



ACoss Consulting Group

Accelerating Growth for Higher Education Institutions





What do you need to get done?



How do *you* envision the future state?



We are here to help you make that happen.

You can access subject matter experts to help you get things done.

Academic, Regulatory and Programmatic Accreditation

- Innovative curriculum development mapped to the standards with specialization in nursing and allied health programs
- Interactive and engaging online instructional design and/or conversion of on-ground programs to online programs
- Accreditation and regulatory preparation of applications and approvals
 - New schools/new locations
 - Restructuring, remediation and turnarounds
 - Self-study preparation
 - Mock-site visits
- Space planning of allied health/simulation labs

What do you need
today...
for tomorrow?



Operations, Scalability and Profitability

- Mergers and acquisitions
 - Due diligence
 - Data room setup and management
 - Growth and turnaround strategy recommendations
- Grant administration
- Operational assessment and business processing re-engineering
- Project management
- Technology assessments, selection and implementation
- Financial risk mitigation/program profitability
- Investment thesis
- Continuity of operations and emergency preparedness planning

What do you need
today...
for tomorrow?



Market Insights, Education Trends & Workforce Solutions

- Local economic overview and trends
- Industry and national insights and trends
- Labor market analytics
 - Local, state and national
- Location analysis
- Program analysis
- Competitive intelligence
- Business intelligence and data mining

What do you need
today...
for tomorrow?



Team Members

We have over 100 years of combined experience and bring a unique team of skilled executives and academicians to plan and execute a strategy focused on today *and* tomorrow.

We have a proven track record in expanding profits through creative planning, establishing operational and technological efficiencies, coordinating essential functions to grow market share, and infusing innovative degree programs in online, hybrid and on-ground formats.



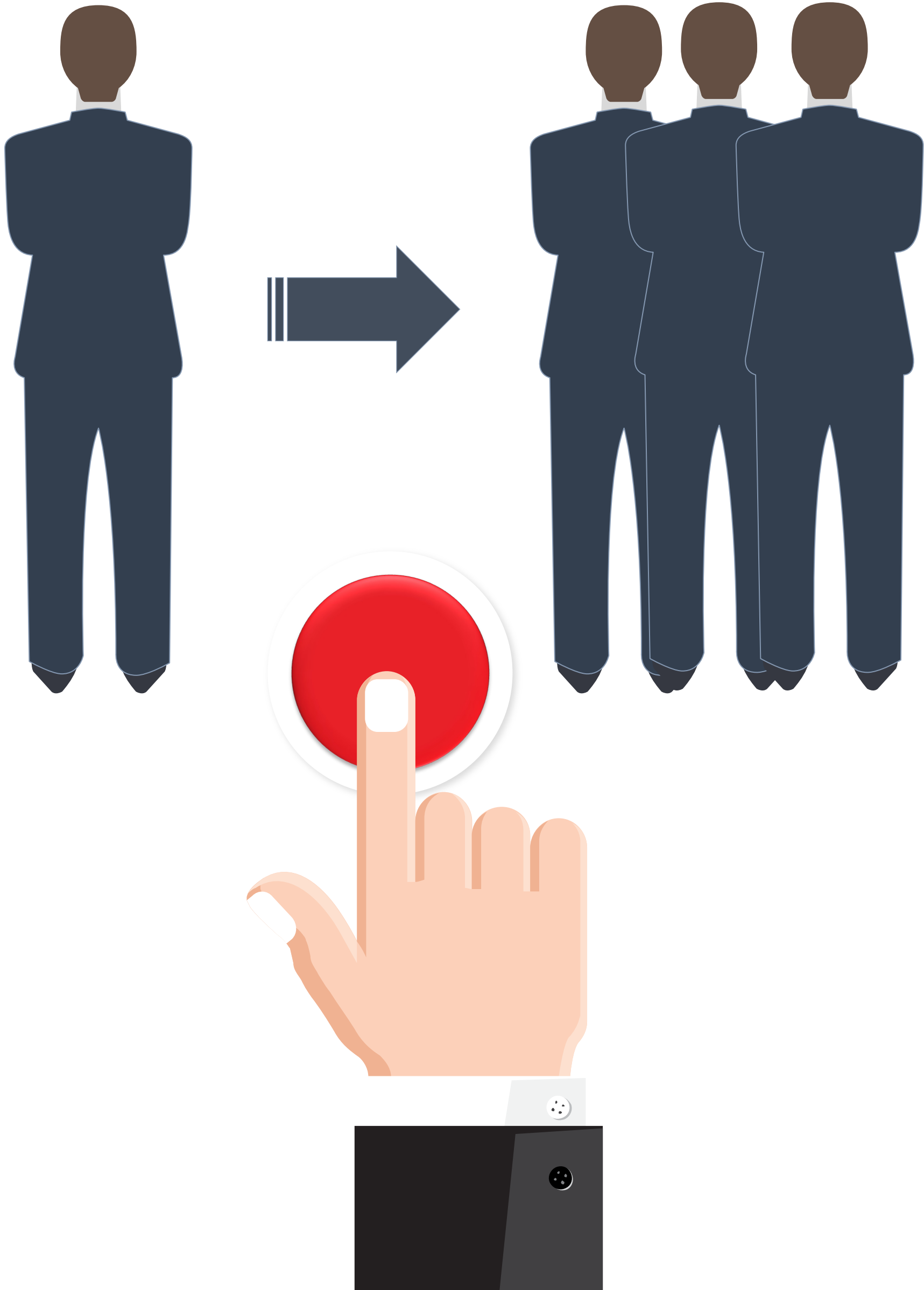
The Challenge

Executives and their teams are pulled in different directions everyday which slows down the vision and execution of innovation.



