



EAB

# Maximizing the Value of Campus Assets

Session 1: Understanding New Opportunities for Alternative Revenues



# Education's Trusted Partner to Help Schools and Students Thrive



## Your Imperatives Determine Ours

### INSTITUTIONAL STRATEGY

#### **Prepare Your Institution for the Future**

Executive guidance rooted in research to support your strategic priorities

### MARKETING AND ENROLLMENT

#### **Achieve Your Enrollment and Growth Goals**

Tailored partnerships powered by a recruitment ecosystem with unrivaled reach to enroll your future classes

### STUDENT SUCCESS

#### **Build a Student-Centric Campus**

Technology trusted by 850 schools to retain, graduate, and empower more students

### DIVERSITY, EQUITY, AND INCLUSION

#### **Advance DEI on Campus and in Your Community**

Technology, research, and bold initiatives to strengthen your DEI strategy and eliminate equity gaps

### DATA AND ANALYTICS

#### **Embrace Digital Transformation**

Data and analytics solutions built for higher education to guide decisions and accelerate innovation

We partner with **2,500+** institutions to  
accelerate progress and enable lasting change.

**95%+** of our partners return to us year after year  
because of results we achieve, together.



# The Urgency and Limitations of Alternative Revenues

---

SECTION

1



# Doing More with Less

## Available Revenue Streams Getting Smaller and Smaller

### State Funding Decreasing

- Higher education funding **declined in 37 states** by about 6% between 2020 and 2021
- About **half of all states** cut their higher education budgets in 2022

### Inflation on the Rise

- Current **inflation rates** are at a **forty-year high**, and have cancelled out any effects of budget increases
- 39 states and Canada had a decrease, or an increase less than inflation, in **public college financial support** in 2022

### Low Enrollment and the Demographic Cliff

- Enrollment rates are projected to **continue declining** and smaller classes of graduating High School seniors means less available tuition revenue

Source: Flannery, Mary Ellen, "State Funding for Higher Education Still Lagging," *National Education Association*, Oct. 25, 2022; "[The State of Postsecondary Education in Canada](#)," *Higher Education Strategy Associates*, 2021; Schroder, Ray, "Second Demographic Cliff Adds to Urgency for Change," *Inside Higher Ed*, May 19, 2021; Williams, Audrey, "Here's How Rising Inflation Is Affecting Higher Ed," *The Chronicle of Higher Education*, April 14, 2022; EAB interviews and analysis.

# Quick Poll

**What is your primary rationale for pursuing more alternative revenue opportunities?** *(Choose one)*

- Replace declining revenue from enrollment activities
- Offset rising costs in other areas
- Diversify revenue streams
- Feeling that money is being “left on the table” with existing assets
- Other: write in chat



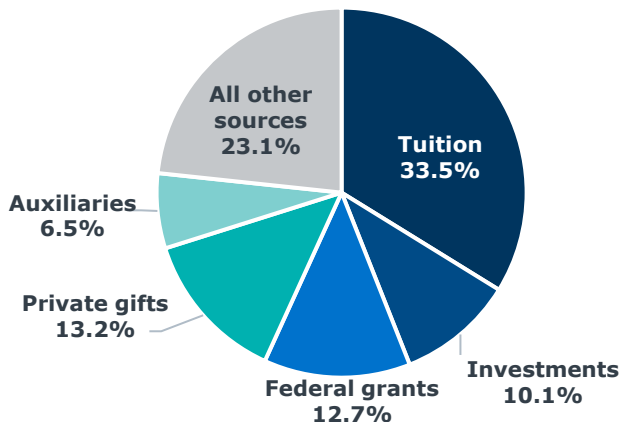
As poll results come in, share your comments and questions with us using the Chat function!

