EAB

STRATEGIC ADVISORY SERVICES

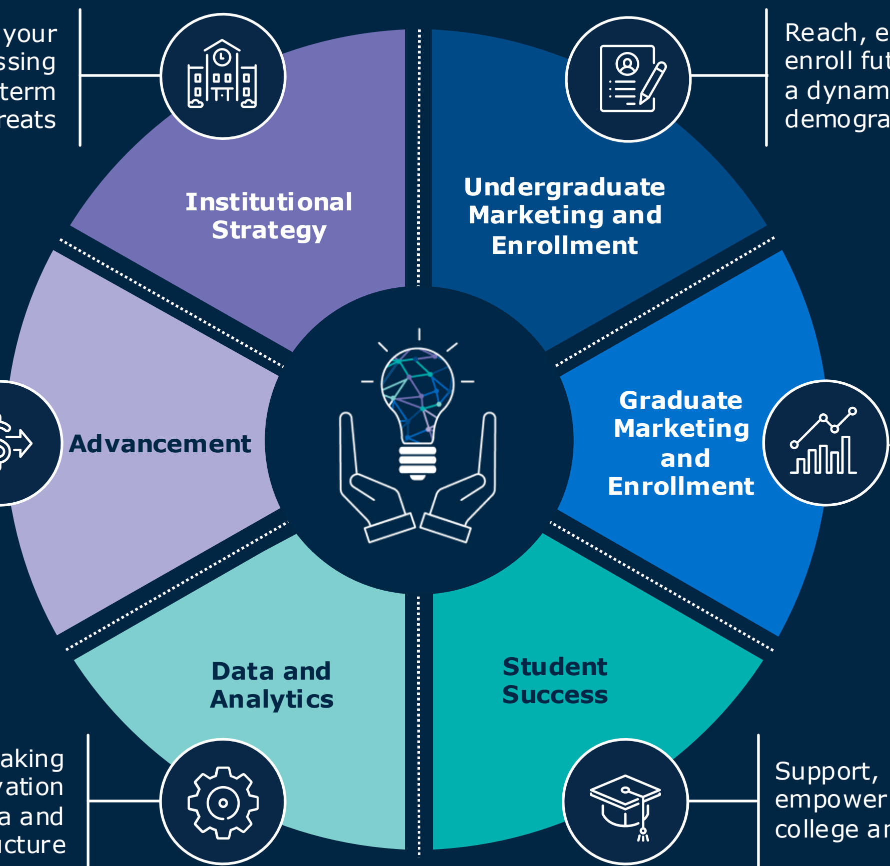
Alternative Revenue Playbook

Compendium of 150+ Alternative Revenue Tactics
and Guidance for Selecting Strategies to Pursue

EAB

Education's Trusted Partner to Help Schools and Students Thrive

Insight-Powered Solutions for Your Top Priorities and Toughest Challenges



Institutional Strategy: Future-proof your institution by addressing immediate and long-term opportunities and threats

Undergraduate Marketing and Enrollment: Reach, engage, and enroll future classes in a dynamic market with demographic headwinds

Advancement: Meet aspirational giving goals in an era of competing fundraising priorities and shifting donor interest

Graduate Marketing and Enrollment: Secure enrollments and revenue in an evolving graduate, online, and adult learner market

Data and Analytics: Improve decision-making and accelerate innovation with a modern data and analytics infrastructure

Student Success: Support, retain, and empower students in college and beyond

We partner with 2,800+ institutions to accelerate progress, deliver results, and enable lasting change.

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

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Executive Summary

No Silver Bullets for Increasing Revenue

Colleges and universities face an increasingly challenging financial landscape with rising costs and declines in traditional revenue streams such as tuition and government funding. As the gap between revenues and expenses grows, many institutions struggle to achieve a balanced budget. With these financial pressures unlikely to dissipate, **leaders are once again considering how alternative revenue streams could bolster their institution.**

Like in the Great Recession's wake, leaders are seeking non-traditional funding streams that can relieve the pressure to reduce costs. However, achieving an ROI on alternative revenue strategies remains difficult to generalize or replicate. Where success has occurred, institutions report modest returns that are unlikely to offset major budget shortfalls. The most successful institutions are often the beneficiaries of one-time opportunities rather than replicable strategies.

Ultimately, there is no formula for multi-million-dollar ideas; however, pursuing replicable opportunities can diversify income and support core operations.

Alternative Revenue is Not One-Size-Fits-All

Instead of trying a little bit of everything, EAB recommends focusing on a small number of strategies that align with institutional goals and available resources. Leaders should evaluate each idea on two factors: revenue potential and institutional feasibility.

Revenue Potential

- Net revenue
- Time to ROI
- Market demand
- Competitive landscape

Institutional Feasibility

- Organizational capacity
- Institutional risk
- Stakeholder support
- Strategic alignment

This approach helps prioritize tactics with the highest likelihood of success.

Two Resources to Help Leaders Capture Alternative Revenues

To help college and university leaders pursue viable alternative revenue opportunities, EAB has compiled two distinct resources in this publication. The first resource is a compendium of 156 proven revenue tactics, with detailed descriptions, relative dollar estimates, and time to ROI evaluations to help leaders generate ideas for alternative revenue opportunities to evaluate. The second resource provides stepwise guidance for evaluating tactics based on institutional context. Additionally, this resource includes an Appendix with lists of EAB's recommendations for tactics with a short time to ROI or high revenue potential.

Source: EAB interviews and analysis.

How to Use this Resource

This resource provides a menu of options for alternative revenue tactics to consider. Each tactic is evaluated on two factors: **lifetime revenue potential** and **time to ROI**. Importantly, not every tactic is applicable for each institution. Instead, this playbook is a picklist to help leaders evaluate and choose the tactics best suited for their institutions.

Alternative Revenue Categories

- Academic Programs and Educational Services
- Auxiliary Services
- Branding, Licensing, and Affinity
- Campus Operations
- Facilities, Real Estate, and Other Physical Assets
- Institutional Fees

Evaluation Factors

Revenue Potential

$ (Low)

$$ (Low-Medium)

$$$ (Medium-High)

$$$$ (High)

Time to ROI

<12 Months

1-3 Years

3+ Years

Source: EAB interviews and analysis.

Compendium of Alternative Revenue Tactics

SECTION

1

Academic Programs and Educational Services

Consulting and Partnerships

Tactic	Description	Revenue Potential	Time to ROI
#1: Faculty-Generated Case Study Sales	Universities and colleges sell faculty-created case studies, simulations, and exercises (typically in business, law, and public policy) to other institutions, consulting firms, or government and corporate training programs, often with separate charges for instructor materials, numbers of student copies, and copyright permissions. **University of Virginia's Darden Business Publishing** sells faculty-generated instructional materials in over 130 countries. Many institutions offer select materials for free to generate interest. Institutions should only pursue this tactic if there is a compelling business case for charging for case studies.	$	1-3 Years
#2: Faculty Expertise Databases	Some institutions have created online information databases cataloguing faculty areas of expertise. The most common databases compile scientific research to assist practitioners, such as one developed by researchers from six medical schools based on information reviewed and updated by 150 medical experts, designed to help health care professionals with diagnoses. Institutions generate revenue through a subscription-based model where users pay for access.	$	1-3 Years
#3: Industry-Supported Capstone Projects	Institutions charge business, government, and nonprofit partners for work received through student capstone projects. Many institutions have seen applications across disciplines and typically use both undergraduate and graduate students to support the engagements. **University of Maryland's Robert H. Smith School of Business** offers customized consulting support, expert guidance, and recommendations to businesses via its **Maryland Global Consulting Program**, which charges $5,000 for a team of up to five students.	$	1-3 Years
#4: University Curriculum Consulting	Some institutions develop content or consult on curricular redesign for other colleges and universities, some on an international scale. The **MIT Jameel World Education Lab (J-WEL)** offers organizations, particularly higher education institutions and academic consortia, a three-year program of engagement. Membership is tiered and ranges from $50,000 to $500,000 per year. Tiered memberships include access to webinars, the community of practice, intensive workshops, education research, and personalized advising for educational innovation.	$$	3+ Years
#5: Specialized Consulting and Training Services	**Sinclair Community College** consults and provides training on drones, from small toys to aircraft that can carry a person. They have worked with over 200 public and private clients and project $4.8 million in revenue over four years.	$$	1-3 Years

Source: Gnau, "Drones Become Multi-Million Dollar Business for Sinclair CC", *Government Technology*, October 16, 2024; Massachusetts Institute of Technology, Cambridge, MA; Sinclair Community College, Dayton, OH; University of Maryland, College Park, MD; University of Virginia, Charlottesville, VA; EAB interviews and analysis.

Academic Programs and Educational Services

Consulting and Partnerships

Tactic	Description	Revenue Potential	Time to ROI
#6: Course-Sharing Consortia	Institutions either form a consortium or join an existing one to give students access to courses offered by participating accredited institutions. Partner institutions generate revenue both from selling courses and from charging their own students a course-access fee. In addition to direct revenue gains from selling course seats, institutions benefit from the ability to offer their students a wider range of offerings without taking on additional technology or course development costs to expand their online course portfolio. Through Acadeum's course-sharing platform, the **University of Mount Union** quadrupled summer-session revenue to $1.1 million in seven years by filling additional seats in its own and partner courses.	$$	3+ Years
#7: Online Degree Completion Joint Ventures	Institutions sometimes choose to partner with third-party vendors to offer online degree completion programs for working adults who have some credit but no degree. General degrees appeal to a large market and are easiest to implement since online courses can be pulled from existing offerings across the university rather than needing buy-in from a critical mass of faculty in a single department. Third-party partners are especially attractive for colleges and universities that are looking to start degree-completion programs but lack the marketing expertise, application review, and advising support to reach geographically disparate working adult students. These programs are typically most successful when they target former students at your institution (vs. recruiting students who attended other institutions). When pursuing these partnerships, institutions should review contract and revenue-sharing agreements and consider financial implications if they do not meet enrollment targets.	$$	3+ Years
#8: Venture Fund Investment in Startups	Institutions have started to invest in startups through venture capital funds managed by venture capital firms established as separate legal entities. One institution invests in AI startups and emerging technologies to generate revenue. The AI Innovation Fund has net revenue of $1.2 million per year but has seen returns as high as $2.5-3 million. Several other institutions operate investment funds, including **NYU** and **MIT**. Institutions should note that these are long-term investments that carry greater risk compared to other investments.	$$$	3+ Years

Source: "If You Love Them, Let Them Go", *Acadeum*, Accessed June 2025; Massachusetts Institute of Technology, Cambridge, MA; New York University, New York City, NY; University of Mount Union, Alliance, OH; EAB interviews and analysis.

Academic Programs and Educational Services

Consulting and Partnerships

Tactic	Description	Revenue Potential	Time to ROI
#9: Equity Stake in Campus-Incubated Companies	While institutions with innovation hubs and incubators often generate revenue through office and research space rentals, some have also begun taking equity in start-ups founded within the incubators. **University of California Berkeley's** SkyDeck Accelerator Program accepts cohorts of twenty startups every six months and invests $200,000 for a 7.5% stake in each. Public institutions may face restrictions from state legislatures in pursuing this tactic and need to establish separate legal entities to manage investments.	**$$$**	3+ Years

Source: University of California, Berkeley, Berkeley, CA; EAB interviews and analysis.

