



# TECHNICAL COLLEGE OF THE LOWCOUNTRY

## EXECUTIVE SUMMARY

September 10<sup>th</sup>, 2021



# PREPARED & PRESENTED BY:

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John-David McKee

# The Big Questions

## **General:**

- ◆ Who in the landscape of two-year colleges does TCL look like? (and who can we borrow ideas from, knowing those schools have very similar makeup to us?)
- ◆ Are our campus locations optimized for the market? And what about our program locations for our students?

## **Program:**

- ◆ How are our programs doing financially?
- ◆ Are we top-heavy in any program housing?
- ◆ What is the breakeven, on average, for a course?
- ◆ Is there volatility of any area where the college is financially leveraged?

## **Student Lifecycle:**

- ◆ What does the lifecycle look like from applicant to leaver/returner/graduate?
- ◆ What does it cost in revenue to lose a student?

## **Ancillary:**

- ◆ What is the Optimal Enrollment Target number?
- ◆ Is a University Transfer Program an option?

# The Takeaways

## Student Lifecycle – Applicant:

- ◆ The average yield rate in a given Fall is about 45%. About half of those that applied and didn't show up will apply again and again not show up. But a large proportion do eventually show up. Just not right away. There are clear demographic and financial factors that influence those applicant groups.
- ◆ There are three groupings of Applicants: Did not Enroll, Enrolled but not in Applied Term, and Enrolled in Applied Term. Each of the three has several categories.

## Student Lifecycle – Enrollee:

- ◆ It appears 45% is the Magic Number, as around 45% of your enrolled students, historically, have left the college. Short term retention isn't as bad as the issue with long term retention, where students have made progress, and for whatever reason, have decided not to return.
- ◆ There are three groupings of Enrollees: Leavers, Continuers, and Finishers. There are four categories of Leavers: One-and-Dones, Two-to-Four Terms to Exit, Five-to-Eight Terms to Exit, and Nine-plus Terms to Exit.
- ◆ One-and-Dones are likely the hardest to keep **once they get to a point**, but they also send the loudest signals that they aren't coming back.
- ◆ Those past the first term are a bit more surprising, notably those that put in a year to two. Nearly one in five students that enroll will leave within two to four terms with a median GPA of 3.0. It is estimated that the Lifetime Value lost is about \$6.5K per student, and about \$2K per student in the following Spring term from Fall (Near Term Value). Times 20% of your enrollment, that's a good chunk of change.
- ◆ The Five-to-Eight Terms are perplexing, notably ones in Associates programs. They perform fairly well. A big takeaway is possibly the exit due to reaching a critical point in a health science degree (nursing boards, practicums, etc.), which we see often at the four-year college level often. The one big takeaway for this group, as well as the Nine-plus group, is it appears they are leaving and returning, so there is a fair chance they eventually return.
- ◆ The nine-plus terms folks seem to be the lower GPA folks, markedly older than all other groups, largely female, that reach some turning point. They are so close, and it makes minimal sense they can't get to the finish line without some outside barrier. The note above about the five-to-eight term folks might apply here well.
- ◆ It is worth noting that we have built several predictor models with remarkable accuracy. The goal of those was more to add things we can observe to suggest who will leave, so we know who they are, and can watch for signals. That said, there are many worthy insights when it comes to predicting who will stay that we will discuss in greater detail.



# The Takeaways

## Ancillary:

- ◆ The Sustainable Enrollment number is 2,140, which is a notch lower than what the college hit in Fall of 2020 in the face of a global pandemic. In fact, this is the exact quote we used about the number a month before COVID hit the states: “This should be achieved with virtually no changes to any strategy, and even some regression in terms of process execution. This also allows for rapid shifts in the economy and other unforeseen circumstances.”
- ◆ The Optimal Enrollment number is 2,320, which was our forecast for Fall of 2019. Your actual number was 2,308.
- ◆ The Feasible Enrollment number is 2,740. We want to emphasize that, if we set this target, we have to understand what it really means. This will require careful calculation, a strategic planning committee across multiple areas on campus and the natural assumptions that we are not focused on adding simply new capital and labor as the traditional economic model goes. Instead, we are drawing a new curve, which allows for a new sustainability number, one that looks closer to the current Optimal Number.
- ◆ Dual Enroll is the new “University Transfer Marketing Program,” and we know exactly what we are getting from this audience. They apply, they enroll at a markedly higher rate, and they keep going. The efforts should reach for those aged 20-29, with a significant reach, as well as to be prepared for those walking in the door organically.





# Who Do We Look Like?

Identifying Peer Institutions

1



# Why Peer Institutions are Important

Most schools use literal neighbors to draw inferences and borrow ideas. However, they usually don't look like us.

But across the 1,200 community and technical colleges, there are many that DO look like us.

There's a lot we can learn and borrow from them.

We used a heavy list of KPIs to algorithmically derive this list.

