Structural Transformation Assessment

Comparing options to identify what warrants deeper analysis

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This is a leadership decision framework to help system leaders evaluate whether structural transformation is necessary and, if so, which option best advances long-term student success, mission effectiveness, and financial sustainability. This tool helps system leaders assess which type of structural transformation may be best suited to an institution's circumstances. The rubric supports comparison of consolidation, merger or acquisition, branch or affiliate conversion, and closure; identification of potential partner or receiving institutions; and consideration of institution-specific challenges. The purpose is not to predetermine an outcome, but to identify options warranting deeper financial, academic, operational, legal, accreditation, and stakeholder analysis.

01 Questions to inform the assessment

System leaders should consider the following questions before selecting an option to pursue:

- What problem is structural change intended to solve?
- Could the problem reasonably be addressed through institutional improvement or system-wide integration?
- Which option creates the strongest long-term operating model?
- Which option reduces financial risk while maintaining mission impact?
- What is the projected financial position in five and ten years if no action is taken?
- Would the resulting institution or structure be financially and academically sustainable?
- Can fixed costs be sustainably supported by projected enrollment and revenue?
- Which institutions have the capacity, mission alignment, and geographic fit to serve as partners?
- Would the option reduce unnecessary duplication or excess capacity?
- How would employees, institutional identity, local communities, and regional economies be affected?

02 Guidance for selecting a potential option

If the information indicates…	Options to Consider
Two or more institutions have complementary strengths, but none is the clear institution into which the others should be integrated.	Consolidation A new institution emerges.
One institution has the capacity and strategic fit to absorb another institution's students, programs, operations, and assets.	Merger/Acquisition An existing institution survives.
Maintaining a local campus presence is important, but continued operation as an independent institution is not sustainable or necessary.	Branch/Affiliate Conversion An institution becomes a branch, affiliate, or subordinate campus of another institution.
The institution or campus is not viable and its students and essential programs can be served through other institutions or arrangements.	Closure The institution or campus ceases operating.

03 Complete the options assessment

Institution Name	Motivation for Restructuring	Restructuring Options *(Consolidation, Merger/Acquisition, Branch/Affiliate Conversion, Closure)*	Potential Candidate Institutions	Unique Challenges to Restructuring

Systemwide Observations: