

Welcome to the Session

Use this time to add your institution name to your name on zoom and answer in the chat:

In the last decade, what has been your institution's best success in generating alternative revenue outside of academic programming?



Maximizing the Value of Campus Assets

Session 2: Aligning Your Alt Rev Strategy Against Institutional Need



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.

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 Trigs

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. Program Innovation Distance 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 Homestay 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 Cakes 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 Teamrooms
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 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. 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. Reselector 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 Hedgies

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



Business Affairs Forum

Thumbnail descriptions for each of these strategies for alternative revenue capture can be viewed on our website at eab.com/baf/AlternativeRevenues

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?

How will alternative revenue support your strategy?

1

Supplement Revenue Losses

"Due to demographic declines, we are seeking ways to generate revenue even if enrollment slowly shrinks."

2

Stabilize Financial Insecurity

"We seek to additional resources to offset higher labor, technology, and inflationary costs."

3

Hedge Against Risks

"Recognizing are overreliance on international students to maintain our growth, we seek to diversify our revenue sources."

4

Optimize Asset Performance

"We spend a lot of money on buildings and technology—we need to ensure we squeeze every penny out of those investments."

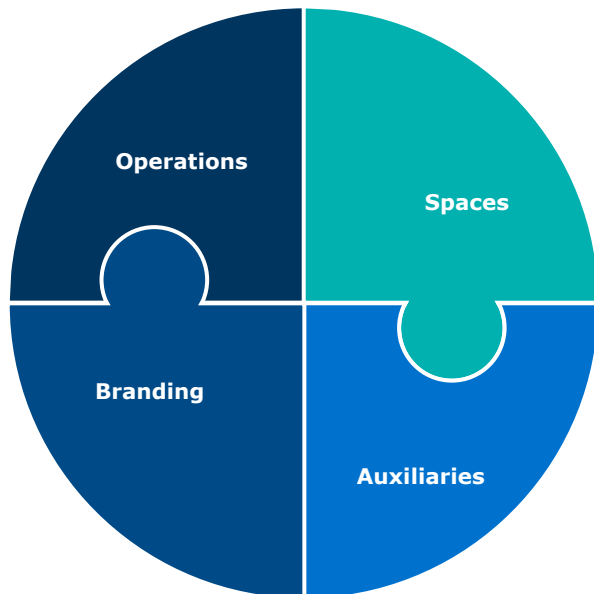
Introducing Our Working Group

Introduce yourself and...

Share your one sentence summary of your goal for a strategic alternative revenue strategy.



What are our institution's campus assets?



Physical Spaces

How many classrooms, offices, and communal spaces do we have? How often are they utilized? Is there one particular space that needs to be better used?

Auxiliary Functions

What is our institution's role in housing, dining, and vendors? Are there gaps in our auxiliary offerings? Could students, staff, partners fill those gaps?