Academic Programs and Educational Services

Expanded Audience Programs

Tactic	Description	Revenue Potential	Time to ROI
#10: Targeted Summer Programming for High School Students	Many institutions offer summer programs aimed at high school students, often with a specific focus such as entrepreneurship. **Babson College** offers a 3+ week entrepreneurial leadership program, charging $6,200 for online and an additional $6,500 for the in-person residential option.	**$**	1-3 Years
#11: Senior Couple Membership Discounts	A few institutions offer memberships or discounts to senior couples. These memberships give senior couples access to course audits, campus lecture and concert series, and dining and travel opportunities. **Molloy University's** Molloy Institute for Lifelong Learning offers annual lifelong learning memberships to its Rockville Centre Campus for $850 for couples (or $495 for individuals).	**$**	<12 Months
#12: Local Senior Excursion Weekends	Institutions offer day- or weekend-long regional travel seminars to senior citizens and taught by faculty. Bundling educational offerings with leisure activities, transportation, or accommodation allows for a higher price point. The **University of Alabama** offers trips to local destinations and activities (e.g., museums, candy making, festivals). For example, they offer a $675 three-day historic and leisure tour of Mobile. Local destinations attract seniors seeking more affordable vacation opportunities than more commonly offered luxury vacation packages.	**$**	1-3 Years
#13: Faculty-Led Destination Travel	To further engage older learners, institutions offer travel seminars, from a week-long tour of a domestic major city to multi-week international adventures. **Penn State University's Osher Lifelong Learning Institute** offers a two-week tour across Scandinavia for $8,699 per person. Institutions can generate additional revenue by offering premium options. For example, some institutions may charge for optional trip extensions, airfare arrangements, travel protection, and accommodation upgrades.	**$**	1-3 Years
#14: University Testing Centers	A few institutions operate tutoring and test prep centers for K-12 students. The **University of Idaho** operates a campus testing center that serves its students, local K-12 students, and the broader community. These centers administer standardized tests such as the ACT, SAT, GRE, and professional certification exams. Idaho generates up to $70,000 annually from administering over 2,500 exams, including K-12-focused standardized tests.	**$**	1-3 Years

Source: Riddell, "Testing centers a growing source of higher ed revenue", *Higher Ed Dive*, May 23, 2027; Babson College, Wellesley, MA; Molloy University, Rockville Centre, NY; Penn State University, University Park, PA; University of Alabama, Tuscaloosa, AL; University of Idaho, Moscow, ID; EAB interviews and analysis.

Academic Programs and Educational Services

Expanded Audience Programs

Tactic	Description	Revenue Potential	Time to ROI
#15: Distance Learning Proctoring Services	Institutions sell test proctoring services to postsecondary students, community members, and local businesses, both through partnerships and individual sales. **Ivy Tech Community College's Testing Services** offers exam administration for colleges and universities, certification and professional licensure testing, credit for prior learning exams (CLEP, DSST), and more. Testing services should adhere to the NCTA Professional Standards and Guidelines. Advertised test administration fees typically range from $25 to $50 per exam.	$	<12 Months
#16: K-12 School Curriculum Development	Very select institutions offer holistic curriculum development for K-12 schools. Oxford University Press, a department of the **University of Oxford**, offers a year-by-year seven-subject curriculum to international schools across the world.	$$	3+ Years
#17: Online Dual Enrollment Programs	Colleges and universities launch online dual-credit programs to serve high school students in the region, often in response to the availability of state funding for dual-credit courses taken online. Revenue potential can depend on state context and existing infrastructure supporting these programs. This practice is popular among community colleges and institutions should make note of potential competition when exploring this opportunity. The **University of North Texas** offers an online dual credit program at reduced costs to high school students in two local public school districts and one public charter school.	$$	3+ Years
#18: Corporate Training Memberships	Membership programs for corporate training partners facilitate the formalization of long-term mutual commitments, enabling institutions to use up-front payments from companies to fund customized content, advising, and website features. Membership pricing typically ranges from several hundred to several thousand dollars per student annually. **Washington University in St. Louis** offers tiered privileges to corporate members including employee tuition discounts, complimentary seats for select offerings, and lunch and learns.	$$	<12 Months

Source: Ivy Tech Community College, Indianapolis, IN; University of North Texas, Denton, TX; University of Oxford, Oxford, England, UK; Washington University in St. Louis, St. Louis, MO; EAB interviews and analysis.

Academic Programs and Educational Services

Expanded Audience Programs

Tactic	Description	Revenue Potential	Time to ROI
#19: Osher Foundation Lifelong Learning Grants	Institutions with Osher Lifelong Learning Institutes can receive grants of $100,000 for up to three consecutive years from the Bernard Osher Foundation for offering in-person, non-credit educational offerings specifically designed for adults aged 50+ for personal fulfilment and socialization. Institutions must demonstrate long-term support and "material contributions" to the program, signing up a minimum of 300 dues-paying members annually, and must explicitly co-brand the program as an Osher Lifelong Learning Institute program. Approximately 120 colleges and universities have received grants, including the **College of William and Mary's Osher Lifelong Learning Institute**, which received $1 million to establish permanent support for the center.	**$$**	3+ Years
#20: Turnkey Homeschool Curriculum	Select colleges and universities have built significant presences in the resurgent K-12 homeschooling market. Texas Tech K-12, a division of **Texas Tech University Online**, offers a variety of flexible educational solutions for K-12 curriculum, including full-time high school diploma programs, individual courses, AP courses, credits by exam, and more. Non-Texas residents and international students pay $300 per course ($450 per course for international students). Texas Tech K-12's marketing has focused on local districts, though some programs seek to develop curriculum for districts in countries with large homeschooling or distance learning populations. Texas Tech K-12 has partner schools in Haiti, Costa Rica, Brazil, Mexico, and Colombia.	**$$**	1-3 Years

Source: "A higher percentage of K-12 students are receiving academic instruction at home", *NCES*, September 17, 2024; College of William & Mary, Williamsburg, VA; Texas Tech University, Lubbock, TX; EAB interviews and analysis.

Academic Programs and Educational Services

New Academic Programs

Tactic	Description	Revenue Potential	Time to ROI
#21: Independent Study Summer Sessions	Institutions offer summer reading or self-paced courses to students, especially those abroad, interning, working, traveling, or at home. Offering independent summer sessions increases revenue through additional course enrollments. Independent study courses are attractive to faculty unavailable to teach full summer session courses, as grades do not need to be posted until the fall, and faculty are paid on a per student basis.	$	<12 Months
#22: Open Enrollment Intersession Courses	Many institutions offer open enrollment courses during the weeks between fall and spring semesters. Current students typically have priority registration access. The **University of Virginia** charges between $470-$1,736 per credit hour for January term courses and staggers enrollment dates so their students can register before the open enrollment period.	$	<12 Months
#23: Stackable Certificates	Master's and bachelor's degrees are modularized into stackable certificates, or self-contained combinations of courses that help earn certificates and/or count toward degrees. **New Mexico State University** uses a dual approach to stackability: first, bundling microcredentials to count as a credit course, then, incorporating courses into a degree pathway. Stackable certificates are often marketed to students interested in testing the waters before committing to a full degree program. They also provide a low-cost method for expanding enrollment by appealing to both certificate and degree seekers without creating separate courses for each. Units should evaluate potential ROI before launching new microcredentials as not all offerings generate revenue and/or risk a long time horizon to break-even due to lack of interest.	$	3+ Years
#24: New Regulatory Requirement Certificates	Introducing new certificate programs or modifying existing programs to meet new regulatory requirements helps institutions grow their microcredential portfolio revenue. Regulation-focused courses appeal to both individual students looking to improve their own marketability as well as to corporations looking to train employees to meet growing compliance needs. For example, the **University of Maine System** offers an indigenous history microcredential that aligns with state continuing education and pre-service teacher training. To enhance their attractiveness, many institutions ensure that students can apply regulatory-focused credits to master's programs, either at the same institution or through transfer agreements. Units should evaluate potential ROI before launching new microcredentials and consider establishing employer partnerships to achieve scale.	$	3+ Years

Source: Warren, "University Maine System Wabanaki history course and credential reaches milestone", *University of Maine System*, October 11, 2024; New Mexico State University, Las Cruces, NM; University of Maine System, MN; University of Virginia, Charlottesville, VA; EAB interviews and analysis.

Academic Programs and Educational Services

New Academic Programs

Tactic	Description	Revenue Potential	Time to ROI
#25: Condensed ESL Programs for Early-Career Professionals	Short-term English as a second language (ESL) programs (2 to 10 weeks) geared toward students or early-career professionals offer an avenue for institutions to expand market reach. Institutions often bundle instruction with social and cultural activities. The **University of Pennsylvania** offers custom programs for corporate or government groups. These programs are a least four weeks in duration and accommodate 15-30 participants.	$$	1-3 Years
#26: Extended Summer Term Offerings	Institutions invest in summer program infrastructure by both offering more shorter sessions and/or creating extended summer periods. Shorter course blocks offer students greater flexibility and multiple start dates. Extended sessions enable a richer learning experience. For example, **New York University** offers 3-week, 6-week, and 12-week sessions during the summer. This practice also allows institutions that have struggled to embrace academic flexibility in traditional programs to test the viability of shorter-form content.	$$	1-3 Years

Source: New York University, New York City, NY; University of Pennsylvania, Philadelphia, PA; EAB interviews and analysis.

Auxiliary Services

Amenities

Tactic	Description	Revenue Potential	Time to ROI
#27: Laundry Services	Institutions partner with companies to provide dry cleaning and laundry services. Students have access to pay-as-you-go and pre-paid plans, priced by allotted pounds of laundry over a set time period (e.g., 20 pounds weekly for an academic year). **Cornell University** partners with an external company, Lazybones, to provide bulk laundry services for $1.45 per pound and per item for dry cleaning.	$	<12 Months
#28: Online Ordering Kiosks	University and college bookstores house online ordering kiosks so faculty, staff, and students can order out-of-stock or unavailable items. This enables the bookstore to expand its inventory without assuming excess financial risk or need for additional store space.	$	<12 Months
#29: Small-Batch Custom Publishing	Institutions have expanded their custom publishing portfolios to include course reader print-on-demand services and self-service machines capable of printing customized books in library-quality paperback form. Although custom publishing is typically geared toward campus customers, some institutions market services to others in the local community with small-run printing needs. University Custom Publishing, a division of the **University of Southern California**, provides custom publishing services to 20 colleges and universities across the US.	$	1-3 Years

Source: Cornell University, Ithaca, NY; University of Southern California, Los Angeles, CA; EAB interviews and analysis.

Auxiliary Services

Campus Retail

Tactic	Description	Revenue Potential	Time to ROI
#30: Short-Term Vending	Vendors apply and pay a fee to the institution to sell, promote, or distribute products and services on-campus for a short period of time (e.g., 1-3 days). At **Howard University**, vendors complete an application to reserve a table or space at pre-approved locations between 11:00 am-4:00 pm, If approved, it pays a fee dependent on vendor type: student organizations pay $60, non-profits pay $150, and general businesses pay $400.	**$**	<12 Months
#31: Campus Trunk Shows	A handful of institutions charge high-end retail vendors (typically clothing and shoes) to hold one-day "trunk shows" on campus, attracting vendors lacking the volume for permanent shelf space and willing to sell items at a slight discount. One large metropolitan university charges vendors approximately $2,000 per trunk show, with an estimated $25,000 total revenue per year.	**$**	<12 Months
#32: High-Traffic Sales Events	Many colleges and universities host special retail sales during popular campus events (e.g., athletic games, graduation) to attract students and community members. One institution boosts merchandise and retail sales through pop-up sales of clothing, gift items, and other merchandise. They host these sales during textbook and graduation regalia pick-up times to encourage students to purchase more.	**$**	<12 Months
#33: Price Comparison Tool for Online Store	While most institutions have an online store, some also feature a price comparison tool on the site, which helps prove that campus store pricing is similar to competitors'. **Clark College's** website lets students compare the university bookstore's prices with preferred digital partners and other retailers.	**$**	<12 Months
#34: Town-Gown Transportation Partnerships	A small number of institutions have assumed operation of select municipal bus lines. These lines, often at risk of being cut by local transit authorities, are absorbed by the university to ensure reliable access to campus. While profit margins are typically small, institutions generate revenue through a combination of predictable fare collection, bundled student transportation fees, and eligibility for local, state, or federal transit subsidies.	**$$**	3+ Years

Source: Clark College, Vancouver, WA; Howard University, Washington, D.C.; EAB interviews and analysis.