# How Big of an Opportunity is There?

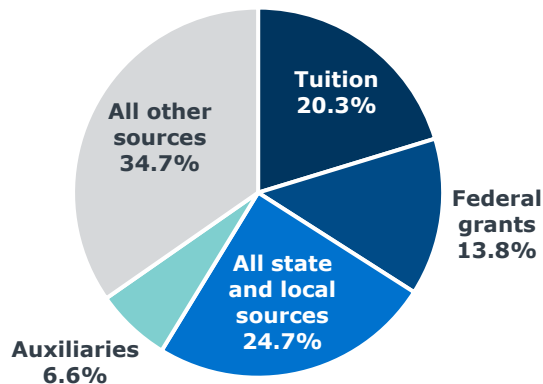


## Primary Revenue Sources for US Institutions, 2020

### Private



### Public



# 200 Ideas from the Frontier Alternative Revenues in Higher Education

## NEW EDUCATIONAL REVENUES

Capturing High-Growth Student Populations and Institutional Services

### Internal Student Recruitment

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

### Summer and Intersession

9. Extended Stay Summer Terms
10. Overnights/Bed 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. Gain Ed Requirements Blended Courses
16. Study Abroad Makeups Courses

### Distance Learning

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

## ACADEMIC ENTREPRENEURSHIP INFRASTRUCTURE

Critical Capabilities for Identifying, Launching, and Scaling Value Programs

### Business Planning Support

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

### Fast-Cycle Program Launch

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

### 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. Other Lifetime Learning Grants
41. College-Affiliated Retirement Communities

### Cost-Effective Marketing

65. Community of Interest Partners
66. Affinity Population Partnerships
67. Segment Managers
68. Learning Consortia
69. Employer of Choice Co-branding
70. Turnkey Veterans Programs
71. Military Physicians Accreditation Partnerships

### Curriculum Development

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

### Distance Learning

42. Recreational Learning Brand Licensing
43. Turnkey Homestead Terminals
44. Captioned 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

### Enrollment Management

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

### Outsourcing and Joint Venture Models

80. Long-Term Profit-Sharing Partnership
81. Five-Year Involvement Plans
82. Best-in-Breed Joint Sourcing
83. Online M.Ed. 2+2
84. Online Degree Completion 2+2

## BRANDING, LICENSING, AND AFFINITY

Expanding Product Categories and Sellable Space

### Increasing Branded Merchandise Demand

85. School Color Days
86. Campus Event & 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 Columbia
94. On-Campus Spending Loyalty Programs
95. Parent Orientation VIP Packages
96. Debt Card Affinity Programs
97. Alumni Peer-to-Peer Lending
98. Online Campus Bank
99. Insurance and Retirement Counseling Affinity Marketing

## AUXILIARY SERVICES

Increasing Demand While Reducing Fixed Costs

### Premium-Priced Healthy and Convenient Foods

117. Organic Food Stations
118. Express Free Dining
119. Food-Cost 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 Team Rooms
125. Personal Training Clubs
126. Town-Gown Transportation Partnerships
127. Campus Thrift Stores
128. Laundry Services
129. Campus Salons
130. DVD Rental Kiosks

### 'Stealth' Advertising and Sponsorship

100. Exterior Movie Signage
101. Fanzone Advertising
102. Bundled Student Media Advertising Packages
103. Most Plan Site Restaurant/Gifts
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. University 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 Wellness Rights
116. Stadium Beer Sales

### Shared-Cost Luxury Amenities

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

### Favorable Vendor Rebates

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

## STUDENT FEES

Charging for Convenience and Choice

### Convenience Fees

140. Credit Card Convenience Fee
141. Tutoring/Institution Plan Service Fee
142. Early Move-In Fee
143. Early Registration Fee
144. Lifetime Transcript Fee
145. Lifetime Alumni Fee
146. Laundry 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. Resequence Course Add Fee

### Differential Instructional Cost

153. Distance Learning Fee
154. Late-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

161. Centralized Surplus Goods Sales
162. Online Surplus Goods Auctions
163. Donated Items Garage Sales

### 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 Hedging

### Selling Administrative Services

164. IT Hosting
165. Bandwidth Leasing
166. Temporary Agencies
167. Library Services
168. Child Care Centers
169. Research Equipment User Fees
170. Domain Space Rentals

## FACILITIES AND REAL ESTATE

Generating Cash Flow from Underutilized Space

### Events Rentals

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

### Long-Term Leasing

190. Exterior Cellular Antenna Siting
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-Leaseback
188. Faculty Housing Co-development Projects
189. Corporate Research Facility Joint Ventures

