



## Imperatives for Successful Transformation

Transformational change requires many things to go right at the same time. As derived from contemporary case studies of successful career college transformation, consider the check-marked transformative factors (below), leading to a more robust enterprise versus the status quo, those rooted in the past, and therefore destined to fall short.

### TRANSFORMATIONAL

- ✓ **PRODUCTS AND PROGRAMS:**  
Develop, refine, and continuously revise a comprehensive, compelling vertical product strategy designed to create a long-term customer relationship.
- ✓ **ATTRACTING STUDENTS:**  
Enroll entire cohorts of students who have common institutional or employer sponsors with specific, demonstrable workforce applications and outcomes. (Third party payers)
- ✓ **BUSINESS DEVELOPMENT:**  
Establish and maintain strong, recurring relationships with major employers and the workforce development community in which the partner is the customer and the student the beneficiary.
- ✓ **REVENUE:**  
Project and support revenue streams derived from retail sales, B2B contracts, relationships and workforce development partnerships funded by employers, workforce investment boards, public/private partnerships, gov't, cash remittances and competitive workforce development grants.

### STATUS QUO

- PRODUCTS AND PROGRAMS:**  
Offering commoditized curriculum packaged as "one and done" programs that align primarily with isolated, traditional degree offerings.
- ATTRACTING STUDENTS:**  
Enrolling students one at a time, incurring enormous lead generation and conversion costs to build a cohort with uncertain workforce interest or prospects. (Student self-payers and FA)
- BUSINESS DEVELOPMENT:**  
Conducting outreach to employers only for advisory council purposes, employment verification or externships/clinical placements.
- REVENUE:**  
Relying almost exclusively on Title IV subsidized student loans and Pell grants, private student loans and self pay.

# TRANSFORMATIONAL

# STATUS QUO



## LEADERSHIP

Recruit, retain and develop a C-suite cadre capable of initiating and working through a series of operational and organizational changes that will transform the institution at a structural, financial, human capital, market and brand identity levels.



## MANAGEMENT:

Test and adjust composition of management team and front-line supervisors to match profile required for hyper change, people focused operating environment.



## STRUCTURE:

Align resources and accountability with transformation goals, e.g., reinvented markets, purpose, business and revenue models, product strategy, etc.



## RESOURCES:

Identify stand-alone, critical mass people and resources to develop and launch transformative change.



## INFORMATION TECH:

Invest in IT platforms that transform the customer experience while supporting a compelling and unambiguous value proposition.



## ACCESS:

Dramatically expand gateways and lower friction to student participation with generous credit transfer and credit for prior learning, accelerated completion, non-traditional scheduling, and flexible instructional modalities.

## LEADERSHIP

Focusing on traditional operational processes, performance management, KPIs, etc. These are non-value added management activities.

## MANAGEMENT:

Doubling down on traditional management behaviors such as performance management, process and procedure, efficiencies, etc.

## STRUCTURE:

Committing finite resources and diffused accountability across multiple domains and expecting “more with less.”

## RESOURCES:

Assigning elements of the transformation projects to individuals who are currently over-subscribed, under-resourced and whose efforts in supporting on-going operations cannot be undermined with extraneous projects.

## INFORMATION TECH:

Treating IT as primarily a labor-saving / efficiency tool.

## ACCESS:

Working harder to engage and enroll conventional sources of individual post-secondary students via a difficult, high-friction process.



Phone  
719-344-8195



Email  
[service@transformationcollaborative.net](mailto:service@transformationcollaborative.net)



Website  
[transformationcollaborative.net](http://transformationcollaborative.net)