

# Alternative Revenues in Higher Education

## NEW EDUCATIONAL REVENUES

Capturing High-Growth Student Populations and Instructional Services



### Internal Student Recruitment

1. Third-Party Recruiting Agents
2. Master's by Coursework
3. Expedited Admissions Decisions
4. Student Onboarding Pathway Programs
5. Young Professional Condensed ESL Programs
6. International Prepaid Phone Plans
7. Community College Recruiting Teams
8. Foreign-Born Faculty Recruitment Trips

### Summer and Intersession Blended Learning

9. Extended Stay Summer Terms
10. Oversubscribed Course Summer Sessions
11. High-Demand Major Prerequisite Fulfillment
12. Independent Study Summer Sessions
13. Open Enrollment Intersession Courses
14. Summer and Intersession Financial Aid
15. Gen Ed Requirement Blended Courses
16. Study Abroad Makeup Courses

### Distance Learning Articulation Agreements

17. Out-of-State Community College Online Programs
18. Blended Honors 2+2 Programs
19. Online Dual Enrollment Programs

### Applied and Professional Master's

20. On-Demand New Cohort Programs
21. Professional Science Master's
22. Interdisciplinary Terminal Master's
23. Weekend Course Master's
24. Applied Liberal Arts Master's
25. Stackable Certificates
26. Cross-Country Satellite Campuses
27. New Regulatory Requirement Certificates

### Customized Corporate Training

28. Corporate Memberships
29. Career Path Maps
30. Onsite Professional Master's
31. After-Hours Course Scheduling
32. Rapid-Cycle Customized Curriculum
33. Templated Company Policies
34. Corporate Advisory Committees

### Seniors' Enrichment Programs

35. Couples' Memberships
36. Expanded Course Audit Catalogs
37. Mark-to-Market Course Audit Fees
38. Local Excursion Weekends
39. Faculty-Led Destination Travel
40. Osher Lifelong Learning Grants
41. College-Affiliated Retirement Communities

### Distance Learning Course Licensing

42. Recreational Learning Brand Licensing
43. Turnkey Homeschool Curriculum
44. Capstone Case Study Sales
45. International Course Sales

### Testing and Certification

46. Professional Society Testing Partnerships
47. ESL Testing and Certification
48. Distance Learning Proctoring Services
49. Placement Test Fee
50. For-Profit Educator Testing Site Rental
51. Online Remedial Programs

### Faculty Consulting

52. International University Curriculum Consulting
53. Faculty Expertise Databases
54. Industry-Sponsored Capstone Projects
55. Nurse Practitioner Practices

## BRANDING, LICENSING, AND AFFINITY

Expanding Product Categories and Sellable Space



### Increasing Branded Merchandise Demand

85. School Color Days
86. Campus Event E-commerce Campaigns
87. Designer Label Co-branding
88. Campus-Grown Gourmet Foods
89. Campus Wineries
90. Branded Office Decor
91. University License Plates
92. Licensed Product Sales Consortia

### Alumni, Parent, and Community Affinity Programs

93. University Columbaria
94. On-Campus Spending Loyalty Programs
95. Parent Orientation VIP Packages
96. Debit Card Affinity Programs
97. Alumni Peer-to-Peer Lending
98. Online Campus Bank
99. Insurance and Retirement Counseling Affinity Marketing

### 'Stealth' Advertising and Sponsorship

100. Exterior Micro-Signage
101. Flatscreen Advertising
102. Bundled Student Media Advertising Packages
103. Meal Plan Site Restaurant Guides
104. Orientation Sponsorship
105. Career Fair Sponsorship
106. Case Competition Sponsorship
107. Academic Department Sponsorships

### Diversifying Athletics Revenues

108. Professional Team Stadium Home Games
109. Co-branded Exhibition Games
110. Lifetime Premier Stadium Seating
111. Sports Memorabilia Auctions
112. Athletics Website Sponsorships
113. Enrollment-Focused Sports Team Launch
114. Development-Focused Sports Team Launch
115. Student Athlete Likeness Rights
116. Stadium Beer Sales

## AUXILIARY SERVICES

Increasing Demand While Reducing Fixed Costs



### Premium-Priced Healthy and Convenient Foods

117. Organic Food Stations
118. Express Fine Dining
119. Rotating Guest Restaurant Days
120. Meal Plan Food Delivery Partnerships
121. Off-Campus Meal Plan
122. 24/7 Automats
123. Library Coffee Shops

### Future Bookstore

124. Gaming Center Tournaments
125. Personal Training Clubs
126. Town-Gown Transportation Partnerships
127. Campus Trunk Shops
128. Laundry Services
129. Campus Salons
130. DVD Rental Kiosks