### Asset Acquisition and Disposal

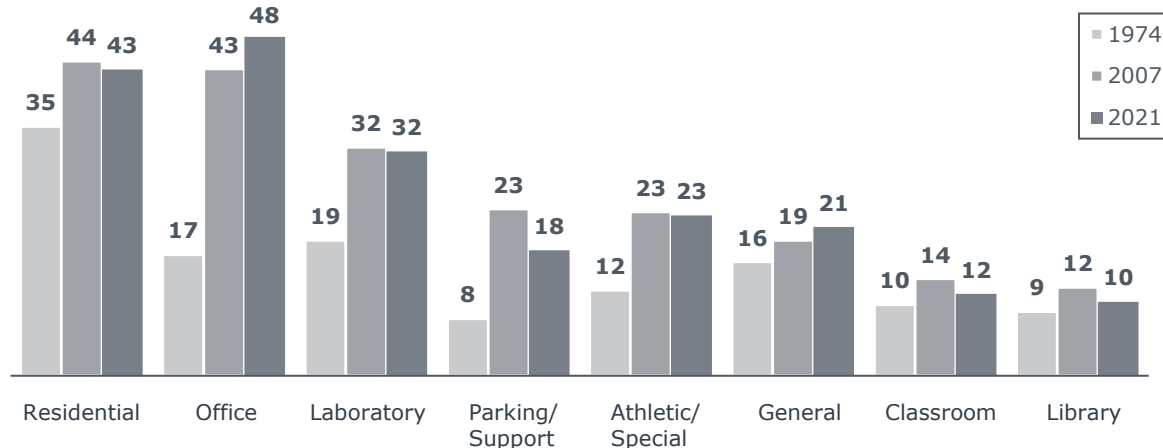
198. Real Estate Gift Specialists
199. Charitable Remainder Trust Specialists
200. Underutilized Real Estate Assets



# 1. Campus Space Has Grown (Unevenly)

## Growth in Space per Student

Mean NASF per Student by Space Type



## Change in Share of Total Campus Space, by Space Type, 1974-2021

-6.8% 9.7% 0.3% 2.2% 1.5% -2.5% -2.3% -2.1%

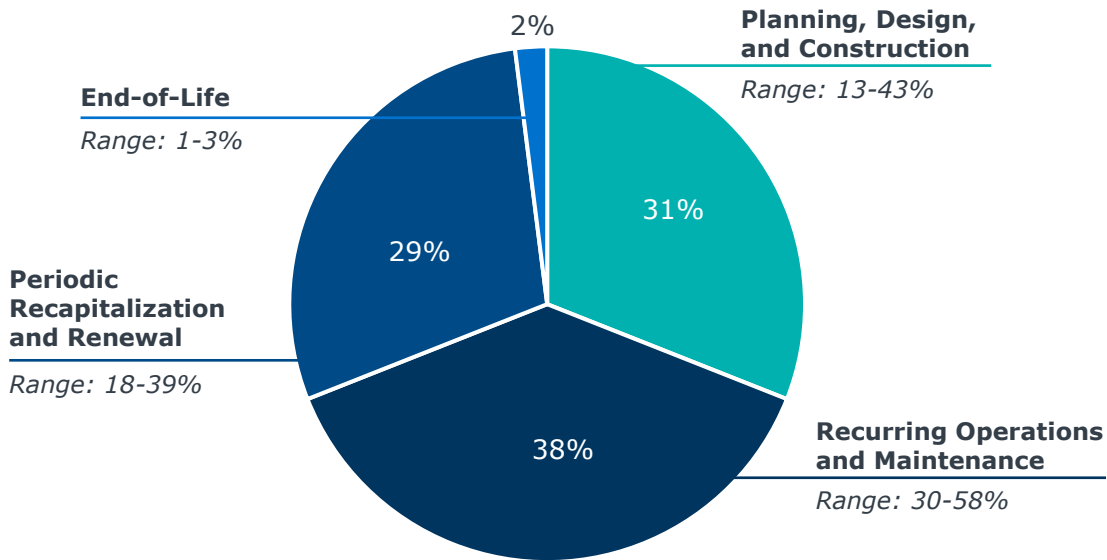
## Change in Share of Total Campus Space, by Space Type, 2007-2021