# Algorithmically Derived Peer Institutions

Sorted by highest match to lowest

#1 - #10 MATCH	#11 - #20 MATCH	#21 - #30 MATCH	#31 - #40 MATCH	#41 - #50 MATCH
Oregon Coast Community College (OR)	Ozarka College (AR)	Atlanta Metropolitan State College (GA)	Columbia Gorge Community College (OR)	BridgeValley Community & Technical College (WV)
Central Ohio Technical College (OH)	Marion Technical College (OH)	Central Georgia Technical College (GA)	Wiregrass Georgia Technical College (GA)	Minnesota School of Business-Blaine (MN)
Great Falls College Montana State University (MT)	Pierce College-Fort Steilacoom (WA)	College of Menominee Nation (WI)	Lanier Technical College (GA)	South Arkansas Community College (AR)
Clark State Community College (OH)	Kellogg Community College (MI)	Columbus Technical College (GA)	Southeastern Technical College (GA)	Reading Area Community College (PA)
Capital Community College (CT)	Quincy College (MA)	South Suburban College (IL)	Lower Columbia College (WA)	Kansas City Kansas Community College (KS)
Prairie State College (IL)	Shawnee Community College (IL)	West Georgia Technical College (GA)	Copper Mountain Community College (CA)	Eastern Gateway Community College (OH)
Reid State Technical College (AL)	Harrison College-Morrisville (NC)	Umpqua Community College (OR)	Montcalm Community College (MI)	Bladen Community College (NC)
Galveston College (TX)	Southern Crescent Technical College (GA)	Central Arizona College (AZ)	Craven Community College (NC)	Roanoke-Chowan Community College (NC)
Clatsop Community College (OR)	J F Drake State Community and Technical College (AL)	Savannah Technical College (GA)	<b>Aiken Technical College (SC)</b>	Mendocino College (CA)
Community College of Vermont (VT)	Mohave Community College (AZ)	Wilson Community College (NC)	Rowan-Cabarrus Community College (NC)	Lakeland Community College (OH)



# Campus x Student x Program

Are our campus locations properly situated?

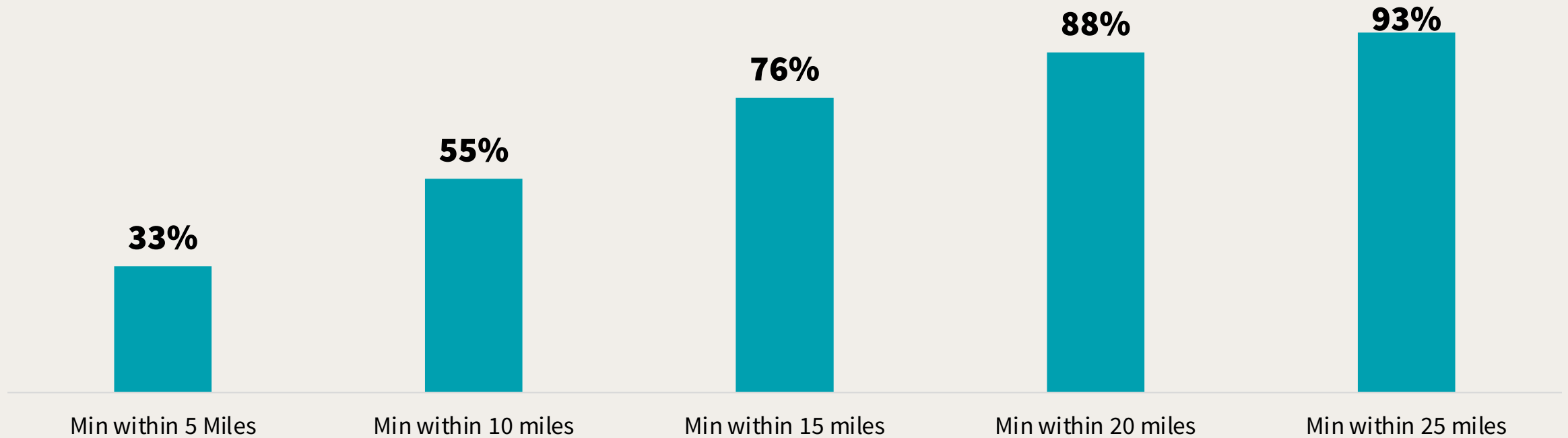
Are our programs on the right campuses?

# 2

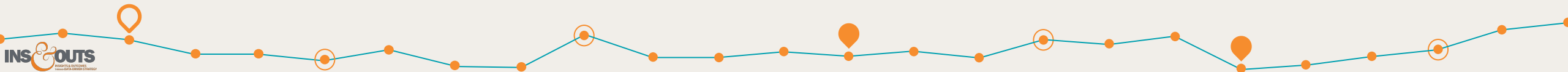


# Are our campus locations properly situated?

**93%** of the entire market footprint is within **25 miles from a TCL campus**  
**55%** within **10 miles** • **76%** within **15 miles**

