Preparing to Operate Through the COVID-19 Pandemic and Beyond

Self-Diagnostic Prompts for Academic Strategy Leaders

NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readyng Campus for the Next Term

Safeguarding Student Persistence
We’re auditing and reforming academic policies that impede students from re-enrolling. We’ve equipped faculty to flag signs of academic disengagement in a virtual environment.

Preparing for the Pandemic’s Financial Impact
We’ve forecast changes to enrollment, public funding, and fundraising. We’ve triaged fast-payback savings tactics and determined whether to deploy furloughs or layoffs.

Facilitating Student Success Remotely
We’ve addressed technology access disparity. We’re reconfiguring effective face-to-face support for a remote setting. We’re engaging international students whose return to campus may be delayed.

Planning for the Next Term in an Uncertain Present
We’re planning for multiple scenarios of remote and in-person instruction for next term and beyond. We’re revisiting academic staff hiring, compensation, and workload policies.

LONG-TERM: Determining Where the Institution Must Permanently Transform

Identifying and Launching New Programs
We accelerate new programs through incubators and streamlined approval processes. We leverage market data to create high-demand offerings. We democratize business planning resources among staff.

Rightsizing the Academic Portfolio
We measure programs against cost, enrollment, and learning goals. We’re able to turnaround underperforming programs and find savings in downsized or discontinued ones.

Scaling Online Infrastructure for the Future
We’re pivoting from emergency remote instruction to intentionally designed online courses. We’re developing new modalities and microcredentials for those seeking reskilling or career change.

Supporting Faculty Wellbeing and Career Development
We’re connecting faculty to childcare, counseling, and health resources. We’re adjusting faculty evaluation and tenure clock policies to reflect scholarship constraints.

Visit eab.com/aftercoronavirus for more information and additional resources.
Preparing to Operate Through the COVID-19 Pandemic and Beyond
Self-Diagnostic Prompts for Student Experience and Services Leaders

NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readying Campus for the Next Term

**Supporting the Physical and Emotional Health of Students and Staff**
We’re promoting access to virtual counselling and healthcare resources. We’re enabling faculty and staff to make referrals in a virtual environment.

**Facilitating Student Success Remotely**
We’ve addressed technology access disparity. We’re reconfiguring effective face-to-face support for a remote setting. We’re engaging international students whose return to campus may be delayed.

**Addressing Rising Basic Needs Insecurity**
We’re responding to food, housing, and security needs. We’re connecting students to campus and community resources. We’ve expanded eligibility to our emergency grant program.

LONG-TERM: Determining Where the Institution Must Permanently Transform

**Redefining the Student Experience**
We’re responding to expectations prompted by remote learning and financial uncertainty. We can articulate the value of studying at our institution. We’ve eliminated silos to deliver a unified student experience.

**Maintaining Connections to Campus Community**
We’re engaging students through virtual activities. We’re polling students to identify those who are struggling. We’re creating multichannel online community to keep students informed and connected.

**Creating a Virtual Presence for the Future**
We’re collaborating with technology partners and innovative platforms to build compelling virtual experiences. We’re expanding capabilities to fast-cycle virtual versions of campus tours and signature experiences.

Visit [eab.com/aftercoronavirus](http://eab.com/aftercoronavirus) for more information and additional resources.
Preparing to Operate Through the COVID-19 Pandemic and Beyond
Self-Diagnostic Prompts for Operations, Finance, and Strategy Leaders

NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readying Campus for the Next Term

Preparing for the Pandemic’s Financial Impact
We’ve forecast changes to enrollment, public funding, and fundraising. We’ve triaged fast-payback savings tactics and determined whether to deploy furloughs or lay-offs.

Managing a Disperse Workforce
We’ve established clear remote work expectations. We’re safeguarding and supporting essential staff and students still working on campus. We’re promoting staff wellness and mental health.

Ensuring Safety and Security of the Physical Environment
We’re regulating people and products on campus and worksites. We’re managing alternative uses of physical space. We’re planning for the staggered return of students and staff.

Stabilizing the Digital Foundation for Virtual Instruction and Work
We’re delivering effective support for remote activities. We’re facilitating online access and tools for all students and staff. We’re monitoring security standards.

LONG-TERM: Determining Where the Institution Must Permanently Transform

Strategically Reorganizing for Scale and Impact
We’re ready to reengineer workflows and unlock savings from organizational redesign, centralization, and outsourcing. We’re cultivating a leaner but higher-skilled workforce.