Auxiliary Services

Food and Dining Options

Tactic	Description	Revenue Potential	Time to ROI
#35: Off-Campus Meal Plan	Institutions sell meal plans to students living off-campus, with the most successful institutions structuring plans for convenience. Namely, students can purchase or cancel plans at any time, access carryout options, and/or pay for blocks of meals (e.g., 25 or 100 total meals) rather than a weekly amount (e.g., 14 meals per week). **Penn State** offers tiered options for a Campus Meal Plan for 10+ meals per week ($2,600-$3,100 per term), a Commuter Meal Plan ($250-$1,000 term), or LionCash, a prepaid spending account that comes with discounts on select items.	$	<12 Months
#36: Faculty and Staff Meal Plans	Many institutions offer meal plans to faculty and staff to generate additional revenue. **George Washington University** offers discounted meal plan options to faculty and staff starting at $126/year for 12 meals. Meal plans are charged through automatic payroll deductions.	$	<12 Months
#37: Summer Dining Options	Many institutions provide dining and board options for summer academic programs and conferences, both internal and external. Institutions typically charge at least $170 per week, with pricing dependent on the number of meals each week. Dining services at one institution provide meals over the summer, which represent the dining operation's third-largest source of revenue.	$	<12 Months
#38: Dining Options for Students with Kitchens	Institutions add new food and dining options targeting students who live off-campus and/or who have kitchens. **Worcester Commons at University of Massachusetts Amherst** features a retail café, grab-and-go market, and even a full-service restaurant.	$	3+ Years
#39: Meal Kit Package Partnerships	Given students' interest in healthier and more convenient dining options, select institutions now incorporate meal kit delivery options into student dining plans. Aramark found in a pilot program that 85% of participating students reported that they were more likely to purchase a meal plan in the next year if it included starter meal kit purchases.	$	1-3 Years
#40: Meal Plan Food Delivery Partnerships	A quickly growing number of institutions partner with local restaurants or a broader food delivery service (e.g., Grubhub) to allow students to use their campus debit cards or meal plans off-campus or through delivery. Grubhub partners with over 360 institutions, including **University of Missouri**, **Northeastern University**, and the **University of Tampa**.	$	<12 Months

Source: "Grubhub Campus Dining Adds 60+ University Partners Ahead of 2024-2025 School Year", *PR Newswire*, August 21, 2024; McCorquodale, "Aramark partnership puts healthy and convenient meals kits on universities' dining plans", *FoodService Director*, October 15, 2019; George Washington University, Washington, D.C.; Northeastern University, Boston, MA; Pennsylvania State University, University Park, PA; University of Massachusetts Amherst, Amherst, MA; University of Missouri, Columbia, MO; University of Tampa, Tampa, FL; EAB interviews and analysis.

Auxiliary Services

Food and Dining Options

Tactic	Description	Revenue Potential	Time to ROI
#41: Organic Food Stations	Tapping into student interest and health-related willingness to pay extra for organic food, universities add organic options to campus food courts. **George Mason University** responded to student demand for healthier and more plant-forward meals by launching Future 50 Foods Stations in their dining halls, featuring 50 "Future Foods" (ingredients) identified by the World Wildlife Fund as having high nutritional value and a lower environmental impact.	$	<12 Months
#42: Novelty Smart Vending Machines	Institutions invest in novelty vending machines to offer students convenient, contactless food service in a way that takes up less space and can be particularly helpful for institutions facing dining staff shortages. **Lehigh University** launched an entire Convenience Corridor of vending options as alternatives given their University Center's closure for renovations and dining staff shortages.	$	<12 Months
#43: Catering Services	Institutions provide catering services for events (on and off-campus) such as graduation, reunions, weddings, and conferences. Evergreen Catering at **Loyola University Maryland** caters internal events hosted for donors and trustees as well as off-campus events.	$	1-3 Years
#44: Robotic Food Delivery	To meet student demand for convenience in food ordering, several institutions have instituted automated ordering and delivery systems for dining options across campus. **George Mason University** offers robotic food delivery in partnership with Starship and has delivered over 450,000 meals to date. Early results from George Mason's program estimate over $1 million in organic growth in retail sales.	$$	1-3 Years
#45: Food Truck Dining Options	Universities host food trucks on campus on a regular or one-time basis, even accepting campus "dining dollars." Institutions benefit from revenue-sharing arrangements, where they previously lost business to off-campus offerings. **Fairfield University** uses food trucks as a permanent dining option with independent vendors and university-owned trucks on campus daily. They have become such a popular option that they now make up 15% of Fairfield's total dining volume. This arrangement helps accommodate the dining needs of a growing student population (and avoids revenue loss to external vendors). Institutions in areas without existing food trucks can similarly invite local restaurants to campus on a rotating basis, providing students with expanded options without the high cost of adding new facilities.	$$	1-3 Years

Source: Cobe, "New 'Convenience Corridor' and Lehigh University is powered by robots and vending", *FoodService Director*, August 15, 2023; Fairfield University, Fairfield, CT; George Mason University, Fairfax, VA; Lehigh University, Bethlehem, PA; Loyola University Maryland, Baltimore, MD; EAB interviews and analysis.

Auxiliary Services

Food and Dining Options

Tactic	Description	Revenue Potential	Time to ROI
#46: Campus Convenience Stores	Select universities have partnered with companies to develop cashier-free, self-serve convenience stores on their campuses. **University of Denver** worked with Sodexo to launch two cashier-less grocery stores. These Eat>Now locations have become so popular that, despite not requiring cashiers, the stores have had to increase staffing to ensure the shelves are continuously stocked.	**$$**	3+ Years
#47: Small-School Exclusive Rights Consortia	Clusters of geographically proximate institutions too small to negotiate exclusive vendor distribution rights partner to aggregate purchase power and secure more favorable revenue-sharing terms from food and beverage companies. In addition to other higher education institutions, colleges and universities also partner with local nonprofits or large local entities (like arenas or amusement parks) in these consortia.	**$$**	1-3 Years
#48: Exclusive Vending Rights	Institutions sign exclusive deals with soft drink corporations, athletic-gear manufacturers, and other similar food and beverage or retail companies. In addition to providing higher commissions on potentially multimillion-dollar contracts in exchange for exclusivity, companies provide marketing money to the institution, with the hope of cultivating brand loyalty among the college-aged demographic. One study of exclusive beverage vending rights contracts at 38 major U.S. public universities found that these deals generated an average of ~$900,000 per year per university.	**$$$**	1-3 Years

Source: Crain, "Campus convenience stores become cashier-free, see sales volume rise", *New Hope Network*, August 5, 2022; Greenthal et al., "Incentives and penalties tied sales volume in contacts between beverage companies and public universities in the United States", *Journal of American College* Health, May 27, 2022; University of Denver, Denver, CO; EAB interviews and analysis.

Branding, Licensing, and Affinity

Advertising and Sponsorship

Tactic	Description	Revenue Potential	Time to ROI
#49: Exterior Micro-Signage	Space on bus shelters, information kiosks, parking garage lighted panels, bike racks, and trash and recycling receptacles is prime real estate for institutions to sell outdoor advertising. Large institutions generate around $20,000 in annual revenue and avoid $50,000-$150,000 in facilities purchase, replacement, and maintenance costs by selling exterior micro-signage.	$	<12 Months
#50: Flatscreen Advertising	Flatscreen monitors across campus are both a source of information and potential advertising revenue. Especially attractive in student unions, these screens alternate displays of campus and external programming (such as student broadcasts or music videos), event announcements, and vendor advertisements. **University of California Berkeley's** Student Union offers tiered pricing on digital signage depending on how long the non-campus organizations want ads displayed. The pricing: $325 for a week, $2,600 for the semester, and $4,900 annually. Some institutions sell screen-saver advertising space in computer labs; however, for institutions focusing on reducing energy consumption, this practice may be less preferable than enabling automatic sleep.	$	<12 Months
#51: Orientation Sponsorship	Institutions provide a range of freshman and transfer orientation sponsorship opportunities. These packages range from $100 to over $25,000 and include web listings, the opportunity to provide promotional materials in student welcome bags, orientation fair table space, sponsor-specific event slot and/or logo space on t-shirts and more. Most sponsors are companies that use orientation to market to or recruit students, but offices also invite local community groups seeking visibility amongst students and the institution. **Purdue University** offers six tiers of sponsorship opportunities and summer visit days with increasing price ranges. Additionally, they offer the ability to create custom packages.	$	<12 Months
#52: Career Fair Sponsorship	Institutions increase career fair sponsorship revenues by providing tiered opportunities. The entry-level tier is charging for table space (around $100) while the highest tier costs over $10,000 and offers additional and/or customizable booth space, preferred booth location, website and program recognition, and the ability to host career week events with complimentary catering. Nonprofit organizations typically receive discounted rates. **Coastal Carolina University** offers tiered annual career services sponsorship packages ranging from $1,000 to $10,000 for dedicated interview rooms, eight sponsorship engagement activities, and recognition at all career services events throughout the year.	$	<12 Months

Source: Coastal Carolina University, Conway, SC; Purdue University, West Lafayette, IN; University of California, Berkeley, Berkeley, CA; EAB interviews and analysis.

Branding, Licensing, and Affinity

Advertising and Sponsorship

Tactic	Description	Revenue Potential	Time to ROI
#53: College and Academic Department Sponsorships	An increasing number of academic departments are adopting sponsorship models used in intercollegiate athletics, seeking corporate sponsorships and offering diverse marketing opportunities at events and in communications. **Bowling Green State University's Schmidthorst College of Business** offers a diverse menu of opportunities for organizations to sponsor student organizations (e.g., National Association of Black Accountants), student teams or competitions, and signature events. For example, sponsors of their annual Women in Leadership and Innovation Conference include Marathon, PNC, Huntington, Nationwide, and First Solar.	$	<12 Months

Source: Bowling Green State University, Bowling Green, OH; EAB interviews and analysis.

Branding, Licensing, and Affinity

Alumni, Parent, and Community Affinity Programs

Tactic	Description	Revenue Potential	Time to ROI
#54: Parent Orientation VIP Packages	Parents and caregivers of new students register for a premium-priced VIP New Student Orientation for themselves, which includes special luncheons, and sessions with faculty and university executives. Fostering institutional connections for families has secondary benefits, such as facilitating retention, student success, and development efforts.	$	<12 Months
#55: On-Campus Spending Loyalty Programs	Campus debit card or mobile platform-based loyalty programs incentivize students to purchase meals, books, and convenience items on campus to accumulate reward points, often redeemable for campus merchandise. Institutions without advanced technology for points-based programs opt for simpler methods like offering campus restaurant coupons with textbook purchases, selling bookstore discount cards, or rewarding frequent buyers of certain merchandise. Several thousand students have joined **Ohio University's** loyalty rewards program via the OHIO EATS mobile ordering app.	$	<12 Months
#56: University Columbaria	Institutions erect columbaria, or memorial walls filled with niches for urns. A typical columbarium can hold several hundred to several thousand niches. The starting price point is around $3,000 per niche. Able to "blend in" with campus grounds, columbaria have the advantage of not requiring the space or up-front investment needed for memorial gardens or campus cemeteries and provide a more lasting alternative to alumni having their ashes scattered on football fields or other campus landmarks. Columbaria are most common at institutions with deep athletics, military, or religious ties, but are expanding to other institution types as administrators see opportunity in marketing niches not only to alumni, but also to long-tenured faculty and staff. **University of Virginia** offers tiered vault pricing based on vault location, ranging from $2,900 to $3,800.	$$	3+ Years

Source: "Loyalty programs popular with college students", *Transact*, February 9, 2023; Ohio University, Athens, Ohio; University of Virginia, Charlottesville, VA; EAB interviews and analysis.