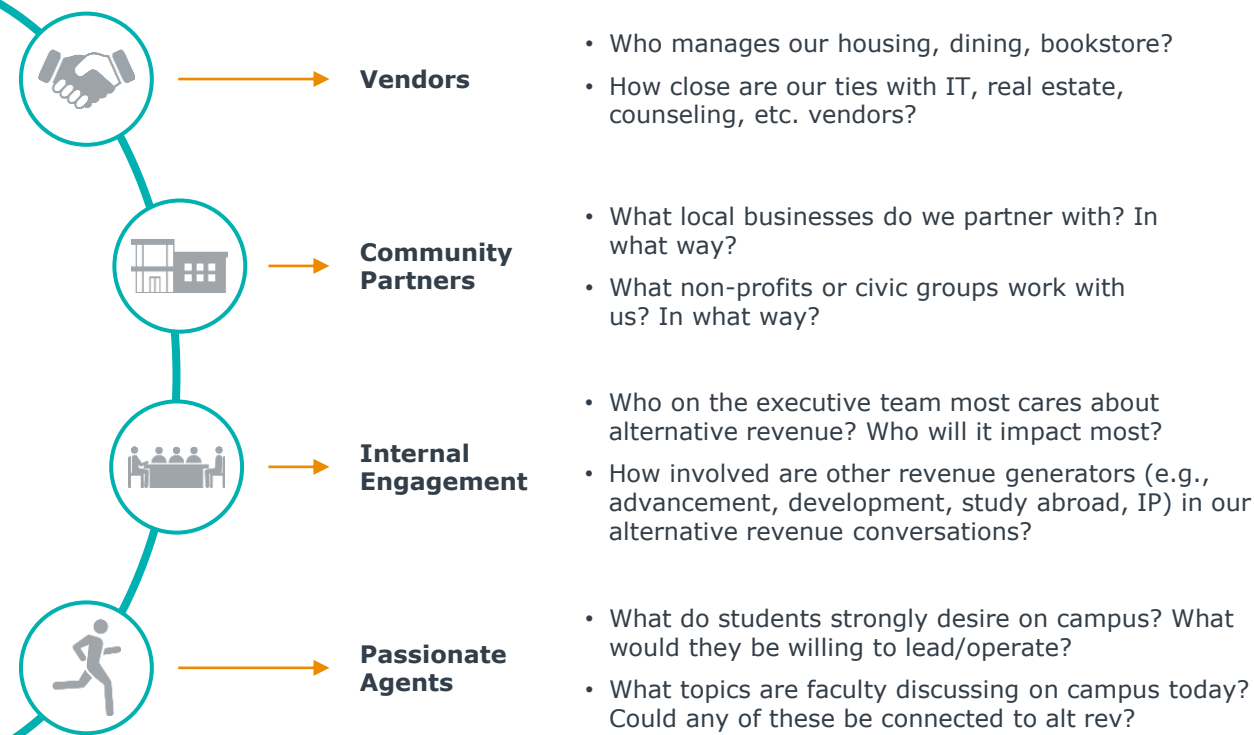
Internal and External Branding

Does our brand sell? Do other brands want to sell on our campus? Do we have displays, spaces, or infrastructure we could brand or license?

Operational Activity

What do our staff do well? Would external partners pay for those activities? Are there extended or higher-touch iterations of these services?

What partnerships/existing relationships can we use?



Opening the Floor to Conversation

(Introduce yourself and...)

What's one space, campus asset, or university partnership/stakeholder you think should be more optimally leveraged for alternative revenue?

What audiences are not served by our current assets? ¹¹



Students

Graduate students? Commuters? Non-traditional? Students with families?



Faculty and Staff

Adjuncts? Hybrid/remote staff? Generation Z? Visiting faculty? PIs?



Community

Alumni? Local businesses? Civic leaders? Historically marginalized groups? Children? Seniors/retirees?



Organizations

Summer camps? Sports centers? Event planners? Retreats and weddings? International schools?





What ideas have we not tried?

Visit the following webpage: <https://eab.com/insights/infographic/business-affairs/alternative-revenues-in-higher-education/>

Scan through the various tactics and ideas, especially under the following categories:

- Branding, Licensing, and Affinity
- Auxiliary Services
- Campus Operations
- Facilities and Real Estates

Pick three that your institution has not tried (or has not tried recently) that you think might be both possible and viable on your campus.

If you aren't sure what the ideas consists of or want to view more, you can also view the list with additional details and cases by visiting the following link, downloading the study, and go to page 30 onwards: <https://eab.com/research/business-affairs/study/capturing-alternative-revenues/>

Opening the Floor to Conversation

(Introduce yourself and...)

What's one campus group, initiative, or idea you think has not been given enough attention or time to mature to support your alternative revenue strategy?

Summary of What You've Created Today

1

Strategic Intent

Clear, single sentence statement explaining what you are seeking with alternative revenue and how that connects to your institution's goals.

2

Existing Resources Portfolio

A list of spaces, services, and staff you already have, and partners and stakeholders you already work with, that can be deployed for alt rev.

3

Market Intel Report

Potential clients, audiences, and organizations likely to drive high ROI from initial alt rev investments due to existing underservice.

4

Immediate Next Steps

Three tactical initiatives to immediately take back to campus to test with stakeholders and explore viability.



Next Steps

EAB's Here to Help

- Use our alternative revenue studies, infographics, and toolkits
- Set up a call with an expert to talk through implementation or strategy
- Have us present on maximizing campus assets to a wider group on campus
- Review Part I of this series



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