	Collaboration	Affiliation	Partnership	Merger	Acquisition
• Both Healthy	X	X	X	X	X
• One Challenged	X	X	X	X	X
• One Dire	X	X	X	X	X

External Alignment

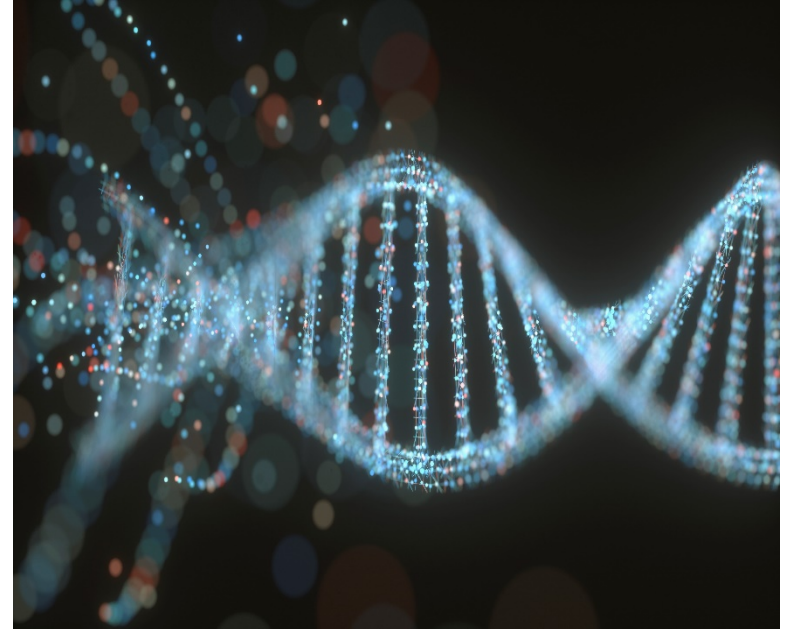
Framework Discussion: Institutional Reputation

Reputation	Collaboration	Affiliation	Partnership	Merger	Acquisition
Strong X 2	★	★	★	★	★
Strong / Average	?	?	?	?	?
Strong / Weak	X	X	X	?	?
Average / Average	★	★	★	★	★
Weak X 2	?	?	?	?	?

Due Diligence

Considerations for integration or alignment

- Mission of each organization
- Fiscal wellness of each entity
- Legal or regulatory realities
- Desired level of integration v. autonomy
- Agility and Innovation of each institution
- Cultural assessment of each organization
- Brand / Reputation of each institution
- Internal and External Stakeholders for each entity
- Knowledge assets within both organizations
- Market impact of relationship: Products & Services
- Sweet spot results: Relevant, Competitive, Authentic



Affiliations, Partnership, Collaborations, Mergers and Acquisitions

Shared Experiences...

- What works?
- Where are the black holes?
- Success stories?
- Painful learning experiences?
- Game changers!
- Monday Morning Quarterbacks....

Thank You

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Questions