Branding, Licensing, and Affinity

Alumni, Parent, and Community Affinity Programs

Tactic	Description	Revenue Potential	Time to ROI
#57: Debit and Credit Card Affinity Programs	Banks partner with colleges and universities to offer co-branded, affinity debit cards or credit cards, with institutions receiving either a percentage of transactions or a set amount based on the number of accounts. In these agreements, banks often receive marketing space at student orientations and alleviate concerns that debit cards fuel student debt by providing financial literacy seminars on campus. Debit cards are an attractive alternative to credit cards given federal regulations about marketing credit cards to college students, which select institutions have gotten around by marketing to alumni instead of current students. (Credit cards may also be a riskier choice given that affinity card usage has declined nationally, with students and alumni still opening but rarely using college-affiliated credit card). The **Penn State** Alumni Association received over $20 million in royalty payments over a 10-year period for a contract with Bank of America’s FIA Card Services.	**$$**	3+ Years

Source: Fitzpatrick and Mosbrucker-Garza, “Pa. ranks No.2 in the nation for higher ed credit card marketing deals”, *Whyy*, August 30, 2023; Pennsylvania State University, University Park, PA; EAB interviews and analysis.

Branding, Licensing, and Affinity

Branded Merchandise

Tactic	Description	Revenue Potential	Time to ROI
#58: Campus-Branded Food Products	External businesses partner with institutions to sell university-branded food products. **George Mason University** partnered with a former staff member who owned a winery to launch Geo. Mason Wines. In their first three years, revenue from wine sales funded $29,000 in student scholarships.	**$**	1-3 Years
#59: Campus-Grown Gourmet Foods	A handful of institutions sell campus-grown gourmet foods, including cheese, ice cream, and olive oil. **Washington State University's** creamery products, including ice cream and its renowned Cougar Gold Cheese, generate about $250,000 for the university each year.	**$**	3+ Years
#60: Campus Wineries	Universities and colleges with viticulture departments produce, bottle, and sell their wines commercially. **University of California Davis** sells the wine they produce to the public through the Hilgard631 label primarily marketed to alumni and community members.	**$**	3+ Years
#61: Branded Office Décor	Colleges and universities create branded office décor, such as paperweights, business card stands, and framed campus prints. Although alumni are the primary market, items are also heavily marketed to parents to purchase as graduation gifts. Some institutions customize office décor to bear specific professional school insignia or engravings with the student's name and graduation year. Institutions charge a range of prices for these items with higher costs for special orders, customized items, and items made of precious materials.	**$**	<12 Months
#62: School Color Days	A growing number of institutions designate a recurring weekday or annual date as an occasion for students, faculty, alumni, and the community to show school spirit. These events generate demand for licensed merchandise. Institutions often promote retailers who carry merchandise as part of the campaign and/or offer discounts. On **Vanderbilt University's** College Colors Day, faculty and staff are encouraged to wear school colors and receive a 10% discount on most merchandise at the bookstore.	**$**	<12 Months
#63: Campus Event E-Commerce Campaigns	Institutions pair major milestones such as commencement, historic anniversaries, and athletic or academic achievements with marketing campaigns. These campaigns are typically digital-first, using social media and email to promote online merchandise. In a one-month period after a national football championship victory, the **University of Michigan** quickly launched a campaign to promote campus-branded merchandise. This led to a 1,674% increase in online merchandise sales compared to the previous year.	**$**	<12 Months

Source: Mowreader, "A Lick of Success: College Creameries Merge Science and Work", *Inside Higher* Ed, January 11, 2024; "Promotions for National Championship Win Drive 1,647% Sales Increase", *Barnes & Noble* College, Accessed June 2025; George Mason University, Fairfax, VA; University of California, Davis, Davis, CA; University of Michigan, Ann Arbor, MI; Vanderbilt University, Nashville, TN; Washington State University, Pullman, WA; EAB interviews and analysis.

Branding, Licensing, and Affinity

Branded Merchandise

Tactic	Description	Revenue Potential	Time to ROI
#64: University License Plates	Many public institutions (and a growing number of private) partner with their state's department of motor vehicles to offer license plates featuring school logos. Institutions typically charge $25 to $50 and collect two-thirds of the revenue as unrestricted funds. Arkansas paid the **University of Arkansas'** Alumni Association nearly $1 million in one year from the sale of university-branded license plates.	**$$**	1-3 Years
#65: Designer Label Co-Branding	Many colleges and universities receive a percentage of proceeds from co-branded designer apparel. In 2024, the **University of California Los Angeles Bruins** signed a 15-year apparel contract with Under Armour where the university receives $18.7 million per year.	**$$$**	1-3 Years
#66: Licensed Product Sales Consortia	Many institutions improve royalty revenues and ensure brand protection by signing contracts with licensing vendors that offer opportunities such as collaborative deals with national retailers. Although product buying was previously performed at a local level (e.g., licensees approached local retail establishments to carry branded merchandise for area institutions), retailers now look to vendors to sell college-branded products in one single, national transaction. Retailers then ensure the appropriate institution's products are carried in relevant geographically proximate stores. The **University of Alabama** Athletics Department's partnership has grown Alabama's footprint. Branded merchandise is produced by almost 600 licensees and carried by more than 3,500 retailers.	**$$**	3+ Years

Source: Roberts, "Report: Hogs, ducks leading specialty license plates sales", *Arkansas Democrat-Gazette*, June 29, 2019; Rovell, "UCLA announces 15-year, $280 million deal with Under Armour", *ESPN*, May 24, 2016; University of Alabama, Tuscaloosa, AL; University of Arkansas, Fayetteville, AR; University of California, Los Angeles, CA; EAB interviews and analysis.

Branding, Licensing, and Affinity

Content and IP Licensing

Tactic	Description	Revenue Potential	Time to ROI
#67: IP Commercialization	Colleges and universities commercialize research products by licensing patents to external organizations to generate revenue. Many institutions have dedicated intellectual property (IP) management entities, often known as Technology Transfer Offices (TTOs), that handle the licensing and commercialization of university-developed IP. The **University of Pittsburgh** received patents on over 550 technologies over a five-year period and licensed them through its Innovation Institute. Institutions can have internal TTOs or create standalone entities like the **University of Alaska Anchorage's** SeaWolf Holdings, LLC.	$	3+ Years
#68: AI Training Content Licensing	Universities may begin to consider deals with AI companies to train models on university IP. This would facilitate adding new and incremental revenue streams to existing ones. Academic publishers, including **Oxford University Press**, have begun to negotiate terms for opt-in licensing of content by authors, which could provide a model for colleges and universities to reference.	$$	1-3 Years

Source: Palmer, "Oxford University Press 'Actively Working' With AI Companies", *Inside Higher* Ed, August 5, 2024; University of Alaska, Anchorage, Anchorage, AK; University of Pittsburgh, Pittsburgh, PA; EAB interviews and analysis.

Branding, Licensing, and Affinity

Diverse Athletics Revenue

Tactic	Description	Revenue Potential	Time to ROI
#69: Season Ticket Processing Fee	Season ticket processing fees are relatively common in higher education, but can vary by sport, purchaser, and method of purchase. The **University of Michigan** and **University of Wisconsin** charge processing fees of $15-$20 for student season ticket purchases in specific sports. The **University of Arizona** implemented a "Competitive Fee" of $25-$50 per ticket for season tickets to football, men's and women's basketball, softball, and baseball.	$	<12 Months
#70: Variable Pricing for Sporting Events	Most institutions with Division I athletics programs charge differentiated pricing for tickets to sporting events. Factors impacting ticket price often include seat location, the opponent, day of the week, and game significance. **Louisiana State University** charges more for certain games (e.g., South Carolina tickets range from $110-$160 and Arkansas range from $35-$60) as well as for seats in their premium and endzone locations.	$	<12 Months
#71: Co-Branded Exhibition Games	Colleges and universities solicit sponsorships for pre-season exhibition games that are often marketed as charity events in which a portion of sponsorship revenues is donated to a specific charity. **University of Iowa** partnered with a local sports company, ProHoops Sports & Events, to sponsor and host a preseason exhibition game for the Indiana Fever. The event generated a large turnout as it was alumni Caitlyn Clark's return to the Iowa's Carver-Hawkeye Arena.	$	<12 Months
#72: Athletics Website Sponsorships	Universities seek sponsorships for official athletics website and social media platform features, such as "player of the week," sweepstakes, trivia, or game recap sections. Web sponsors typically receive complimentary or discounted game-day marketing opportunities as a part of a bundle, such as videoboard ads and public address announcements. **Muskingum University** charges a base price of $2,500 for a two-year commitment in exchange for recognition on its athletics website and social media platforms.	$	<12 Months
#73: Full-Service Tailgating Bookings	Athletics fans book tailgate packages, guaranteeing them a space near the stadium and rentals for tailgating supplies. Packages often including a tent, tables, chairs, coolers, and the option for add-ons like speakers, high top tables, games, and catering. **University of Illinois Urbana-Champaign** (UIUC) offers three levels of tailgating packages, ranging from $600 to $2,250 per game. Although free or lower cost spaces are available ($25-$50 to reserve), UIUC incentivizes fans to purchase full-service packages by opening sales for these bookings one month before releasing lower cost space reservations.	$	<12 Months

Source: "Indiana Fever Announce Preseason Game and University of Iowa on May 4", *Indiana Fever*, January 30, 2025; Louisiana State University, Baton Rouge, LA; Muskingum University, New Concord, OH; University of Arizona, Tucson, AZ; University of Illinois Urbana-Champaign, Champaign, IL; University of Iowa, Johnson, IA; University of Michigan, Ann Arbor, MI; University of Wisconsin, Madison, WI; EAB interviews and analysis.