The Solution

A group of Subject Matter Experts that “duplicate” your talent of C-Level skilled executives and academicians to help drive a strategy or initiative forward without the carrying costs of full-time executives or consultants.



The Advantages

Our services include tools and resources that save time, reduce costs and expedite outcomes for our clients.



Client Success Stories

*“Success is never
accidental.”*

Jack Dorsey



Successful Client Engagement – Launch a New Nursing School

Overview

Objective: Establish a School of Nursing

Goals: Integrate a Pre-Licensure Nursing Program within a Graduate-level University preparing for CCNE accreditation

Approach

- ✓ Operations SME to serve as Acting Dean
- ✓ Operations SME to develop the SON, organizational structure, timeline and budget
- ✓ Operations SME to develop policies, procedures, curriculum, and strategic and assessment plans
- ✓ Operations SME to train the nursing faculty in the CCNE accreditation process

Strategies

- ✓ Demonstrate the value of adding a School of Nursing to enhance already existing Schools of Medicine, Behavioral and Brain Science, and a graduate Public Health Program
- ✓ Create a state-of-the-art curriculum incorporating the culture of the university and based on evidenced-based learning using sophisticated technology
- ✓ Map course competencies to the local Council of Education, Commission on Collegiate Nursing Education (CCNE) Standards/Essentials and the local Board of Nursing
- ✓ Structure resources to provide innovative access to realistic virtual and clinical simulation
- ✓ Ensure that faculty credentials and experience meet regulatory requirements
- ✓ Develop clinical agreements to meet course objectives providing access to clinical practicum across the lifespan from simple to complex

Results

Completed: 12 months

Successful integration of first undergraduate program

Gained new applicant status from CCNE

Additional admission options for new student populations

Successful Client Engagement – Programmatic Accreditation

Overview

Objective: ACEN accreditation approval

Goals: Develop self-study and evidence required in 7 weeks to gain programmatic ACEN accreditation

Approach

- ✓ 1 DNP nurse educator
- ✓ 1 Operations and documentation specialist to gather, organize supporting evidence
- ✓ 1 Data analytics SME to analyze program learning outcomes

Strategies

- ✓ Revised nursing program syllabi and systematic plan of evaluation to integrate essentials and level end-of-program student learning outcomes.
- ✓ Identified and resolved missing information and documentation
- ✓ Met daily with nursing leadership, faculty and staff to understand department and utilized the information to draft, confirm language and finalize self-study
- ✓ Improved processes and implemented continuous quality improvement model for the nursing department in support of program outcomes
- ✓ Established ACEN data room

Results

Completed in 7 Weeks

Full ACEN approval for the maximum 1st time of 5 years

Sustainable plan, do, check, act model implemented

Competitive advantage for school and students

Successful Client Engagement – Regulatory Response

Overview

Objective: Successful response of complaints received from the Board of Nursing

Goal: Continuation of Program

Approach

- ✓ 1 Nursing SME
- ✓ 1 IT SME
- ✓ 1 Compliance SME
- ✓ 1 Educational lawyer

Strategies

- ✓ Analyzed the complaints
- ✓ Researched the accuracy of the complaints
- ✓ Gathered evidence to support the rebuttal of the complaints
- ✓ Drafted the response and findings for the Board of Nursing (approximately 400 pages)
- ✓ Indexed the supporting evidence to the response
- ✓ Arbitrated the meeting with the Board of Nursing

Results

Completed: 3 months

Successfully closed the investigation with no findings and 1 recommendation

Program was able to continue with enrollment and growth

Successful Client Engagement – Curriculum Development

Overview

Objective: Curriculum development

Goals: To develop robust curriculum that satisfies programmatic accreditor standards

Approach

- ✓ Nursing subject matter experts
- ✓ Occupational therapy subject matter experts
- ✓ Physical therapy subject matter experts
- ✓ Physician assistant subject matter experts
- ✓ Speech language pathology subject matter experts
- ✓ Social work subject matter experts
- ✓ General education upper division subject matter experts
- ✓ Cybersecurity subject matter experts
- ✓ Regulatory subject matter experts