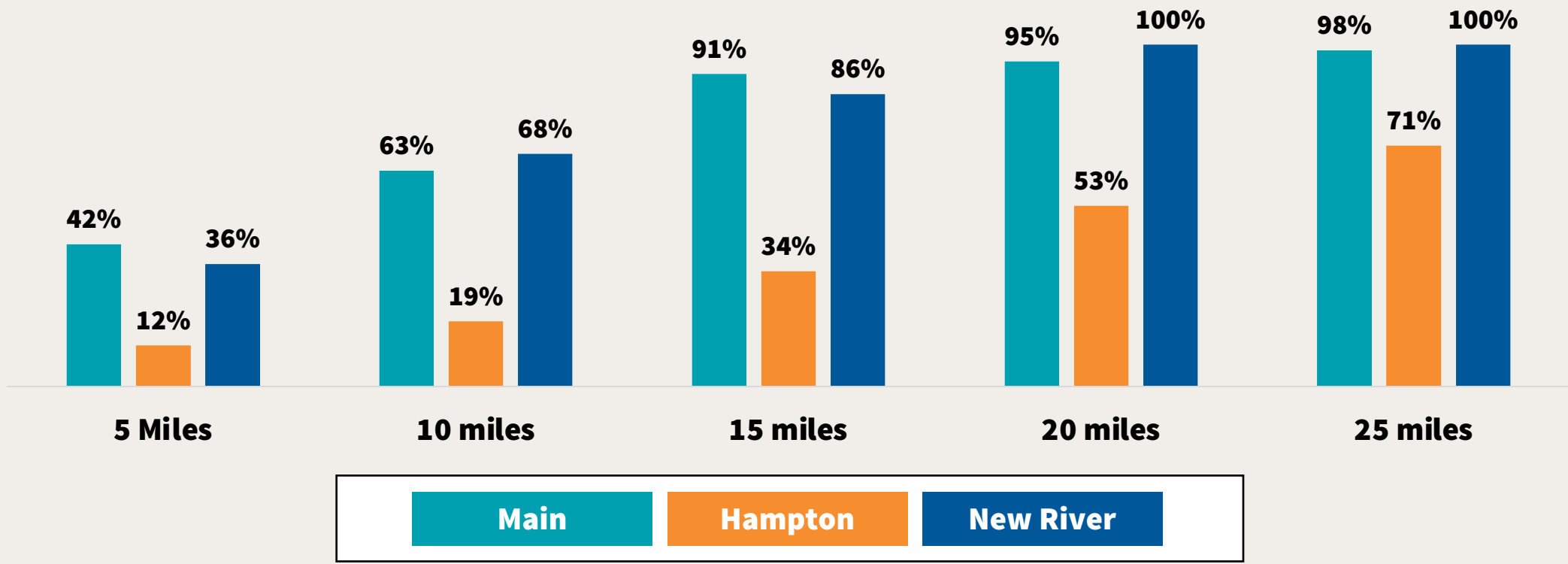


**Population Reach by Mile Reach - Cumulative**

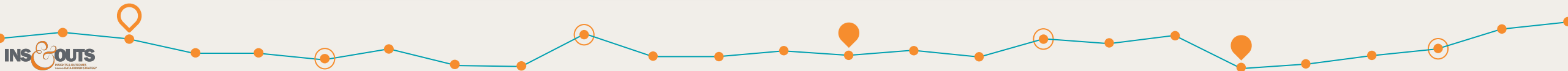


# Distance from Closest Matching Campus

Main and New River have great coverage, keeping most of it's nearest neighbor population within 15 miles, with New River accounting for 100% at 20 miles.