Branding, Licensing, and Affinity

Diverse Athletics Revenue

Tactic	Description	Revenue Potential	Time to ROI
#74: Sports Memorabilia Auctions	Colleges and universities auction athletics memorabilia such as signed jerseys and one-on-one visits with players and coaches. **Vanderbilt University** raised over $200,000 for their nonprofit Name, Image, Likeness (NIL) collective by auctioning off pieces of goal posts, game balls, and helmets from a historic football win. A single game helmet had bids for over $30,000.	$	<12 Months
#75: Multi-Year Premier Stadium Seating	A growing number of institutions are expanding luxury suites and premium stadium seating, with pricing determined by commitment length. Alumni, fans, and local businesses often sign multi-year commitments (e.g., three-, five-, or seven-year leases), with visiting team fans able to purchase excess seating on a game-by-game basis. The **University of Maryland** charges $65,000 for a one-year lease and $57,000 per year for a seven-year lease of luxury suites.	$$	1-3 Years
#76: Stadium Beer Sales	Many universities offer alcoholic beverages, particularly beer, in stadium concessions. Concerns over alcohol abuse are addressed by dispensing beer in clear cups for easy monitoring, training security personnel in conflict prevention, permitting sales only up to halftime or in luxury seating areas, and only selling beers with a certain percentage of alcohol by volume. The **University of Tennessee Knoxville** averaged $520,000 in beer sales per game for four games in one season.	$$	<12 Months
#77: Professional Team Stadium Home Games	Colleges and universities located near professional stadiums and with major athletic programs increase ticket sales for home games by hosting them in professional team stadiums. In some cases, owners of underutilized stadiums may pay institutions to host their games there. **Georgia Tech** was paid $10 million to play a rivalry game at the Mercedes-Benz Stadium, home of the Atlanta Falcons and Atlanta United FC.	$$$	<12 Months
#78: Stadium Naming Rights Sales	Institutions with large athletics programs have an increasing interest in selling the naming rights to athletics facilities as they look to increase revenue. **Florida International University (FIU)** signed a naming rights deal with singer Pitbull for their football stadium. In the deal FIU gets $1.2 million per year for five years (with a potential for five additional years), a Pitbull-created anthem, twelve social media posts about FIU per year on Pitbull's accounts, and an appearance from Pitbull at one athletics fundraising event per year.	$$$	<12 Months

Source: Busbee, "Playing rivalry games in NFL stadiums is a sad- and sadly understandable- reality of college football today", *Yahoo Sports*, October 16, 2024; Clinkscales, "Vanderbilt's Alabama Upset Spawns Flash Keepsake Auction", *Sportico*, October 7, 2024; MacBain, "FIU Athletics, Pitbull announce unprecedented partnership and naming of football stadium", *FIU* News, August 6, 2024; Stewart, "What college sells the most beer at home football games?", Medium, December 16, 2022; University of Maryland, College Park, MD; EAB interviews and analysis.

Campus Operations

Campus Health Center

Tactic	Description	Revenue Potential	Time to ROI
#79: University-Owned Lab Services	Institutions with third-party billing systems negotiate with private insurance carriers to ensure that in-house laboratories can be reimbursed for common tests, provided that health center laboratories are CLIA (Clinical Laboratory Improvement Amendments) certified and meet any additional local and state regulations. For more elaborate tests, however, institutions still typically outsource to corporate laboratories.	$	<12 Months
#80: University Employee Clinics	Some colleges and universities extend health center services to faculty and staff. **New York University** offers faculty, staff, and community members the option to utilize the following student health center services: urgent care, full-service retail pharmacy, optometry, travel medicine consultations, and physical therapy. Institutions with expanded employee clinics report faculty and staff account for up to 30% of total revenues, and, as a side benefit, found the new service increased campus health center credibility as faculty and staff report their positive experiences to students and peers.	$$	1-3 Years
#81: Third-Party Insurance Billing	A growing number of universities bill students' pre-existing private insurance carriers for student health center services, typically contracting with as many insurance providers as necessary to cover 75% to 95% of the student population. Through third-party billing, student health centers can become entirely self-sufficient, covering all their own costs, including staff salaries and benefits, renovations, and small-scale capital projects. This practice is most attractive to mid- and large-sized public universities with the population size necessary for generating enough revenue to justify the up-front investment of time and resources.	$$$	1-3 Years

Source: New York University, New York City, NY; EAB interviews and analysis.

Campus Operations

Selling Staff Services

Tactic	Description	Revenue Potential	Time to ROI
#82: Personal Training Sessions/Services	Institutions with robust recreation and/or athletics programs provide personal training services at lower-than-market rates, achieving modest profits while promoting health and wellness for students, faculty, and staff. Personal training sessions range from $36-$135 per session. Prices vary depending on trainer expertise (e.g., student trainers cost less per session), number of sessions purchased (e.g., discounts for 20-session package), and customer characteristics (student, faculty, or community member). Discounts are also provided for partner and group training sessions.	**$**	<12 Months
#83: Temporary Agencies	Institutions with excess capacity in internal temporary staffing services provide support to external organizations for a fee. Even when profits are minimal, the institution benefits from improved relationships with employers.	**$**	1-3 Years
#84: Library Services	University libraries charge campus and community members for audiovisual digitization and preservation services. **Cornell University's Library** offers a range of services (e.g., digitization, forensic analysis, and digital transcoding) at an hourly rate of $90.	**$**	<12 Months
#85: Outsourcing Service Provision	Institutions with staff expertise and capacity may consider offering services to institutions and organizations with specific needs. One university contracts out its construction manager's excess capacity to a nearby institution for a set number of hours each week, charging an hourly rate for their work.	**$**	1-3 Years
#86: Cybersecurity Services	Institutions offer cybersecurity services to other higher education institutions and organizations. **Indiana University's** OmniSOC, a shared security operations center, offers a range of cyberthreat intelligence and analysis services. OmniSOC boasts over 31 member organizations, including over 20 U.S. universities, the National Radio Astronomy Observatory, and the USDA Agricultural Research Service.	**$$**	3+ Years
#87: Child Care Centers	Institution-operated childcare centers serve the campus community and can generate additional revenue by providing services to the broader community, often at a higher price point. Institutions with specialized programs in child development further benefit from the ability to provide students with unique on-site research and training opportunities. Due to liability, quality, and accreditation concerns, centers typically have a higher adult-to-child ratio and lower prices than their private sector counterparts, making large profits unlikely. The **University of Utah** operates five campus childcare programs, two serving children of student parents and three open to the broader community.	**$$**	3+ Years

Source: Cornell University, Ithaca, NY; Indiana University, Bloomington, IN; University of Utah, Salt Lake City, UT; EAB interviews and analysis.

Campus Operations

Sustainability

Tactic	Description	Revenue Potential	Time to ROI
#88: Solar Trees	Some institutions have begun to install "solar trees," or solar panels that maximize energy capture by adjusting angles across the day following the sun's path. Parking lots provide an ideal location for these structures as they generate energy while providing shade to parked cars. **Rutgers University** has one of the largest solar parking installations in the US with 28 acres of parking lots covered with solar canopies. The installation provides about 60% of the campus's annual electricity needs and shadows 2,000 parking spaces.	**$$**	3+ Years
#89: Landfill Methane Pipeline Partnerships	One public university partnered with a private sector waste company to design a cogeneration plant running on methane gas piped from the local landfill as a "free" energy alternative to commercial natural gas. Start-up costs were funded by advanced sales of Renewable Energy Credits (RECs) and donations from corporate partners, with plans to resell excess energy in outyears as methane pipeline volumes increase.	**$$**	3+ Years
#90: Local Cogeneration Partnerships	A handful of universities sell excess electricity and heat from owned cogeneration facilities to nearby companies. Cogeneration facilities also help reduce energy costs by capturing and using the heat generated by electricity generation. One university in Manhattan generates revenue (in addition to $5 million in annual cost savings) by selling excess electricity to Con Edison.	**$$**	3+ Years
#91: Electricity Demand Response Programs	Demand response programs encourage institutions to reduce electricity usage during certain (often high-use) periods. Reduced usage may earn incentive payments or reduced electricity prices. **Temple University** has participated in several demand response programs with its energy provider resulting in $14.5 million in combined revenue and savings over ten years.	**$$**	3+ Years
#92: Renewable Energy Credit Hedges	Also known as Green Tags, Renewable Energy Credits (RECs) are tradeable certificates representing proof that one megawatt-hour of electricity was generated from an eligible renewable energy source. In the 30 U.S. states and DC with active REC programs, universities with green energy capabilities contribute to the power grid. Certifying agencies assign a unique REC ID, which can be sold to utility companies or on voluntary markets for green energy offsets. A list of all REC states can be accessed from the Database of State Incentives for Renewables & Efficiency; information on REC pricing (which ranges considerably) can be found here.	**$$**	3+ Years

Source: "Cogeneration re-development brings reliable and sustainable electricity and thermal energy to college campus in New York", Veolia, Accessed June 2025; "Temple University earns millions by stacking demand response programs", enel, Accessed June 2025; Noor, "Solar Panel Parking Lots", *8M* Solar, January 7, 2025; EAB interviews and analysis.

Campus Operations

Sustainability

Tactic	Description	Revenue Potential	Time to ROI
#93: Wind Farm Contracts	A handful of universities sign long-term leases with energy companies, which fund the deployment and maintenance of windmills on campus-owned land. The near-term goal for institutions is to generate clean energy, with the long-term ambition of generating surplus kilowatts to sell back to utilities. University Lands, managed by the **University of Texas (UT) System**, houses three wind projects. The system receives lease payments from the wind developers that support the Permanent University Fund (PUF), which supports construction and capital expenses at all fourteen UT institutions and fourteen **Texas A&M** institutions.	**$$$**	3+ Years

Source: University of Texas System, TX; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Asset Sales

Tactic	Description	Revenue Potential	Time to ROI
#94: Centralized Surplus Good Sales	A growing number of institutions centralize the sale of surplus goods (such as old computers, furniture, and lab equipment). This is typically a self-funded subdivision of the Finance office that manages a warehouse of surplus goods and any related sales or auctions. Many sell surplus goods through online auction sites (most commonly, Public Surplus, an online auction platform for public agencies) to expand reach beyond on-campus surplus goods warehouses, a model that works particularly well for unique or expensive items. At most institutions, internal units are given time to purchase surplus items before they are available to the general public. The **University of Utah's** Surplus and Salvage Department manages and sells surplus property, including vehicles, furniture, laboratory equipment, and industrial parts. Federal and state agencies, university departments, and public education agencies receive priority for purchasing before opening sales to the public.	$	<12 Months
#95: Donated Item Garage Sales	Garage sales of items donated or left behind by students at the end of the academic year bring in revenue for institutions or local causes. While many institutions choose to donate proceeds to local partner nonprofits, some choose to redirect profits to fund campus initiatives. For example, **Coastal Carolina University's** Campus Salvage sale raised $6,900 for campus sustainability initiatives, partially funded by a $5 entry fee. Institutions can also rent garage sale space to vendors for a fee ranging from $30 to $75 and sell concessions at the event to generate additional revenue.	$	<12 Months
#96: Unused IP Address Sales	Institutions typically own several IP addresses, which may no longer be used or necessary to maintain ownership of. Decades after bulk purchasing IP addresses, **DeSales University** was approached about selling these blocks. The university sold an entire 16block of IPv4 addresses for $2.5 million and 300 new addresses.	$	<12 Months
#97: Art Asset Sales	Several institutions have listed university art assets for sale in recent years to generate additional revenue. **Rockefeller University** sold two expressionist paintings for $22.3 million. The proceeds will be used to fund biomedical research. (Note that this tactic likely requires consultation with your general counsel, as donated artwork may be subject to legal or donor-imposed restrictions that limit or prohibit its sale.)	$$$	1-3 Years

Source: Donadel, "Too good to be true: How one IT team unlocked millions with this simple trick", *University Business*, June 7, 2024; Greenberg, "Rockefeller University to Sell 2 Abstract Expressionist Paintings", *Inside Higher* Ed, November 4, 2024; Coastal Carolina University, Conway, SC; University of Utah, Salt Lake City, UT; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Asset Sales