0.0% 2.8% 0.1% -2.5% 0.1% 1.2% -0.8% -0.8%



## 2. The Cost of Space Extend Over Decades

### EAB's Total Cost of Ownership Model



### 3. Space and Other Assets Not Being Used Efficiently

10

#### Lights Out



"At one Midwestern university, the Facilities group invested in the control systems to turn off lights and air conditioning when offices were not occupied. The manufacturers' literature estimated that they would recover the costs in about three years. The offices were so lightly used that it took **only a year** to recoup the cost of the additional controls through energy savings."

*Michael Haggans, Visiting Scholar  
University of Minnesota*

#### Climate-Controlled Libraries



"Faculty **use their offices so little** that what we are essentially doing is paying to heat and cool their private libraries."

*Facilities Leader  
Public Research University*

#### Ghost Town



"Come here 10-2 Tuesday through Thursday, we are packed to the brim. Otherwise, our classroom buildings are **basically a ghost town.**"

*Scheduler  
Private Liberal Arts College*

#### Falling Behind



"It takes us **nearly three times** as long to refresh a dining concept compared to the standard outside higher education."

*Chief Operating Officer  
Large Regional University*

# Opening the Floor to Conversation

*(Introduce yourself and...)*

Which campus space(s), infrastructure, auxiliary services, or other physical assets do you think are least optimized at your institution? Where is the greatest potential opportunity for increased revenue?



# Ideas to Maximize the Value Campus Assets

---

SECTION

2

# Idea 1: Target New Customers

## Campuses Experimenting with Food Spaces Targeting Non-Traditional Markets

### Upperclass Students



UMASS  
AMHERST

#### Food Space Portfolio

- Extensive retail and grab-and-go provide extended hours and late-night meals desired by older students
- Worcester Commons (right) includes street market-style food hall, modeled after NY's Chelsea Market



UNIVERSITY OF MASSACHUSETTS

### Students in Apartments



UNIVERSITY OF  
SAN FRANCISCO

#### Wolf and Kettle Café

- Whole Foods model to serve students with kitchens
- Includes fresh groceries, coffee and hot bars, and pub
- 350-person seating capacity features outdoor pavilion



UNIVERSITY OF SAN FRANCISCO

### Graduate and Professionals



#### One World Café

- Consolidation of graduate programs onto single campus inspires leaders to rethink dining space
- Design elements include always-open seating space, fast-serving international cuisine stations, and proximity to main entrance parking lot



UNIVERSITY AT BUFFALO

# Idea 1: Target New Customers

“Mirabella at ASU” Provides Housing, Lifelong Learning Option for Retirees



## Community Snapshot

**Purpose:** Auxiliary revenue to design and attract a new market of residents

**Location:** Tempe, AZ (adjacent to ASU’s main campus)

**Investment:** \$252 million by ASU and Pacific Retirement Services (PRS)

### Facilities:

- 20 stories (613,992 sq. ft. total)
- 252 apartments (751 to 2,665 sq. ft. per unit)

### Resident Costs:

- Buy-in fee (\$378,000-\$810,000)
- Cost per month (\$4,195-\$5,570)
- 85% of buy-in fee refunded to heirs when someone dies

## Four-Pronged Marketing Strategy to Attract Residents



### Lifelong Learning

Residents engage in classes, courses, and workshops offered by ASU



### Inter-generational Community

ASU alumni, former ASU faculty and staff, Age 62 or older



### Well-being and Health Services

Programs to address all aspects of social, physical, and mental wellness



### Dining and Culture

Menus with creative and delicious healthy food and seasonal varieties

# Idea 2: Scale Distribution at Low Cost

## Early Campus Experiments Highlight Promises and Pitfalls of Decentralization



### *Amazon Hub Lockers*

- Self-service kiosks where packages, food can be delivered
- Customers receive code via email after package delivered
- Locations in 900+ U.S. cities; hosted in stores, building lobbies