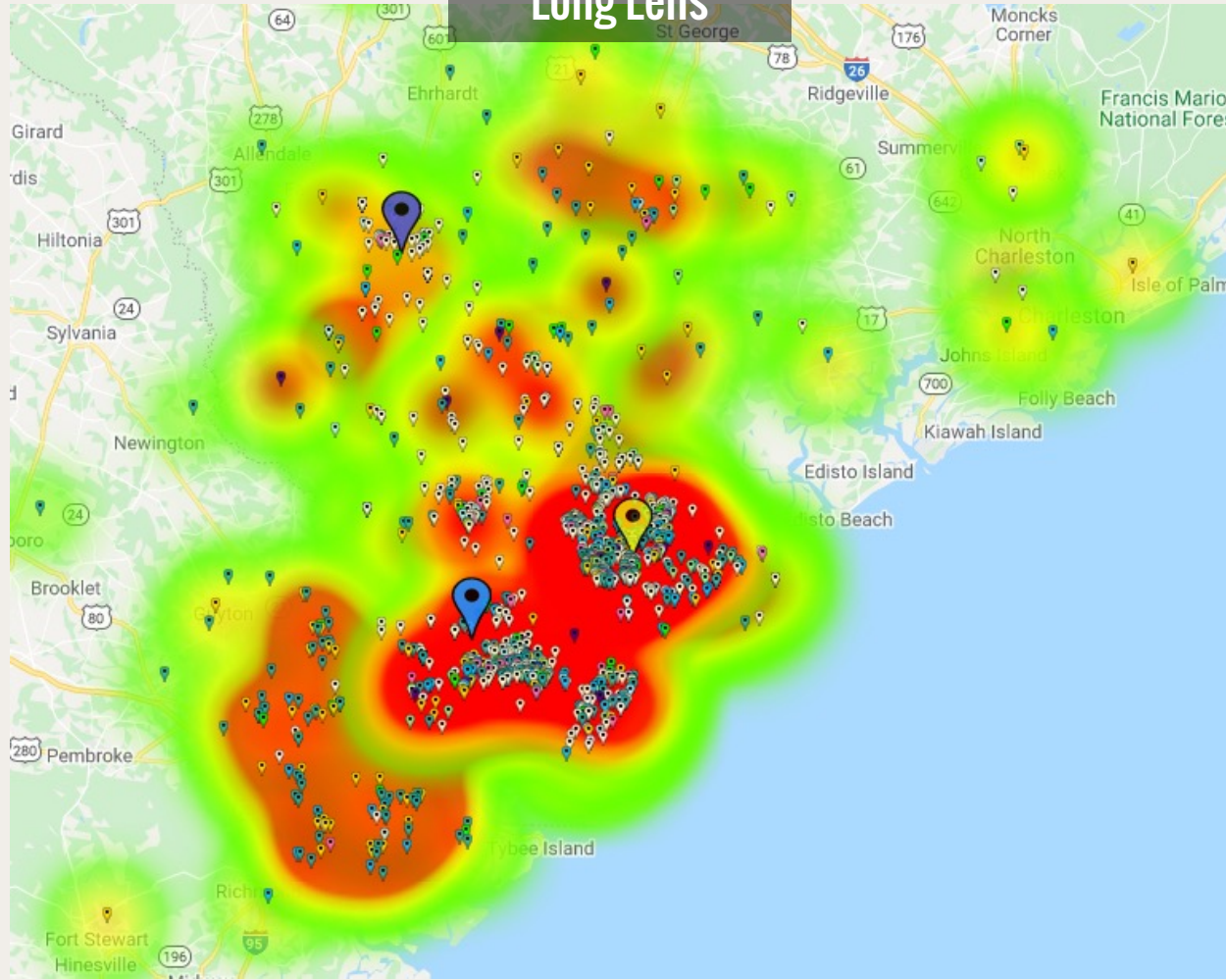


**INTERPRETATION: If X Campus is closest, this is the distance coverage for that campus**

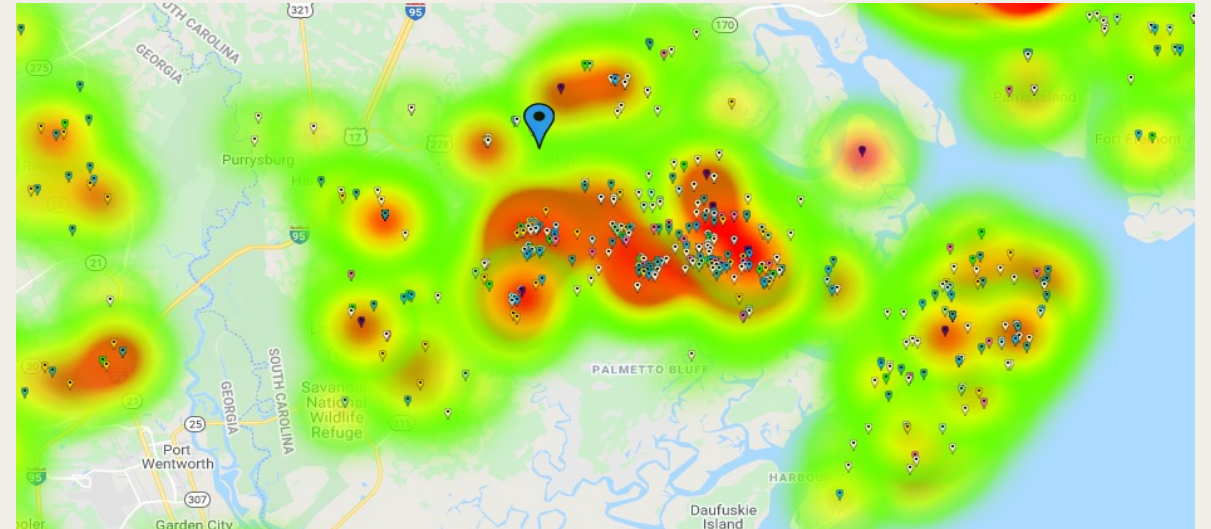
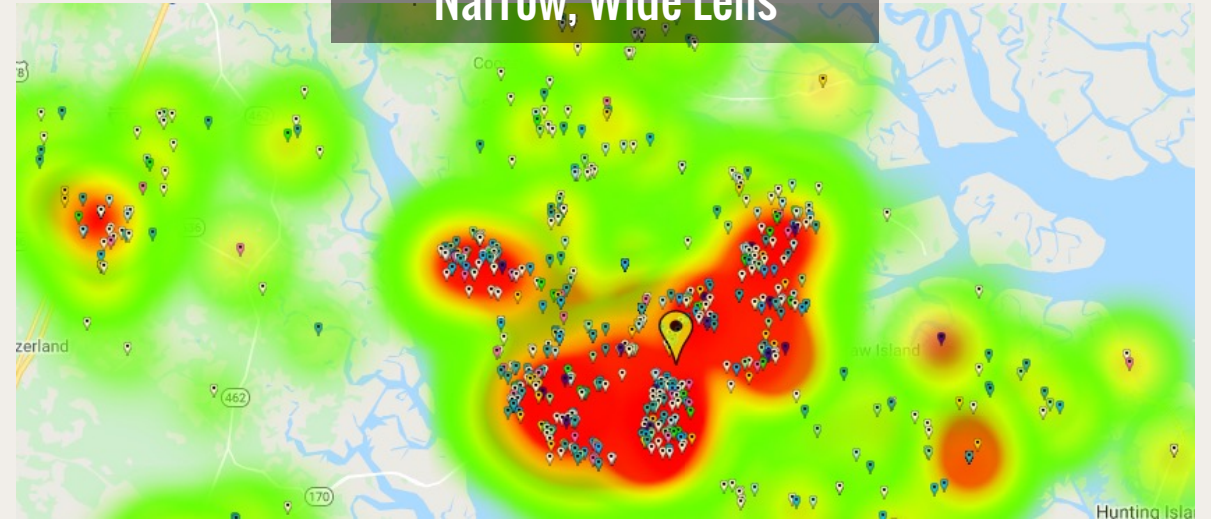