Capturing New Revenues to Alleviate Budget Pressure
We’re exploring branding, licensing, and public-private partnership opportunities. We’re monetizing underutilized campus space. We’re launching in-demand academic programs.

Rightsizing the Academic Portfolio
We measure programs against cost, enrollment, and learning goals. We’re able to turnaround underperforming programs and find savings in downsized or discontinued ones.

Scaling Online Infrastructure for the Future
We’re pivoting from emergency remote instruction to intentionally designed online courses. We’re developing new modalities and microcredentials for those seeking reskilling or career change.

Visit eab.com/aftercoronavirus for more information and additional resources.
Preparing to Operate Through the COVID-19 Pandemic and Beyond
Self-Diagnostic Prompts for Information Technology Leaders

NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readying Campus for the Next Term

Assessing IT’s Impact in a Crisis
We’re reviewing and adjusting rapidly adopted tools, service levels, and staffing. We’re collecting feedback on service successes and gaps. We’re communicating IT’s value to maintain ‘critical partner’ status.

Planning for Extended Virtual Instruction and Work
We’re enhancing technical environment and customer support for remote teaching, research, and collaboration. We’re facilitating online access and tools for all students and staff.

Optimizing Virtual Experiences
We’re collaborating with instructional design on impactful digital learning. We’re expanding collaboration with units to fast-cycle virtual versions of campus tours and other signature experiences.

LONG-TERM: Determining Where the Institution Must Permanently Transform

Responding to the Pandemic’s Financial Impacts
We’re containing costs via contract reviews, technology consolidation, and process redesign and automation. We’re reprioritizing projects to align with strategic goals and financial priorities.

Promoting Digital Dexterity in Advance of Future Disruptions
We’re investing in digital technologies, processes, and training to meet new learning and work expectations. We’re ensuring awareness and compliance of security profiles.

Leading Digital Transformation in a Recession
We’re making the business case for mission-critical digital tools and services. We have an intentional integration strategy. We’re shifting investments from a CapEx to OpEx basis.

Visit eab.com/aftercoronavirus for more information and additional resources.
Preventing to Operate Through the COVID-19 Pandemic and Beyond
Self-Diagnostic Prompts for Facilities Leaders

**NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readying Campus for the Next Term**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ensuring Safety and Security of the Physical Environment</strong></td>
<td>We’re regulating people and products on campus and worksites. We’re managing alternative uses of physical space. We’re planning for the staggered return of students and staff.</td>
</tr>
<tr>
<td><strong>Managing a Disperse Workforce</strong></td>
<td>We’ve established clear remote work expectations. We’re safeguarding and supporting essential staff and students still working on campus. We’re promoting staff wellness and mental health.</td>
</tr>
<tr>
<td><strong>Reassessing Priorities in Uncertain Times</strong></td>
<td>We know which construction, renovation, or maintenance projects to complete. We’re reimagining the capital plan given supply chain and resource constraints. We’re renegotiating contracts with vendors.</td>
</tr>
</tbody>
</table>

**LONG-TERM: Determining Where the Institution Must Permanently Transform**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Prioritizing Sustainable Cost Savings Strategies</strong></td>
<td>We’re ready to reengineer workflows and unlock savings from organizational redesign, centralization, and outsourcing. We’re accelerating plans for automation and cloud migration.</td>
</tr>
<tr>
<td><strong>Addressing the Deferred Maintenance Backlog</strong></td>
<td>We’re fast-tracking critical maintenance postponed during the quarantine. We’re securing and diversifying maintenance funding. We’ve explained the financial consequences of a backlog.</td>
</tr>
<tr>
<td><strong>Optimizing Space Utilization for New Norms</strong></td>
<td>We’re incorporating flexible work and instructional needs in the recalibration of current space and the design of future spaces. We’re monetizing underutilized space.</td>
</tr>
</tbody>
</table>

Visit eab.com/aftercoronavirus for more information and additional resources.
Preparing to Operate Through the COVID-19 Pandemic and Beyond

Self-Diagnostic Prompts for Advancement and Fundraising Leaders

NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readying Campus for the Next Term

Engineering Digital-First Constituent Engagement
We’re deploying a multimedia communication strategy. We’ve migrated face-to-face interactions to virtual environments. We’re incentivizing innovative outreach and engagement.