Tactic	Description	Revenue Potential	Time to ROI
#98: Faculty House Purchasing Program	The Princeton Faculty Residential Purchase Plan (PFRPP) enables eligible faculty and staff to purchase homes near campus at a fair market value directly from **Princeton University.** Under the terms of the PFRPP, the University retains the option to repurchase a property under specific conditions. The program includes 160 properties, and purchases are financed through university mortgage loans.	**$$$**	3+ Years
#99: Campus Building Sales	**Lesley University** has begun listing a portfolio of 10 historic properties known as "The Cambridge Connection" for sale as of 2023. The portfolio includes a mix of freestanding offices, dormitories, and Victorian homes, totaling over 85,000 square feet. The six properties listed in April 2023 have a total value of $32.8 million.	**$$$**	1-3 Years
#100: President's Residences Sales	Some institutions have sold their president's residences, including **The New School** and **Laurentian University**. The New School's five-story townhouse in West Village was listed at $20 million, and Laurentian's Ontario property sold for $899,000.	**$$$**	1-3 Years
#101: Campus Land Sales	The **University of Minnesota** sold 280 acres to Meta for $39.7 million. The company plans to use the land for a data center. Proceeds from the sale are going to the UMore Park Legacy Fund, which supports special education and outreach projects at the university. Historically, this tactic may have applied more to institutions in high-demand real estate markets, but this case study demonstrates that buyers are looking for large, open spaces for development as well.	**$$$$**	1-3 Years
#102: Campus Sales	As part of a campus right-sizing process, the **University of Toledo** sold a campus that previously served as its community and technical college. The campus was sold to the Toledo Public School System and will be used as part of a partnership with Owens Community College and UT to bring new educational opportunities to the campus.	**$$$$**	3+ Years

Source: Hoff, "U of M approves selling its park land to Facebook and Instragram owner Meta", *Kare* 11, September 7, 2023; Levy, "Lesley University is selling $38.2M in real estate", *Cambridge Day*, April 28, 2023; Otterman, "Facing Budget Troubles, Some Colleges Look to Sell the President's House", *The New York Times*, February 16, 2024; Ulrichsen, "Own a piece of local history: LU president's home for sale for $899K", *Sudbury.com*, February 22, 2024; Princeton University, Princeton, NJ; University of Toledo, Toledo, OH; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Development Joint Ventures

Tactic	Description	Revenue Potential	Time to ROI
#103: Faculty Housing Co-Development Project	A growing number of institutions are pursuing partnerships with developers to construct faculty housing, seeing third parties as necessary for complex projects where they lack development expertise. Although actual revenue gains depend upon the amount of subsidization offered to residents, faculty housing development does assist with community revitalization efforts.	$$$	3+ Years
#104: Corporate Research Facility Joint Ventures	A growing number of institutions see research companies, often those in pharmaceuticals, as attractive development partners, not only for capital investment potential but also for student internship and faculty research partnership opportunities. The **University of Wisconsin-Madison's** University Research Park offers science and technology companies the option to construct/own or lease from a building owner their own facilities on a site under a long-term ground lease.	$$$$	3+ Years
#105: Real Estate Trusts	Creating a separate trust generates revenue that can flow back to the university while preserving property tax exemptions and mitigating institutional risk. While all institutions can pursue this structure, it is most relevant for those with mature real estate development and monetization capabilities. The **University of British Columbia's** UBC Properties Trust manages and develops the university's assets in Vancouver and Okanagan. Its real estate activities have generated over $2 billion in endowment value through land sales, lease transactions, rental operations, and management fees for construction and landscape services.	$$$$	3+ Years

Source: University of British Columbia, Vancouver, British Columbia, Canada; University of Wisconsin–Madison, Madison, WI; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Leases and Rentals

Tactic	Description	Revenue Potential	Time to ROI
#106: Tech-Enabled Classroom Rental	Universities rent tech-enabled classrooms to corporations interested in hosting training sessions or other events in facilities with interactive presentation equipment such as integrated podiums and document cameras.	$	<12 Months
#107: ATM Space Leasing	While it is not uncommon for institutions to lease ATM space to banks, they generate revenue from this practice in different ways. Options include leasing the physical space for the ATM, collecting fees for exclusive rights, and sharing surcharge revenues.	$	<12 Months
#108: Recreational Facility Rental	The **University of Richmond** offers by-the-hour rental rates for its Weinstein Center athletics facilities, including basketball courts, the pool, intramural fields, and tennis courts starting at $10/hour. **Harrisburg Area Community College** offers community members access to its pickleball courts for a yearly membership fee of $225. Students, faculty, and staff can access the courts for free.	$	<12 Months
#109: Gaming and Esports Center Tournaments	Institutions attract customers to high-end gaming centers by planning tournaments for various games. Institutions can generate interest by simulcasting tournament proceedings in high-traffic areas such as student unions, food courts, and lobbies. The Localhost Gaming and Esports Center at **Rowan University** hosts biweekly eLEET Counter-Strike gaming nights with a $10 entry fee ($5 for Rowan students). One public metropolitan university estimates $15,000 in gaming center revenues per year, as well as indirect revenue gains from food and merchandise sold to students spending more time in student unions due to tournament activities.	$	<12 Months
#110: Farmers Markets	Institutions generate recurring profits from parking lots or other open campus space by holding weekly farmers' markets, tapping into campus demand for locally grown produce while supporting local farmers. The Farmers Market at Maryland (**University of Maryland College Park** campus) charges vendors a month fee equal to 5% of their previous month's gross sales in addition to a non-refundable $50 application fee.	$	<12 Months
#111: Flea Markets	Institutions sponsor flea markets at regular intervals, monetizing parking lots or other open spaces during weekends while providing opportunities to local vendors and promoting town-gown relations. The monthly flea market at **De Anza College** attracts approximately 20,000 shoppers each month to 825 vendor stalls, generating $300,000 in rental income annually.	$	<12 Months

Source: De Anza College, Cupertino, CA; Harrisburg Area Community College, Harrisburg, PA; Rowan University, Glassboro, NJ; University of Maryland, College Park, MD; University of Richmond, Richmond, VA; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Leases and Rentals

Tactic	Description	Revenue Potential	Time to ROI
#112: Movie Theaters and Outdoor Movies	Institutions with movie theaters or screening rooms often show new and classic films while charging for tickets, food, and beverages. Campuses with large outdoor venues may also hold drive-in movie nights in parking lots and grassy areas. Universities may increase revenue by marketing special events, such as classic film nights, to alumni and community members. The **University of West Alabama** operates a 90-seat theater that is open to the public. Students get one free movie per week, while tickets are $7 for adults and $3 for children.	$	<12 Months
#113: Research Equipment User Fees	External researchers (from industry or other colleges) pay user fees to access university-owned shared research equipment. Industry researchers are typically charged higher rates, up to three times the internal rate. **University of California, Berkeley's Research Infrastructure Commons (RIC)** program allows external partners to enter into standardized agreements to use research equipment and services. To avoid inconveniencing faculty, they typically only allow external parties to use equipment during weekends and evenings.	$$	<12 Months
#114: Summer Residence Leasing	Many institutions lease out housing facilities for summer camps, conferences, and other community events. One university in the UK provides summer housing for the Edinburgh Fringe Festival, generating around £400,000 each summer.	$$	1-3 Years
#115: Land Lease for Cell Towers	This practice allows universities to leverage property assets without significant upfront costs, providing a mutually beneficial arrangement with telecommunications companies. Cell tower lease rates typically range from $1,000-$5,000+ per month, depending on location, demand, and exclusivity.	$$	1-3 Years
#116: Rooftop Space Lease for Solar Panels	A growing number of institutions are selling access rights to private-sector energy firms to deploy solar panels on rooftops of campus buildings. Energy companies typically fund capital and conversion expenses, sign 25-year leases to provide below-market electricity, and potentially share proceeds from potential surplus energy sales. The **University of Virginia** leases space on two rooftops to Dominion Virginia Power, which operates the system, while students and faculty benefit from research and educational opportunities.	$$	1-3 Years

Source: University of California, Berkeley, CA; University of Virginia, Charlottesville, VA; University of West Alabama, Livingston, AL; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Leases and Rentals

Tactic	Description	Revenue Potential	Time to ROI
#117: Unused or Underutilized Campus Space Leases	Many institutions have unused and/or underutilized space on campus that can be rented to generate revenue while increasing use. The events team at one university rents unused campus space for meetings, conferences, and events, generating $1.5 million annually. Additionally, they lease three floors of an academic building to a nearby college, generating more revenue.	$$	<12 Months
#118: Conference and Event Hosting	Colleges and universities often rent campus space for conferences and events, including meeting spaces, outdoor venues, and residential facilities. Many also offer event management and support services including A/V, parking, and dining options. **George Washington University** provides venue options across its campuses, including auditoriums, dining rooms, athletic facilities, and parks, depending on event type. They provide event support services while offering catering services for an additional fee.	$$	<12 Months
#119: Contracts for Campus Filming	Institutions across the globe rent campus spaces for TV, film, and commercial shoots. **California State University Northridge** brings in more than $1.25 million in revenue each year on average through contracts to film on campus. This also provides a cross-promotional opportunity for CSU Northridge by advertising films and shows that have been shot on the campus.	$$	<12 Months
#120: For-Profit Education Providers Space Leases	Institutions seeking to generate revenue from excess or underutilized campus space often lease space to external organizations. One private university leases space and equipment to a for-profit provider of health certificate programs (e.g., nursing, surgery preparation, and pharmacology) in exchange for a percentage of the profits. Faculty receive overload teaching opportunities and certificate programs contribute to the university's outreach goals, with the provider and university partnering to help certificate students apply to associate's and eventually bachelor's degree programs.	$$	1-3 Years
#121: Exterior Cellular Antennae	Many colleges and universities lease rooftop space to cellular providers to enhance campus wireless coverage and generate additional revenue. These leases are common, especially in urban or high-density areas, and can provide meaningful monthly income, often ranging from $1,500-$5,000 per month depending on the number of antennae and the size of the installation.	$$	1-3 Years

Source: California State University, Northridge; Los Angeles, CA; George Washington University, Washington, D.C.; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Leases and Rentals

Tactic	Description	Revenue Potential	Time to ROI
#122: Interior Cellular Distributed Antennae	Institutions have implemented distributed antenna systems (DAS) above ceiling tiles to improve in-building reception. Institutions typically contract with vendors who determine gaps in interior coverage and solicit carriers to house signals together in a single DAS. **Duke University** has a campus-wide DAS covering buildings over 20,000 square feet. The system is owned by Duke but fully funded and maintained by major carriers (AT&T, Verizon, and T-Mobile). Carriers pay for the right to use the infrastructure, effectively leasing access to interior space for their antennas and equipment.	$$	1-3 Years
#123: Bandwidth Leasing	Commercial wireless providers, like T-Mobile, lease or purchase excess Educational Broadband Services (EBS) bandwidth from colleges and universities. Experts estimate that institutions can earn hundreds of thousands of dollars per year from leasing their spectrum rights. Several higher education institutions have even sold all or part of their EBS licenses.	$$	<12 Months
#124: Retail Ground Leases	Many institutions lease retail space to merchants and restaurants, typically finding retail leasing to be most profitable when offerings serve both the campus and surrounding community. Facilities on the borders of the institution—often facing outward to the community rather than inward to the campus—are most attractive, as well as mixed-use spaces in surrounding areas, especially those including student and faculty housing structures.	$$$	3+ Years
#125: Residential Ground Leases	**Stanford University's** Residential Ground Lease Program provides housing for faculty and staff through a mix of residential leasehold single-family homes, townhouses, and condominiums, located both on-campus and off-campus. Lessees pay monthly rent to the institution and hold leases for up to 51 years.	$$$	3+ Years
#126: Private Sector Office Space Leases	One institution has developed new office buildings on campus, two-thirds of which will be rented to the private sector. The university expects to generate a few million dollars in profit over a 12- to 15-year period while paying back the initial capital expenditure; after that, the buildings are expected to generate $40-$50 million per year.	$$$	3+ Years
#127: Research Facility Leases	Institutions with research laboratory space, especially specialized facilities, can generate revenue by renting access to space to businesses and organizations. **Charles Sturt University** in Australia leases land and facilities in its AgriPark, including labs, animal care space, and field sites, to businesses and researchers in its region.	$$$	1-3 Years

Source: "Who's Selling EBS Licenses?", *WCO Spectrum*, May 1, 2021; McKenzie, "FCC Key to Closing the Homework Gap", *Inside Higher Ed*, April 22, 2019; Charles Sturt University, New South Wales, Australia; Duke University, Durham, NC; Stanford University, Stanford, CA; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Leases and Rentals

Tactic	Description	Revenue Potential	Time to ROI
#128: Commercial Ground Leases	**Stanford University** engages in a number of long-term ground leases of property. Stanford University has several land leases that house commercial developments, including offices, hotels, retail properties, and even a regional shopping center. The land lease for the shopping center alone has generated more than $1 billion in rental income.	**$$$$**	3+ Years

Source: Stanford University, Stanford, CA; EAB interviews and analysis.