# Heat Map of All Students

Long Lens



Narrow, Wide Lens

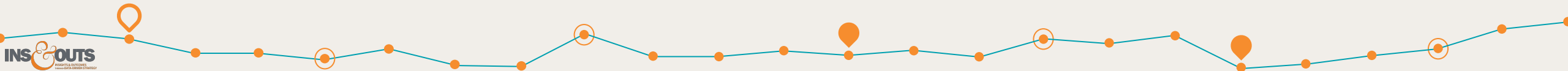


# Are our programs on the right campuses?

## In a Word...

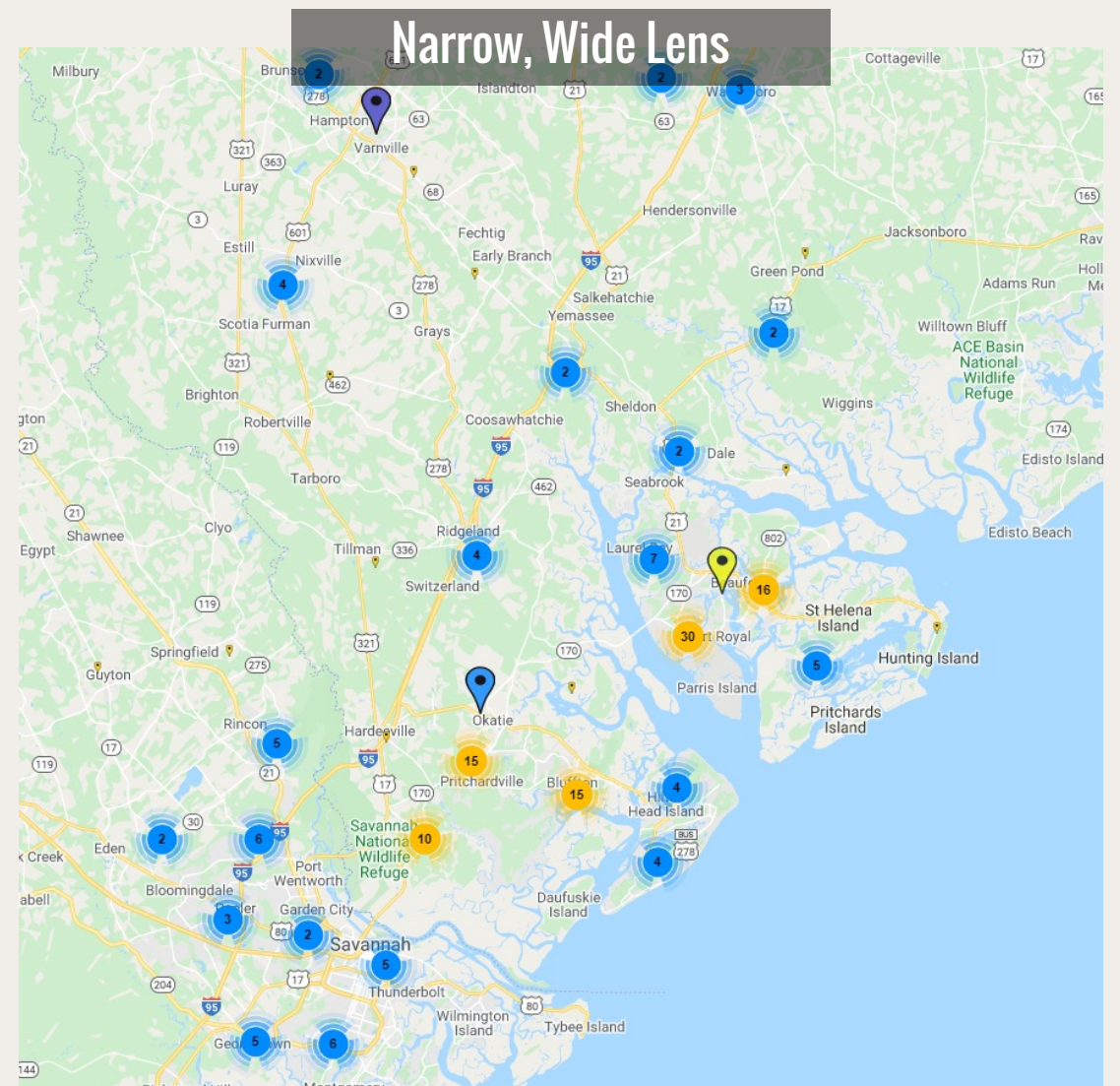
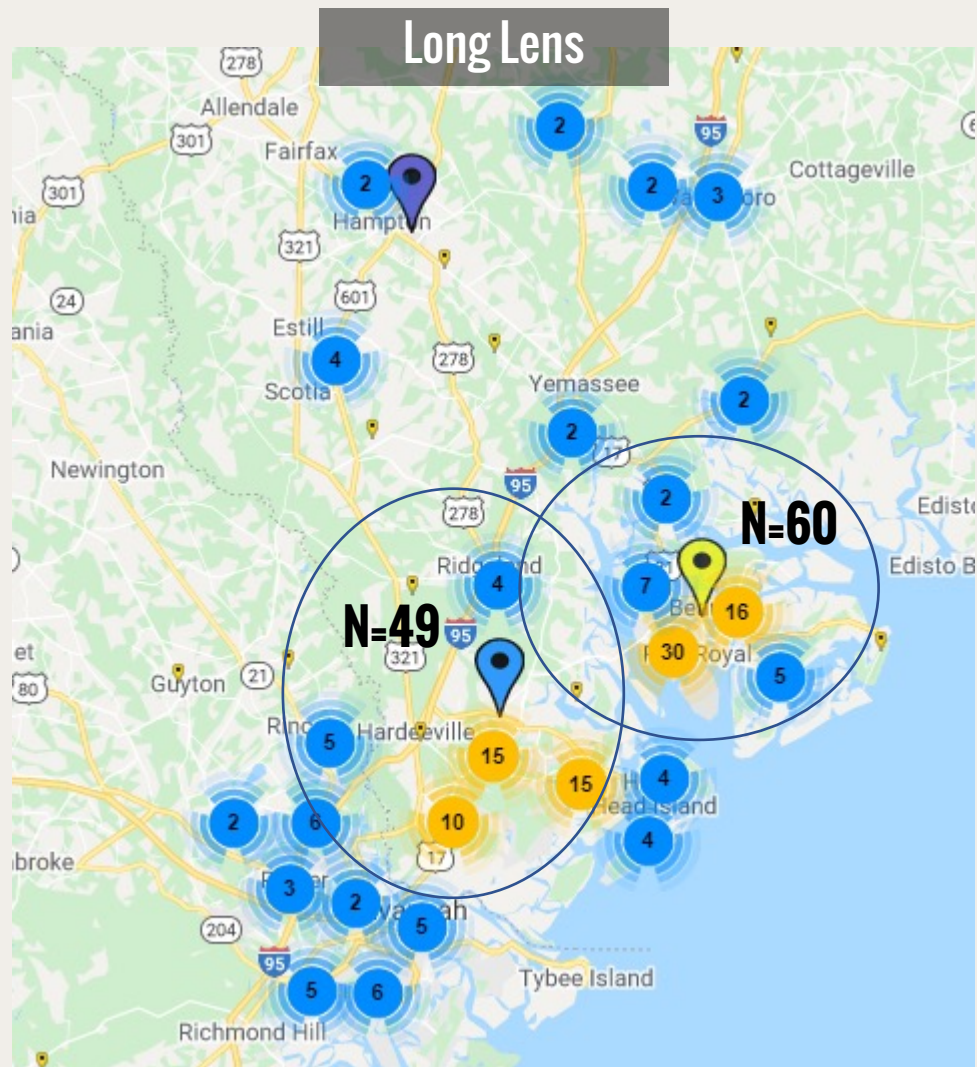
↳ Unsure...