Strategies

- ✓ Meet with faculty and staff to understand their objectives
- ✓ Develop project timeline
- ✓ Develop curricular plan
- ✓ Develop end-of-program outcomes
- ✓ Create a state-of-the-art curriculum incorporating the culture of the university and based on evidenced-based learning using sophisticated technology
- ✓ Map course competencies to the state regulatory and programmatic agencies
- ✓ Structure resources to provide innovative access to realistic virtual simulation (e.g., clinical or cyber attack simulations)
- ✓ Develop clinical agreements to meet course objectives providing access to clinical practicum across the lifespan from simple to complex

Results

Every curriculum developed has been approved by both regulatory and programmatic bodies

Successful enrollment growth for our clients

Additional admission options for new student populations

Successful Client Engagement – New Campus Development

Overview

Objective: Relocate two campuses

Goals: Construct campuses, relocate within 6 months

Approach

- ✓ Operations SME to work with architect to develop effective and flexible space utilization for growth
- ✓ Operations SME to manage construction, timeline and budget

Strategies

- ✓ Worked with the architect to develop a suitable space plan for the entire campus including simulation labs
- ✓ Negotiated contract with the construction company
- ✓ Led project management and budget
- ✓ Purchased all furniture, fixtures and equipment
- ✓ Coordinated the move

Results

Completed: 6 months

30,000 SF Stand-alone campus and 47,000 SF campus in office space

Delivered on time and on budget

Each move accomplished in less than 4 days

Successful Client Engagement – Merger & Acquisition Support

Overview

Objective: Pre-Close and post LOI diligence support

Goals: Educate investor on the nuances of healthcare education and provide due diligence support

Approach

- ✓ 1 CFO
- ✓ 2 Healthcare and operational education SMEs
- ✓ 2 FA SMEs
- ✓ 1 Growth Strategist

Strategies

- ✓ Identified what existing programs could be cross-populated into other campus locations (8 states, 19 campus locations)
- ✓ Identified new growth programs for each location
- ✓ Evaluated student outcomes and reported regulatory and programmatic landscape
- ✓ Reviewed student outcomes processes and completed a gap analysis with recommendations/next steps
- ✓ Reviewed financial aid, documented existing processes and completed gap analysis with recommendations/next steps
- ✓ Assisted with enrollment projections
- ✓ Developed multiple board decks summarizing findings

Results

Completed in 6 Months

Underbudget and on-time

Identified and mitigated risk factors and drafted recommended plans post-close

Successful Client Engagement - Turnaround

Overview

Objective: Reverse eroding profitability, improve cash position

Goals: Increase enrollment, lower fixed cost structure, lower variable costs and improve cashflow

Approach

- ✓ Financial SME to examine fixed and variable cost structure and contracts
- ✓ Operations SME to examine admissions processes and training
- ✓ Financial SME to examine collection efforts and policies

Strategies

- ✓ Lowered fixed costs – negotiated lease terminations for excess space
- ✓ Evaluated all existing contracts – removed duplicative contracts and those with little ROI
- ✓ Evaluated admissions processes and training – developed robust training manuals and processes with timely reporting and accountability
- ✓ Evaluated lending practices and collection efforts – revised policies on lending with more stringent criteria with little impact on admissions. Established collection efforts at various levels for improved cash generation and improved customer engagement.

Results

Completed: 18 months, with measurable improvements in 6 months

\$7.5M increase in EBITDA

EBITDA margin increase of 14%

30% Increase in student population

Successful Client Engagement - Turnaround

Overview

Objective: Sustainable long-term growth

Goals: Increase revenues, increase enrollment, lower costs and improve student outcomes

Approach

- ✓ Financial SME to examine cost structure and program profitability
- ✓ Academic SME to examine program and courses
- ✓ Marketing and operations SME to examine digital footprint, funnel metrics, successful student demographics and student services workflows

Key Strategies

- ✓ New programs developed – flipped instructional model
- ✓ Unprofitable programs retired
- ✓ Existing facility space utilized differently to expand capacity
- ✓ Faculty model restructured
- ✓ Historically a graduate school -- sought and gained approval for an Undergraduate school
- ✓ Automated workflows in student services
- ✓ Implementation of an SIS and a HRIS system

Results

Completed: 18 Months

\$3M increase in EBITDA

33% Population increase

20% Cost reductions

Successful Client Engagement – Market Study

Overview

Objective: Predictive labor and education gaps

Goals: Provide data to inform investments in new and existing programs

Approach

- ✓ Market research SME
- ✓ Market and financial SMEs to model data
- ✓ Strategic, operations and financial SMEs to model plan, financial proforma's and timing

Key Strategies

- ✓ Researched workforce trends
- ✓ Research local economy
- ✓ Researched staffing patterns
- ✓ Researched job automation index (probability of a human job being replaced with technology)
- ✓ Researched annual graduation outputs vs. annual related job openings
- ✓ Researched student popularity of programs
- ✓ Modeled data to predict education gaps

Results

Completed: 3 Months

Identified 8 occupational labor gaps relevant to the University

Predicated, 12 months in advance, 7 workforce skill gaps

Recommended a strategy to create a workforce skills online training school to augment its existing University



Thank you for taking the time to learn more about us.

Contact Information:
Ann Coss
ann051019@gmail.com
586-530-4557