Facilities, Real Estate, and Other Physical Assets

Parking

Tactic	Description	Revenue Potential	Time to ROI
#129: Differential Employee Parking Rates	Some institutions charge employees differential parking rates based on their salary, with employees in higher salary bands paying more for parking than employees in lower salary bands. **James Madison University** charges part-time, non-salaried workers an annual fee of $56.64, and workers making $105,000 or more annually pay $592.32. Additionally, parking fees are collected via bi-weekly payroll deductions.	$	<12 Months
#130: Differential Student Parking Rates	Some colleges and universities charge differentiated rates for commuter students and those receiving tuition support or offer permits for more desirable lots at higher prices. **Syracuse University** offers differential rates for surface lots, garages, evenings, and park-and-ride lots.	$	<12 Months
#131: Incremental Annual Parking Rate Increases	Institutions raise permit prices each year, regardless of changes in operating expenses. The **University of Michigan** implemented a 4% increase for all permit types with increases ranging from $0.33 to $6.50 per month based on permit type.	$	<12 Months
#132: Electric Vehicle Charging Stations	With the increase in hybrid and electric vehicles, many institutions have installed EV charging stations in campus parking locations. Most institutions charge hourly rates for charging starting at $1 and often with maximum hours to ensure the spots are not used for general parking.	$	3+ Years
#133: Off-Peak Parking Lot Rental	Partner with local companies or organizations to provide long-term evening and weekend parking. Institutions regularly lease out parking spaces during off-peak times to companies with night shifts, nearby churches, and apartment buildings undergoing parking lot renovations or that are over-capacity.	$$	<12 Months
#134: Parking Facility Public-Private Partnerships	Institutions establish a long-term lease of parking facilities to a private parking provider, which results in a lump payment that can be endowed and used to perform capital renewal. Institutions that have successfully negotiated these contracts maintain the ability to set parking policies, but not parking rates, to ensure that campus parking needs are met. **The Ohio State University** (OSU) privatized parking operations in 2012 through a 50-year lease agreement with CampusParc in exchange for an upfront cash payment of $483 million. At the time, OSU estimated that the initial payment would generate $3.1 billion in investment earnings.	$$$$	3+ Years

Source: James Madison University, Harrisonburg, VA; Syracuse University, Syracuse, NY; The Ohio State University, Columbus, OH; University of Michigan, Ann Arbor, MI; EAB interviews and analysis.

Institutional Fees

Academic Fees

Tactic	Description	Revenue Potential	Time to ROI
#135: Placement Test Fee	Institutions charge a processing fee to students taking foreign language or other placement exams. For example, The **Catholic University of America** charges $82 per foreign language placement exam and the **University of Georgia** charges $30 per exam. While it is not uncommon to charge a placement test fee, many institutions offer these exams free of charge or waive fees for students with financial need.	$	<12 Months
#136: Non-Partner Study Abroad Fee	In addition to an institution-managed study abroad program, some universities allow students to participate in non-partner programs for a fee. The **University of Virginia** charges a $500 Study Abroad Administrative Fee per term for students participating in outside programs. The **University of Rochester** charges $2,164 per semester for students participating in non-partner programs.	$	<12 Months
#137: Peak-Hour Course Fee	A handful of institutions are considering charging additional fees to students taking courses at peak times, thereby maximizing space utilization by incentivizing students to enroll in courses at off-peak times.	$	<12 Months
#138: Course Audit Fees	While course audit fees vary widely by region and selectivity, a review of fee change announcements indicates that institutions have raised fees from double digits to triple digits without impacting interest. Many institutions even charge the same tuition rate for credit-bearing courses as audited courses. Some institutions make their audited course offerings more appealing by offering a flat audit fee or charging alumni a discounted rate. The **University of Charleston** charges $410 per audited course ($160 for senior citizens) and **American University** charges $150 for alumni to audit a single course.	$	<12 Months
#139: Course Drop Fee	Colleges and universities charge students a late drop fee (approximately $10 to $30) for courses dropped after a specific deadline, typically the second week of classes. **University of California Davis** charges a fee for every course dropped after the tenth or twentieth day of instruction (depending on the course).	$	<12 Months
#140: Late Registration Fee	Institutions charge students for late course registration, with the amount often dependent on how much time has elapsed since the deadline (around $20 to $200). The **University of Texas at Austin** charges students $25 before the fourth day of class, $50 through the thirteenth day of class and $200 for any day after.	$	<12 Months

Source: American University, Washington, D.C.; Catholic University of America, Washington, D.C.; University of California, Davis, CA; University of Charleston, Charleston, West Virginia; University of Georgia, Athens, GA; University of Rochester, Monroe, NY; University of Texas at Austin, Austin, TX; University of Virginia, Charlottesville, VA; EAB interviews and analysis.

Institutional Fees

Academic Fees

Tactic	Description	Revenue Potential	Time to ROI
#141: Retroactive Course-Add Fee	At many institutions, students pay a fee for enrolling in a course after the standard registration period has ended. Fees typically range from $35 to $200 per course.	$	<12 Months
#142: Lab-Intensive Major Fee	Students who take lab-intensive courses, which incur high instructional costs due to tools, supplies, and laboratory expenses, pay additional fees. **Farmingdale State College** charges an additional fee ranging from $13 for General Physics I to $1,800 for Clinical Dental Hygiene	$	<12 Months
#143: International Student Fee	Aside from the SEVIS fee required by the US government, some institutions charge an additional fee to international students. The **University of Illinois Chicago** charges a one-time $199 fee to all international students to cover the costs of special orientation, advising, and visa processing services. Other institutions, like **New York University**, charge international students a $115 fee for each term they are registered.	$	<12 Months
#144: Automatic Textbook Billing	A subset of institutions automatically charge students for access to digital course materials as a part of their tuition and fees unless they opt-out. **University of Pittsburgh** automatically bills students for access to digital course materials in registered courses unless students opt-out. Note that students push back against automatic textbook billing when they feel the institution has not made them sufficiently aware of the opt-out options.	$	1-3 Years

Source: Farmingdale State College, Nassau, New York; New York University, New York, NY; University of Illinois Chicago, Chicago, IL; University of Pittsburgh, Pittsburgh, PA; EAB interviews and analysis.

Institutional Fees

Convenience Fees

Tactic	Description	Revenue Potential	Time to ROI
#145: Tuition Installment Plan Service Fee	Some institutions charge a service fee to students who pay tuition through an installment plan. **George Mason University** charges a one-time $30 setup fee for payment plans each time a student enrolls, while **Rutgers University** gives students the option to pay $50 to enroll in a semester-long payment plan or a $60 fee to enroll in an annual plan.	$	<12 Months
#146: Early Move-In Fee	Institutions charge students $40 to $200 per night for early arrival to residence halls, typically up to three to five nights in advance of move-in. **New York University's School of Law** charges students a fee for early arrival based on specific housing rates, including costs for phone, cable and utilities charges.	$	<12 Months
#147: Early Registration Fee	Some institutions charge incoming freshmen a one-time $100 early registration fee to meet individually with an advisor and register for classes before the traditional enrollment period begins.	$	<12 Months
#148: Lifetime Transcript Access Fee	Institutions give current students and alumni the opportunity to pay a one-time fee for lifetime access to their transcripts. Some institutions have made this automatic instead of having students pay separately for each transcript request. Lifetime transcript fees range from $100 to $140.	$	<12 Months
#149: Lifetime Alumni Membership Fee	Alumni associations offer current students a discounted lifetime membership fee, providing access to alumni association services before and after they graduate. The **University of Michigan** allows current students to make either a one-time payment of $749 or four installments of $187.25. Individuals can also gift a membership to students.	$	<12 Months
#150: Latin Diploma Fee	Institutions charge an additional fee for students who want their diploma in the traditional Latin (rather than English). **San Diego State University** charges students $30.	$	<12 Months
#151: Sustainability Fee	Sustainability fees are increasingly common and used to fund projects specifically designed to improve sustainability and reduce emissions. **McGill University**, **Mississippi State University**, and **Johnson County Community College** all charge sustainability fees. Fees generally range from $5-$25 per semester with some institutions allowing students to opt-out of the contribution. Funding generated from the fees is placed into a specific account for campus sustainability groups to use.	$	<12 Months

Source: George Mason University, Fairfax, VA; Johnson County Community College, Overland Park, KS; McGill University, Montreal, Quebec; Mississippi State University, Mississippi State, MS; New York University, New York, NY; Rutgers University, New Brunswick, NJ; San Diego State University, San Diego, CA; University of Michigan, Ann Arbor, Michigan; EAB interviews and analysis.

Institutional Fees

Convenience Fees

Tactic	Description	Revenue Potential	Time to ROI
#152: Late Payment Fees	According to the Consumer Financial Protection Bureau, the median late payment fee among surveyed colleges is $30, but fees can be as high as $300 per missed payment. Institutions should notify students well in advance of due dates through multiple channels to ensure they are aware of deadlines. Leaders considering instituting or increasing late payment fees should ensure compliance with state regulations.	$	<12 Months
#153: Health and Wellness Center Fee	Many institutions charge full-time students a mandatory fee to fund clinic expenses, including staffing, testing services, and public health education efforts. Many institutions charge fees of less than $100 per academic year, but others have fees of several hundred or over $1000, such as the **University of Rochester** which charges $960 per academic year. A separate fee can also be charged for health center facilities.	$$	<12 Months
#154: Differential Housing Rates	Many institutions charge differential rates for various housing options such as single rooms, en suite bathrooms, newer facilities, and larger rooms. **Georgia State University** offers a range of options based on occupancy and private versus shared rooms/bathrooms at various price points ($2,396 to $7,060 per semester), with shared space being more affordable.	$$	<12 Months
#155: Credit Card Convenience Fee	It is increasingly common for institutions to allow credit card payments while charging convenience fees, mostly between 2-3%, for students paying tuition and other bills via credit card. Note that state law may prohibit credit card surcharges or dictate caps on charges. Additionally, credit card network rules prohibit merchants from charging different fees based on the network.	$$$	<12 Months
#156: Residency Requirements	Residency requirements typically require students to live in university housing for at least one year, benefiting both students in terms of persistence and the institution from a room and board standpoint. One institution found that requiring sophomores to live on campus generated an additional $15 million in revenue each year. However, some caution that residency policies may not always provide financial gain since they require an institution to plan for temporary and overflow housing options that may have otherwise been unnecessary.	$$$	3+ Years

Source: Tuition Payment Plans in Higher Education, *Consumer Financial Protection* Bureau, September 2023; Georgia State University, Atlanta, GA; University of Rochester, Monroe, NY; EAB interviews and analysis.