Managing a Disperse Workforce
We’ve established clear remote work expectations. We’re promoting staff wellness and mental health. We’ve adjusted revenue and engagement goals given cancelled events and travel.

Shifting Strategy to Meet Immediate Needs
We’ve pivoted to raising emergency funds for student support. We provide regular crisis response updates to address donor concerns. Our messaging and tone reflect current sensitivities.

LONG-TERM: Determining Where the Institution Must Permanently Transform

Planning for the Future in an Uncertain Present
We’re forecasting and communicating likely impacts on fundraising support. We’re adjusting goals and staff investments to maximize efficiency. We’re reengineering processes to unlock savings.

Fundraising Through an Economic Downturn
We’re tending to the top of the giving pyramid to stem principal donor attrition. We’re developing broad engagement and donor cultivation through small participation gifts with tangible impact.

Expanding Investments in Digital Transformation
We’re using data to personalize interactions. We’re prioritizing investments that leverage enterprise-wide data. We’re minimizing administrative burdens with automation and AI.

Visit eab.com/aftercoronavirus for more information and additional resources.
## Preparing to Operate Through the COVID-19 Pandemic and Beyond

Self-Diagnostic Prompts for Enrollment Management Leaders

### NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readying Campus for the Next Term

<table>
<thead>
<tr>
<th>Yielding Your Class in a Time of Uncertainty</th>
<th>Deploying a Student-Centric Recruitment Strategy</th>
<th>Creating a Virtual Presence for the Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>We’ve introduced flexible enrollment tactics and timelines. We’re using innovative pricing strategies, interactive web enhancements, and student-specific behavior insights to improve outcomes.</td>
<td>We’re deploying a marketing strategy that enables personalized communication at scale. We’ve created a robust agenda of virtual recruitment strategies.</td>
<td>We’re collaborating with technology partners and innovative platforms for virtual engagement with prospects. We’re expanding capabilities to fast-cycle virtual campus tours and signature experiences.</td>
</tr>
</tbody>
</table>

### LONG-TERM: Determining Where the Institution Must Permanently Transform

<table>
<thead>
<tr>
<th>Preparing for the Pandemic’s Financial Impact on Enrollment</th>
<th>Identifying and Launching New Programs</th>
<th>Responding to List Source Reductions</th>
</tr>
</thead>
<tbody>
<tr>
<td>We’re developing solutions to support an institution’s financial viability in a shifting economy. We’re suggesting ways to calibrate pricing and create financial aid options.</td>
<td>We accelerate new program development by leveraging student and parent feedback and key faculty-staff relationships. We leverage market data to prioritize high-demand offerings.</td>
<td>We’re expanding our recruitment efforts beyond existing list sources. We’re providing students with important information regarding test cancellations, adjustments and test-optional alternatives.</td>
</tr>
</tbody>
</table>

Visit [eab.com/aftercoronavirus](http://eab.com/aftercoronavirus) for more information and additional resources.
Preparing to Operate Through the COVID-19 Pandemic and Beyond
Self-Diagnostic Prompts for Professional and Adult Education Leaders

NEAR-TERM: Addressing Disruptions, Steadying the Ship, and Readying Campus for the Next Term

Preparing for the Pandemic’s Financial Impact on Enrollment
We’re developing solutions to support an institution’s financial viability in a shifting economy. We’re suggesting ways to calibrate pricing and create financial aid options.

Deploying a Student-Centric Recruitment Strategy
We’re deploying a marketing strategy that enables personalized communication at scale. Our campaigns engage prospects based on their unique concerns and timelines during this time of uncertainty.

Creating a Virtual Presence for the Future
We’re collaborating with technology partners and innovative platforms for virtual engagement with prospects. We’re expanding capabilities to fast-cycle virtual campus tours and signature experiences.

LONG-TERM: Determining Where the Institution Must Permanently Transform

Identifying and Launching New Programs
We accelerate new programs through insights, employer partnerships, and key faculty-staff relationships. We leverage market data to create high-demand offerings.

Scaling Online Infrastructure for the Future
We’re pivoting from emergency remote instruction to intentionally designed online courses. We’re developing new modalities and microcredentials for those seeking reskilling or career change.

Rightsizing the Academic Portfolio
We measure programs against cost, enrollment, and learning goals. We’re able to turn around underperforming programs and find savings in downsized or discontinued ones.

Visit eab.com/aftercoronavirus for more information and additional resources.