### Shared-Cost Luxury Amenities

131. Textbook Rental Service
132. Online Ordering Kiosks
133. Small-Batch Custom Publishing
134. Exclusive Sales Publishing Partnership
135. Community Interest Bookstore

### Favorable Vendor Rebates

136. Exclusive Vending Rights
137. Small-School Exclusive Rights Consortia
138. Prompt Payment Rebates
139. Payment-in-Kind Advertising

## ACADEMIC ENTREPRENEURSHIP INFRASTRUCTURE

Critical Capabilities for Identifying, Launching, and Scaling Viable Programs



### Business Planning Support

56. Self-Service Faculty Business Plans
57. Program Approval Maps
58. Segment Managers
59. Tech Support Demand Trials
60. Distance Program Business Development Office
61. Faculty Entrepreneurship Boot Camps

### Cost-Effective Marketing

65. Community of Interest Portals
66. Affinity Population Partnerships
67. Private Institution Distance Learning Consortia
68. Employer of Choice Co-branding
69. Turnkey Veterans Programs
70. Military Physicians Accreditation Partnerships

### Enrollment Management

75. Dynamic Enrollment Forecasting
76. Enrollment-Triggered Staffing
77. Non-credit Course Registration Systems
78. Enrollment-Triggered Start Dates
79. Low Enrollment Contingency Budgets

### Outsourcing and Joint Venture Models

80. Long-Term Profit-Sharing Partnership
81. Five-Year Insourcing Plans
82. Best-in-Breed Point Sourcing
83. Online M.Eds JVs
84. Online Degree Completion JVs

### Curriculum Development

71. Research Outreach Product Suites
72. Modular Mini-Lectures
73. Instructional Design Shared Services
74. Team-Teaching Templates

### Fast-Cycle Program Launch

62. Program Launch Incubators
63. Expedited Degree Specialization Approval
64. Customized Training Viability Review

## STUDENT FEES

Charging for Convenience and Choice



### Convenience Fees

140. Credit Card Convenience Fee
141. Tuition Installment Plan Service Fee
142. Early Move-In Fee
143. Early Registration Fee
144. Lifetime Transcript Fee
145. Lifetime Alumni Fee
146. Landline Fee
147. Latin Diploma Fee
148. Peak-Hour Course Fee
149. One-Click Registration and Text Purchase Fee

### Sharing Costs of Inefficient Scheduling

150. Course Drop Fee
151. Late Registration Fee
152. Retroactive Course Add Fee

### Differential Instructional Cost

153. Distance Learning Fee
154. Lab-Intensive Major Fee
155. International Student Fee

## CAMPUS OPERATIONS

Turning Cost Centers into Revenue Producers



### Campus Health Center

156. Student Insurance Carrier Billing
157. Outsourced Third-Party Billing
158. University Employee Clinics
159. University-Owned Lab Services
160. Health and Wellness Center Fee

### Surplus Goods Disposal

168. Centralized Surplus Goods Sales
169. Online Surplus Goods Auctions
170. Donated Items Garage Sales

### Selling Administrative Services

161. IT Hosting
162. Bandwidth Leasing
163. Temporary Agencies
164. Library Services
165. Child Care Centers
166. Research Equipment User Fees
167. Domain Space Rentals

### Sustainable Energy Purchase Power Agreements

171. Rooftop Solar Panels
172. Parking Lot Solar Trees
173. Wind Farm Contracts
174. Regional Biomass Waste Sourcing
175. Landfill Methane Pipeline Partnerships
176. Geothermal Heat Pumps
177. Local Cogeneration Partnerships
178. Renewable Energy Credit Hedges

## FACILITIES AND REAL ESTATE

Generating Cash Flow from Underutilized Space



### Events Rentals

179. Centralized Facilities Availability Database
180. Outsourced Facilities Marketing
181. Local Hotel and Conference Space Partnerships
182. SMART Classroom Rental
183. Farmers Markets
184. Flea Markets
185. Outdoor Movies

### Long-Term Leasing

190. Exterior Cellular Antenna Stealthing
191. Interior Cellular Distributed Antennas
192. Tutoring and Test Preparation Leasing
193. For-Profit Educator Leasing
194. Corporate Research Facility Leasing
195. Private Sector Office Space
196. Off-Peak Parking Lot Rental
197. Retail Ground Leasing

### Development Joint Ventures

186. City-Funded Satellite Campus Development
187. Student Residence Build-Leasebacks
188. Faculty Housing Co-development Projects
189. Corporate Research Facility Joint Ventures

### Asset Acquisition and Disposal

198. Real Estate Gift Specialists
199. Charitable Remainder Trust Specialists
200. Underutilized Real Estate Audits