Decomposing the heatmap by program, though, might tell a different story. The variations are apparent, notably in places to be expected (Career Development), and show up in examples like these...



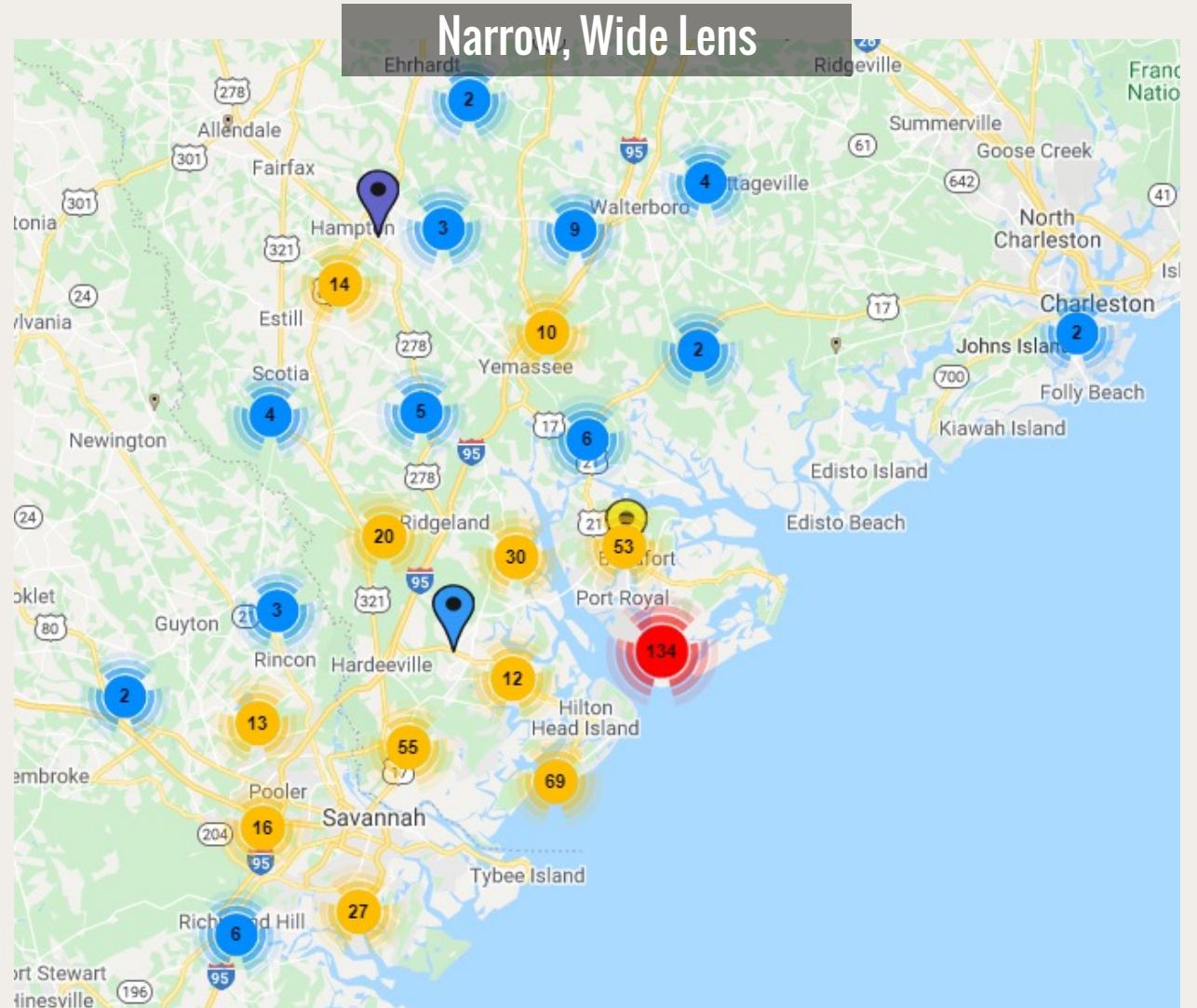
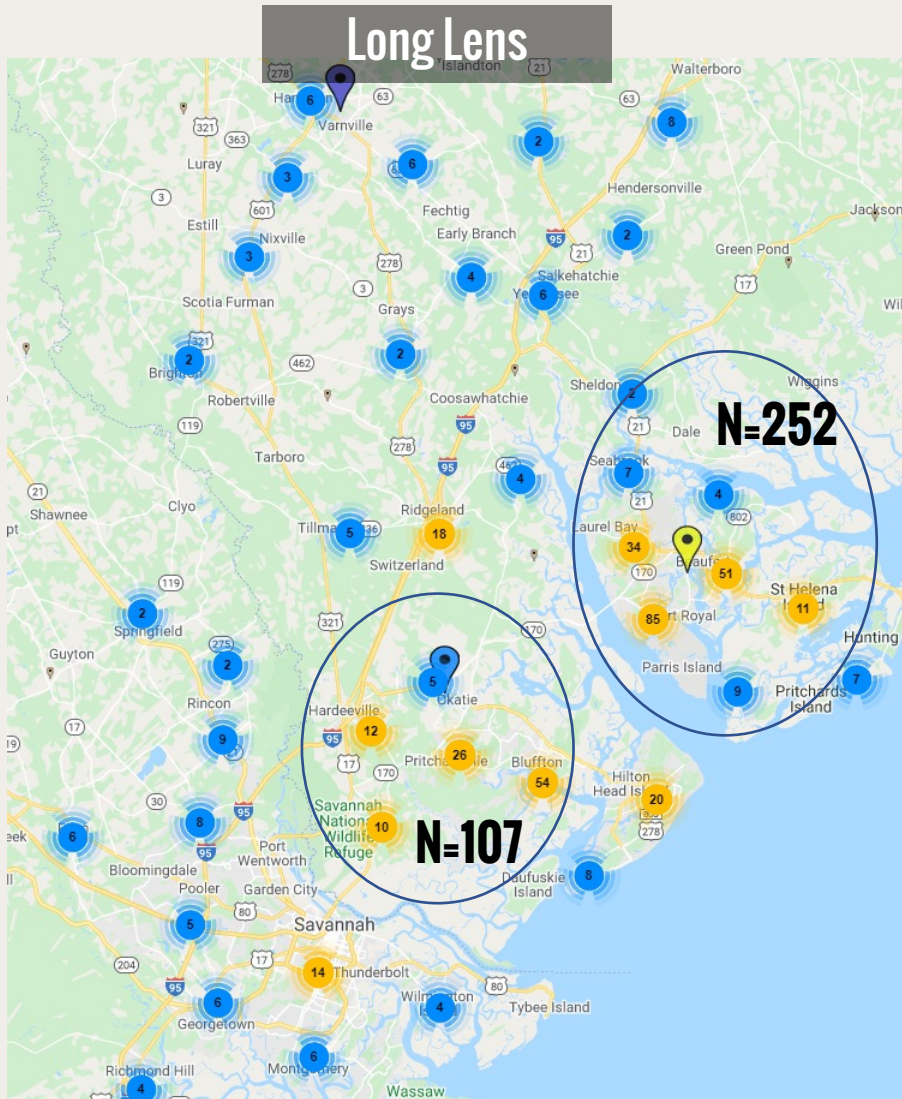