### *Amazon Go Stores*

- Cameras, shelf sensors identify which items are taken by individual, who is automatically charged
- 3,000+ locations established, including college campuses

## Higher Education Applications

### Food Lockers

- Food ordered through **Rider University** app can be delivered to refrigerated or heated lockers throughout campus
- Customers receive text with a code when food is ready for pick up

### Unstaffed Markets

- **Miami University** is exploring unstaffed market design options in next dining hall renovation
- System would charge customers electronically using cameras and weighted sensors, automatically deducting meal plan dollars

### Vending Machines

- To reduce food deserts, **Pepperdine University** has installed vending machines throughout campus
- Digitally-connected, refrigerated units serve healthy foods in place of cost-prohibitive physical stores



Install enough lockers to make pickup convenient



Pilot has not yet been implemented on a college campus



Enlist vendor to maintain machines and manage repairs

# Idea 2: Scale Distribution at Low Cost



## GMU Robotic Delivery Program

- GMU began pilot in January 2019 with Starship Technologies to implement robotic food delivery, becoming first partner university in U.S.
- Fleet of 32 robots deliver one meal at a time anywhere on campus, carry up to 20 pounds of food, and open with personalized code



EAB.



EAB.

### Key Facts About GMU's Fleet

- 1 full time employee, plus additional student staff
- 10 retail locations served
- 12-hour battery recharged at outdoor stations
- 1,000 square feet warehouse for repairs

### Early Results from GMU's Program

**>\$1M** estimated organic growth in retail sales

**>500K** miles travelled in first year

**>10K** orders placed in first year



# Idea 3: Lease Excess Space to Market



**Anchor Institution:** a place-based, mission-driven entity that leverages economic power with human and intellectual resources to improve the long-term health and social welfare of its community

## Community-Centric Space Strategy Differentiates Drexel in Crowded Philly Market



### Leases University-Owned Space to Grow Partnerships, Reputation

Uses space to attract partners in well-aligned industries (e.g., life sciences)



### Uses Construction to Support Local Companies, Residents

Partners with developers on mixed-use facilities to create jobs, spur new business



### Factors City Grid and Streets Into Campus Planning

Designs pathways, street developments to ease navigation, boost community activity



### Embeds Community Voices in Campus Space Conversations

Consults neighborhood community groups about upcoming projects, impacts

## Idea 3: Lease Excess Space to Market



### Support Local Economic Development

- Virginia Tech developing, freeing up spaces on edge of campus for rentals
- Joint investments in research, exhibition, meeting spaces enable new, deeper collaborations
- Projects near main street boost foot traffic, spur investment in local businesses



### Facilitate Launch of Student Businesses

- Several institutions manage workspaces, call rooms for student business incubators
- While some universities charge rent, Montclair State University instead takes a stake in businesses started out of its spaces



### Get More Value Off of Unused Land

- Stanford University uses some land for commercial offices, hotels, retail properties and a regional shopping center
- Land for shopping center specifically provided under noncancellable leases, leading to more than \$1B in deferred rental income

# Idea 4: Make “Unproductive Space” Sellable



## Potential Opportunities to Increase Monetization of Assets Beyond Original Design



### Walls

Advertisements on digital screens;  
entryway micro-signage



### Parking

Differentiated parking fees; non-university rentals for events (e.g., movie nights, flea markets, church festivals); covered parking solar



### Transportation

Marketing contracts for bike racks and bus siding; supplemental service contracts for municipality public transit



### Conference Centers

One-stop-shop hosting packages; nudge faculty towards hybrid hosting instead of travel; access to residential halls, athletic facilities

## Idea 5: Leverage Partners to Monetize Assets

### The College of New Jersey (TCNJ) Leverages Public-Private Partnership (P3)

- To address critical student housing needs, TCNJ enters into 50-year DBFOM<sup>1</sup> land lease with the PRC Group for development of mixed-use facilities
- TCNJ retains ownership of the land while PRC maintains ownership of the improvements; at the end of the 50-year term, ownership of the improvements reverts to TCNJ
- TCNJ receives annual ground lease payment of \$400,000 per year; increases by \$50,000 each year during the project term, generating an income stream totaling \$48M
- 612 total beds across 11 buildings; one-, two-, and four-bedroom apartments, with 53,178 SF of other retail and restaurants
- **Revenue Summary:** \$120M total project cost covered by private financing, with TCNJ expected to receive ~\$48M over the life of the lease



#### Metropolitan State University (MSU)

Denver's MSU partnered with Sage Hospitality to open a SpringHill Suites on its campus, generating about \$2 million in revenue in first few years



Review EAB's [Navigating Public-Private Partnerships](#) for more details.