Evaluate Alternative Revenue Opportunities

Three Steps for Assessing the Viability of Alternative Revenue Strategies

SECTION 2

- Step 1: Source Alternative Revenue Generation Ideas
- Step 2: Assess Tactics Against Key Criteria
- Step 3: Prioritize Tactics Based on Viability

Step 1: Source Alternative Revenue Generation Ideas

The first step in evaluating alternative revenue opportunities is to generate a list of ideas to assess. This guide provides a reference for institutions once they have selected a group of 5-7 senior leaders to assess the viability of different ideas.

Who To Involve in This Process?

Stakeholders across different teams and roles will have different ideas for alternative revenue generation. Institutions should solicit broader input in whatever way best aligns with their time frame and culture. EAB recommends including cabinet members (in particular, the CFO/CBO, Provost, VP for Enrollment Management) and leaders of revenue-generating units across campus (e.g., heads of Auxiliaries and Professional, Continuing, and Online Education units).

Review Alternative Revenue Tactics

- Each committee member reviews the **Compendium of Alternative Revenue Tactics** (starting on page 7) and makes note of those they wish to discuss and evaluate with the broader group.

- Members of the group then meet to discuss alternative revenue generation strategies and create a list of tactics to evaluate. There are several options for how the committee can create a shortlist of ideas to evaluate.
  - **Option 1:** Each committee member nominates 5-10 ideas which are then evaluated by the group.
  - **Option 2:** Committee discusses ideas as a group and comes to consensus around shortlist.
  - **Option 3:** Each committee member brings 5 ideas which are voted on by the group with the top 15-20 ideas making the final list.

Need Inspiration? Review the lists on pages 55-56 for tactics based on time to ROI and revenue potential.

- Consolidate the ideas into single list that eliminates redundant ideas and combines similar ones.

Source: EAB interviews and analysis.

Step 2: Assess Tactics Against Key Criteria

The second step is to weigh each tactic's **revenue potential** and **institutional feasibility**, defined below. This step evaluates each tactic in isolation against a shared set of considerations. It then translates those considerations into a more objective assessment that helps users sort tactics into different categories.

Revenue Potential

- **Net Revenue:** This strategy will generate $1M+ in net revenue. *(Please refer to the compendium to determine your response.)*
- **Time to ROI:** The institution will recoup the initial investment and see positive returns from this strategy within a year.
- **Market Demand:** There is sufficient demand, enough to generate return on investment, for this strategy among students, organizations, and/or other customers.
- **Competitive Landscape:** There are few competitors in the desired market, and/or our offering will be different from those on the market

Institutional Feasibility

- **Organizational Capacity:** Our institution has the necessary skills, knowledge, capital, and infrastructure to effectively implement this strategy.
- **Institutional Risk:** The risks (financial, reputational, operational) associated with this strategy are manageable and acceptable for our institution.
- **Stakeholder Support:** Key stakeholders (faculty, administration, students, and external partners) are supportive of implementing this strategy.
- **Strategic Alignment:** This strategy is well-aligned with our institution's strategic goals and overall mission.

Using the definitions above, each tactic will yield a response of yes, no, or N/A. A yes response indicates strong agreement with the definition. These responses translate into a score that yields a single point value for each tactic's revenue potential and institutional feasibility. The following pages provide a template for institutions to use when completing this step.

Tactic Name	Net Revenue	Time to ROI	Market Demand	Competitive Landscape	Total
Lease Campus Space	Yes	Yes	No	No	2
Cybersecurity Services	Yes	No	Yes	No	2
Exterior Micro-Signage	No	Yes	Yes	Yes	3

Reference ratings in the Compendium starting on page X to gauge responses

Total column equals the number of number 'yes' responses for each tactic

Use the templates on pages 50-51 to evaluate the selected tactics. Editable versions of each template are available to download here.

Source: EAB interviews and analysis.

Evaluation Template

Use this page to evaluate the **revenue potential** of each tactic. Reference the criteria on page 50 and respond yes, no, or N/A.

Tactic Name	Net Revenue	Time to ROI	Market Demand	Competitive Landscape	Revenue Potential Total

Evaluation Template (cont.)

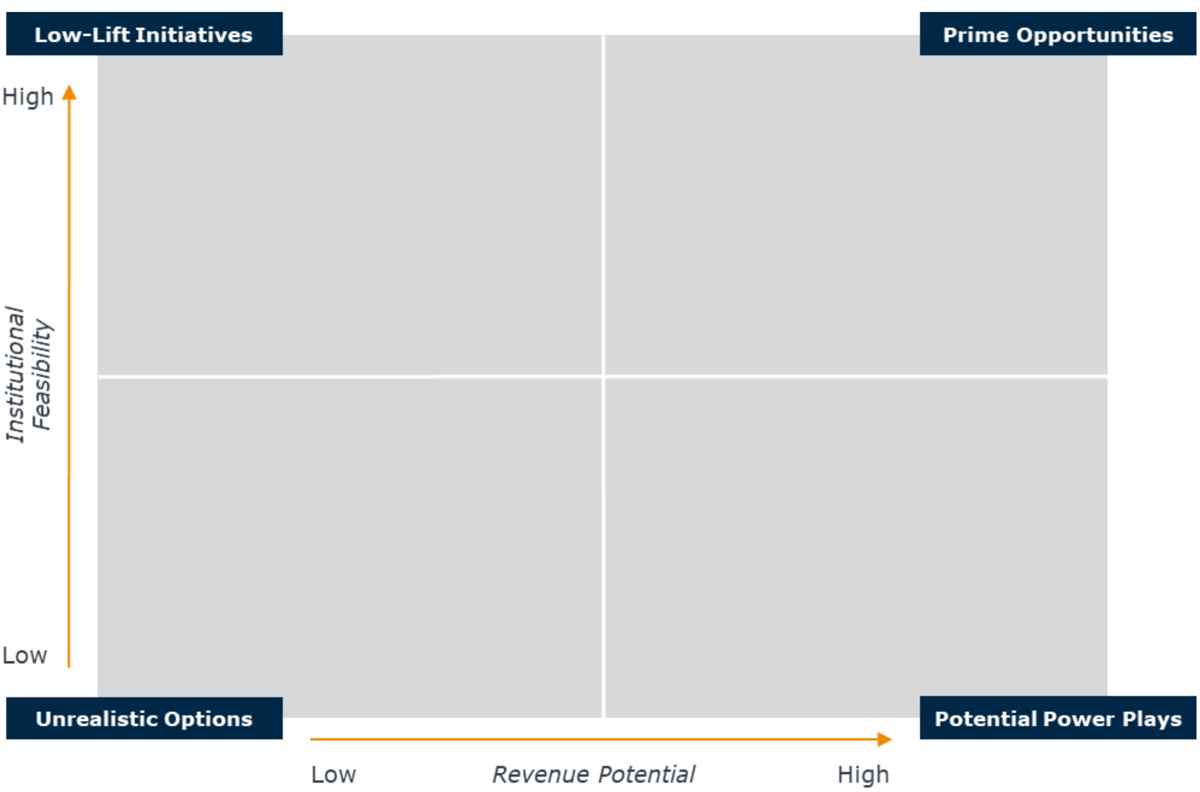
Use this page to evaluate the **institutional feasibility** of each tactic. Reference the criteria on page 50 and respond yes, no, or N/A.

Organizational Capacity	Institutional Risk	Stakeholder Support	Strategic Alignment	Institutional Feasibility Total

Step 3: Prioritize Tactics Based on Viability

The third step is to prioritize which tactics to pursue based on the viability for your institution. Based on the scores calculated on page 53, sort the tactics into four categories: Prime Opportunities, Potential Power Plays, Low-Lift Initiatives, and Stretch Endeavors. Use the description and score guidance below to categorize each tactic. After categorizing, plot the tactics on the prioritization matrix below to compare strategies and prioritize which to pursue using the table on page 55.

	Description	Scores
Prime Opportunities	Ideas with **both high revenue potential** and **high institutional feasibility**.	• Revenue Potential: 3-4 • Institutional Feasibility: 3-4
Potential Power Plays	Ideas with **high revenue potential** and **low institutional feasibility**.	• Revenue Potential: 3-4 • Institutional Feasibility: 1-2
Low-Lift Initiatives	Ideas with **low revenue potential** and **high institutional feasibility**.	• Revenue Potential: 1-2 • Institutional Feasibility: 3-4
Unrealistic Options	Ideas with both **low revenue potential** and **low institutional feasibility**.	• Revenue Potential: 1-2 • Institutional Feasibility: 1-2



Click here for an editable version of the prioritization matrix.

Source: EAB interviews and analysis.

Step 3: Prioritize Tactics Based on Viability (cont.)

Use the table below to organize the top ten tactics you will pursue in order of priority, from highest to lowest. EAB recommends prioritizing tactics in the Prime Opportunities category as they have high revenue potential and are highly feasible. Institutions can prioritize tactics across other categories depending on institutional goals and strategy.

Tactic Name	Category	Priority Level (high, medium, low)

Click here for an editable version of this table.

Source: EAB interviews and analysis.

Appendix

EAB’s Recommendations for Tactics Based on Goals

- Tactics with Short Time to ROI
- Tactics with High Revenue Potential

Tactics with Short Time to ROI

This list highlights tactics that generate a return on investment (ROI) in less than 12 months. The goal of this list is to serve as a reference for leaders when evaluating potential tactics. Institutions should aim to balance tactics targeting internal stakeholders (e., current students and staff) with those aimed at external audiences (e.g., corporate partners). Notably, strategies offering faster ROI often focus on current stakeholders and may already be implemented.

Category	**Tactics**	**Revenue Potential**
Academic Programs and Educational Services	Corporate Training Memberships	$$
	Open Enrollment Intersession Courses	$
	Independent Study Summer Sessions	$
Auxiliary Services	Off-Campus Meal Plan	$
	Faculty and Staff Meal Plans	$
Branding, Licensing, and Affinity	Orientation Sponsorship	$
	Variable Pricing for Sporting Events	$
	Stadium Beer Sales	$$
Campus Operations	Personal Training Sessions/Services	$
	Library Services	$
Facilities, Real Estate, and Other Physical Assets	Recreational Facility Rental	$
	Unused or Underutilized Campus Space Leases	$$
	Conference and Event Hosting	$$
	Off-Peak Parking Lot Rentals	$$
Institutional Fees	Course Audit Fees	$
	Lab-Intensive Major Fee	$
	Credit Card Convenience Fee	$$$

Source: EAB interviews and analysis.

Tactics with High Revenue Potential

This list highlights the tactics that could generate over $1 million in lifetime revenue. The goal of this list is to serve as a reference for leaders when evaluating potential tactics. Leaders should note that most of these tactics will take over a year to see a return.

Category	Tactic	Revenue Potential	Time to ROI
Academic Programs and Educational Services	Equity Stake in Campus-Incubated Companies	$$$	3+ Years
	Venture Fund Investment Startups	$$$	3+ Years
Auxiliary Services	Exclusive Vending Rights	$$$	1-3 Years
Branding, Licensing, and Affinity	Designer Label Co-Branding	$$$	1-3 Years
	Stadium Naming Rights Sales	$$$	<12 Months
Campus Operations	Third-Party Insurance Billing	$$$	1-3 Years
	Wind Farm Contracts	$$$	3+ Years
Facilities, Real Estate, and Other Physical Assets	Campus Building Sales	$$$	1-3 Years
	Campus Land Sales	$$$$	1-3 Years
	Retail Ground Leases	$$$	3+ Years
	Residential Ground Leases	$$$	3+ Years
	Research Facility Leases	$$$	1-3 Years
	Commercial Ground Leases	$$$$	3+ Years
Institutional Fees	Credit Card Convenience Fee	$$$	<12 Months
	Residency Requirements	$$$	3+ Years

Source: EAB interviews and analysis.

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