# Associate of Nursing - Cluster Map





# All Allied Health - Cluster Map





A young man with a backpack and earbuds is focused on his laptop in a library setting. The background is blurred, showing bookshelves and other library patrons.

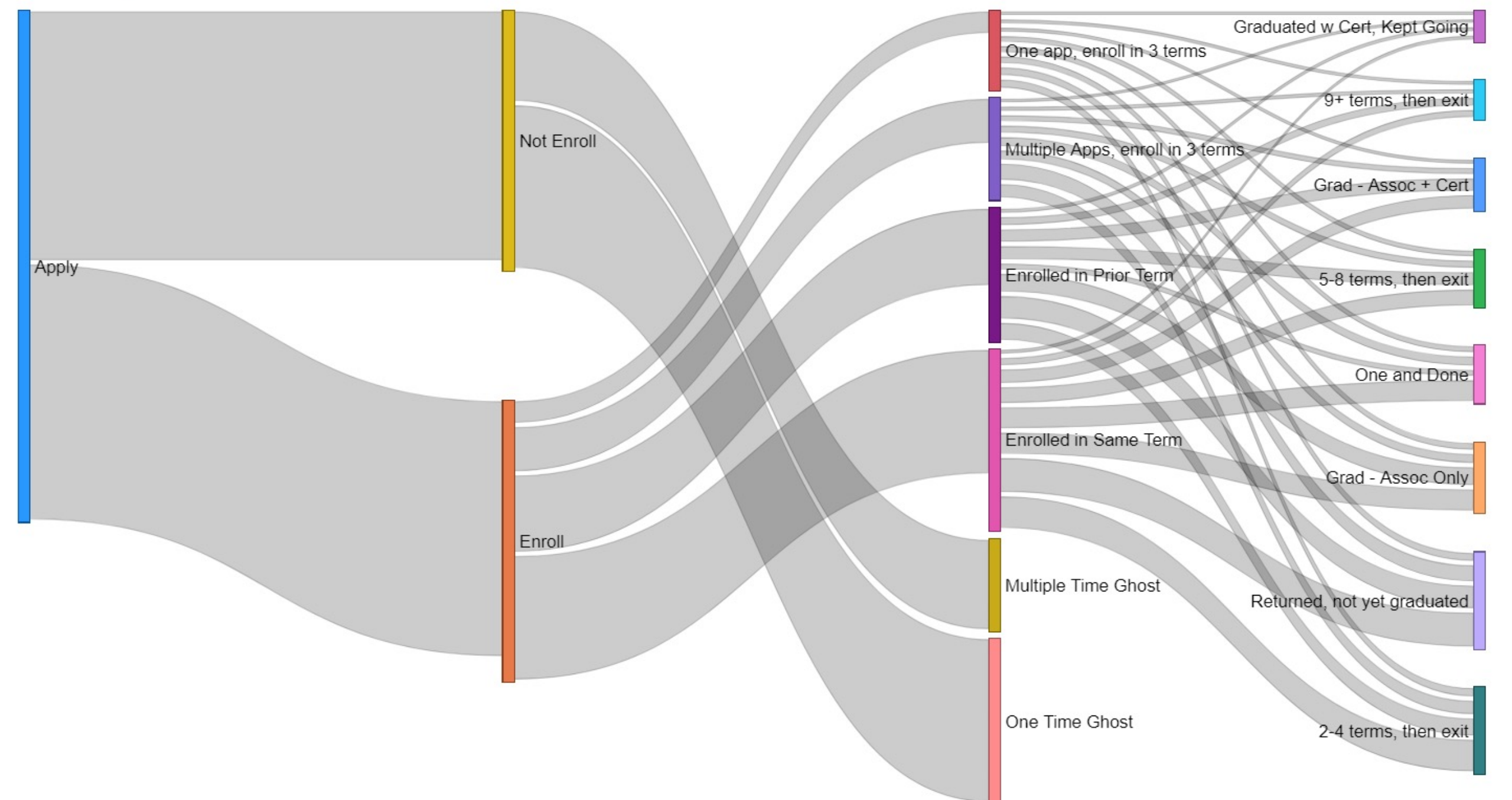
# Student Lifecycle

Findings and Implications

3



# Student Lifecycle



# Applicant Classification

## DID NOT ENROLL

- ◆ **One Time Ghost:** Submitted single application (did not enroll), and has not submitted another application
- ◆ **Multiple Time Ghost:** Multiple applications (did not enroll), and has not submitted another application