# Idea 5: Leverage Partners to Monetize Assets

## Minnesota State University Generates \$35K from Architectural Salvage



### Implosion of Gage Residence Hall Complex



YOUTUBE

- Gage Residence Hall Complex was constructed in 1965; complete renovation estimated to cost MSU \$28.8 million
- MSU issued RFP for demolition, ultimately selecting FEH Design's \$1.3 million bid<sup>1</sup>
- Beyond implosion, FEH offered architectural salvage to clear excess inventory and divert garbage from landfill; achieved 95% diversion rate



FEH DESIGN

### Architectural Salvage



Sold dining furniture to three summer camps



Set aside building stones and bricks to sell to alums



Coordinated with Advancement to sell old mailboxes



Converted building rubble into gravel; saved \$250K in using gravel to build parking lot

# \$35,200

Revenue from pre-demolition and salvage sales

1) FEH and MSU created revenue-sharing agreement to split revenue from architectural salvage.

# Idea 6: Think Outside the Box



Institutional Feature	Potential Alternative Revenue Idea	Case Studies
Growing Athletic Culture and Public Image	Lifetime Premier Stadium Seating	Mezzanine-level seats at the <b>University of Maryland's</b> Byrd Stadium cost \$800 to \$2,000 annually or \$10,000 to \$25,000 for a lifetime membership.
Beautiful Campus with Distinctive Architecture	Filmable Campus Contracts	<b>California State University, Northridge</b> decided to increase revenue by opening their campus to TV, film, and commercial shoots, which brings in more than \$1.25 million in revenue each year on average.
Strong Agricultural or Horticultural Programs	Campus Grown Food and Wine	<b>The University of California, Davis</b> sells its \$12 bottles of olive oil online and in the campus bookstore; <b>Washington State University's</b> creamery funds two research assistantships, a faculty position, and a portion of wages and benefits for three administrative positions; <b>California State University, Fresno</b> produces 12 to 15 different wines.
Tight Local Housing Market	Faculty Housing Co-Development Projects	A growing number of universities are pursuing partnerships with developers to construct faculty housing within the local community.
Strong Alumni Affinity with Campus	University Columbaria	Some institutions erect columbaria (memorial walls filled with niches for urns), with a typical columbarium holding several hundred to several thousand niches at approximately \$1,500 to \$5,000 per niche.

# Summary of Ideas



1

## **Target New Customers**

- What audiences are not being served by our current assets?

2

## **Scale Distribution at Low Cost**

- What and where can we do more for less?

3

## **Lease Excess Space to Market**

- What underused spaces can we lease/sell for community benefit?

4

## **Make “Unproductive Space” Sellable**

- What assets have historically had limited use?

5

## **Leverage Partners to Monetize Assets**

- Where can we tap external expertise and resources?

6

## **Think Outside the Box**

- What differentiated aspects could we leverage for profit?

# Opening the Floor to Conversation

*(Introduce yourself and...)*

Which idea most resonated to you as an opportunity to explore on your campus? What other ideas have you seen be deployed, either successfully or not?





# Next Steps

---

SECTION

3

# 200 Ideas from the Frontier Alternative Revenues in Higher Education

## NEW EDUCATIONAL REVENUES

Capturing High-Growth Student Populations and Institutional Services

### Internal Student Recruitment

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

### Summer and Intersession

9. Extended Stay Summer Terms
10. Overnights/Bed Course
11. Summer Sessions
12. High-Demand Major Prerequisite Fulfillment
13. Independent Study Summer Sessions
14. Open Enrollment Intersession Courses
15. Summer and Intersession Financial Aid
16. Gain Ed Requirements Blended Courses
17. 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

## ACADEMIC ENTREPRENEURSHIP INFRASTRUCTURE

Critical Capabilities for Identifying, Launching, and Scaling Value Programs

### Business Planning Support

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

### Fast-Cycle Program Launch

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

### 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

### Senior's 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. Other Lifelong Learning Grants
41. College-Affiliated Retirement Communities

### Cost-Effective Marketing

65. Community of Interest Partners
66. Affinity Population Partnerships
67. Segment Managers
68. Program Innovation Distance Learning Consortia
69. Employer of Choice Co-branding
70. Military Veterans Programs
71. Military Physicians Accreditation Partnerships

### Curriculum Development

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

### Distance Learning Course Licensing

42. Recreational Learning Brand Licensing
43. Turnkey Homesteadic Terminals
44. Captioned 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

### Enrollment Management

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

### Outsourcing and Joint Venture Models

80. Long-Term Profit-Sharing Partnership
81. Five-Year Invoicing Partners
82. Best-in-Breed Content Sourcing
83. Online M.Ed. 2+2
84. Online Degree Completion JV's

## BRANDING, LICENSING, AND AFFINITY

Expanding Product Categories and Sellable Space

### Increasing Branded Merchandise Demand

85. School Color Days
86. Corporate Event & 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 Columbia
94. On-Campus Spending Loyalty Programs
95. Parent Orientation VIP Packages
96. Debt Card Affinity Programs
97. Alumni Peer-to-Peer Lending
98. Online Campus Bank
99. Insurance and Retirement Counseling Affinity Marketing

## AUXILIARY SERVICES

Increasing Demand While Reducing Fixed Costs

### Premium-Priced Healthy and Convenient Foods

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

### Future Bookstore

124. Gaming Center Team Rooms
125. Personal Training Clubs
126. Town-Gown Transportation Partnerships
127. Campus Thrift Stores
128. Laundry Services
129. Campus Salons
130. DVD Rental Kiosks

### 'Stealth' Advertising and Sponsorship

100. Exterior Movie Signage
101. Fanzone Advertising
102. Bundled Student Media Advertising Packages
103. Most Plan Site Restaurant/Gifts
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. University 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

### Shared-Cost Luxury Amenities

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

### Favorable Vendor Rebates

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

## STUDENT FEES

Charging for Convenience and Choice

### Convenience Fees

140. Credit Card Convenience Fee
141. Tutoring/Institution Plan Service Fee
142. Early Move-In Fee
143. Early Registration Fee
144. Lifetime Transcript Fee
145. Lifetime Alumni Fee
146. Lifetime 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. Resequence Course Add Fee

### Differential Instructional Cost

153. Distance Learning Fee
154. Late-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 Fees

### Surplus Goods Disposal

161. Centralized Surplus Goods Sales
162. Online Surplus Goods Auctions
163. Donated Items Garage Sales

### 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 Hedging

### 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 Name Rentals

## FACILITIES AND REAL ESTATE

Generating Cash Flow from Underutilized Space

### Events Rentals

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

### Long-Term Leasing

186. Exterior Cellular Antenna Leasing
187. Tutoring and Test Preparation Leasing
188. Corporate Research Facility Leasing
189. Private Sector Office Space
190. Off-Peak Parking Lot Rental
191. Retail Ground Leasing

### Development Joint Ventures

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

### Asset Acquisition and Disposal

192. Real Estate Gift Specialists
193. Charitable Remainder Trust Specialists
200. Underutilized Real Estate Assets

# What to Expect in Part II?

Sessions on September 8<sup>th</sup> and October 2<sup>nd</sup> – Register [Here](#)



## Deep Dive into Alternative Revenue Strategy

Focus on the existing assets, internal resources, external partnerships, and historic successes to leverage at each institution



## Interactive Exercise

Facilitated reflection led by EAB experts to explore gaps and opportunities in your institution's approach to alternative revenue



## Takeaway Action Plan

Clear next steps and tactics to jumpstart alternative revenue investments on your campus





202-747-1000 | [eab.com](https://eab.com)