## ENROLLED NOT in APPLIED TERM

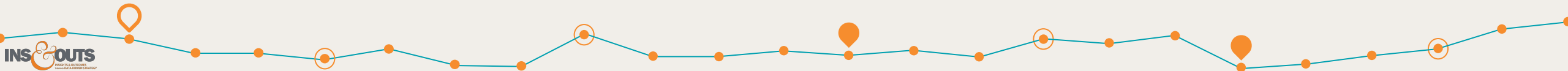
- ◆ **One Application...Enrolled within 3 Terms:** Single app...no show for term applied into but enrolled within the three-term window to not have to reapply
- ◆ **Multiple Apps...Enrolled within 3 Terms:** Multiple apps...no show for term applied into but enrolled within the three-term window to not have to reapply from the last of multiple apps
- ◆ **Was Enrolled in Prior Term:** Similar to a Readmit, but had to submit a new app and then enrolled again

## ENROLLED in APPLIED TERM

- ◆ **First App...Enroll Same Term (The Ideal App):** Single application and enrolled in the term applied into
- ◆ **Multiple Apps...Enroll Last Term:** Multiple apps (74% two apps, 19% three, 7% 4-5) and enrolled in the last term applied into

# Takeaways from Applicant Profile

- ◆ Women surprisingly are more likely to dip their toe in the water than men, taking their time to enroll, or testing the waters with multiple apps in different terms, and not show yet. They are also more likely to keep coming back, even if it means re-applying, and graduate.
- ◆ Living in Beaufort county is a key predictor to whether a student will ghost you. Close to three quarters of those enrolling in the applied-for term are Beaufort county residents, while less than six in ten (~56%) one-time or multiple-time ghosts are Beaufort county residents.
- ◆ We pretty much know what we are getting from Dual Enrollment students. They apply, they enroll at a markedly higher rate, and they keep going.
- ◆ Lottery Aid money is a key predictor in enrolling within the applied term, while higher proportions of Pell predict ghosting behavior.
- ◆ Even when scrubbing out Dual Enroll students, those enrolling in their applied term are younger, on average, than those that ghost.
- ◆ Those eventually showing up are most likely those enrolled in a prior term. Those enrolled in a prior term are older, more likely to be women, and slightly more likely to start in a Cert program.





# APPLICANT PROFILE

# Applicant Profile Comparison

	TOTAL	Did not Enroll		Enrolled, but not in Applied Term			Enrolled in Applied Term	
	Total	One Time Ghost	Multiple Time Ghost	One app, showed up within 3 terms	Multiple apps, showed up within 3 terms	Was enrolled in prior term	First app, enroll in same term	Multiple apps, show up in different term
Population	100	27%	14%	5%	8%	20%	18%	8%
Age (25 <sup>th</sup> , Median, 75 <sup>th</sup> )	19/23/31	20/23/31	20/24/32	18/22/32	17/20/26	23/27/33	17/19/28	17/19/26
Gender (Female/Male)	70/30	67/33	<b>79/21</b>	65/35	75/25	<b>76/24</b>	<b>58/42</b>	69/31
Ethnicity	White (44); AA(40)	White (43); AA(35)	AA(52); White (35); Hispanic (7)	White (46); AA(35); Hispanic (10)	AA(45); White (38); Hispanic (10)	AA (50); White (41)	White (58); AA(25)	White (48); AA(36); Hispanic (9)
Enroll Term (Fall / Spring / Summer)	52/31/17	52/33/16	52/30/18	<b>43/33/25</b>	50/30/20	49/30/22	59/29/12	58/31/11
Degree Level Applied Into	Associate (40); Cert (40)	Associate (46); Cert (38)	Associate (47); Cert (37)	Associate (41) & Cert (40)	Associate (40); Cert (38)	Cert (49); Associate (38)	Cert (39); Associate (31); Dual Enroll (20)	Cert (36); Associate (31); Dual Enroll (22)
Applicant Status	FTF (43); FTT (25); Readmit (17); DE (10)	FTF (53); FTT (35)	FTF (56); FTT (32)	FTF (49); FTT (35); DE(11)	FTF (53); FTT (27); DE(14)	Readmit (74); FTF (13)	FTF (45); FTT (25); DE(22)	FTF (45); DE(24); FTT (23)
Marital Status	Single (74); Remarried (15)	Single (66); Remarried (19)	Single (76); Remarried (13)	Single (67); Remarried (19)	Single (80); Remarried (11)	Single (79); Remarried (13)	Single (73); Remarried (16)	Single (81); Remarried (12)
% Beaufort County	66	<b>56</b>	<b>57</b>	71	68	74	72	76
% Pell	61	<b>77</b>	<b>81</b>	57	64	71	50	55
% Lottery Aid	31	19	14	18	17	27	<b>39</b>	<b>40</b>

# Enrollment Classification

## LEAVERS

- ◆ True One-and-Dones
- ◆ Enrolled 2-4 Terms, then Exit
- ◆ Enrolled 5-8 Terms, then Exit
- ◆ Enrolled 9+ Terms, then Exit

## CONTINUERS

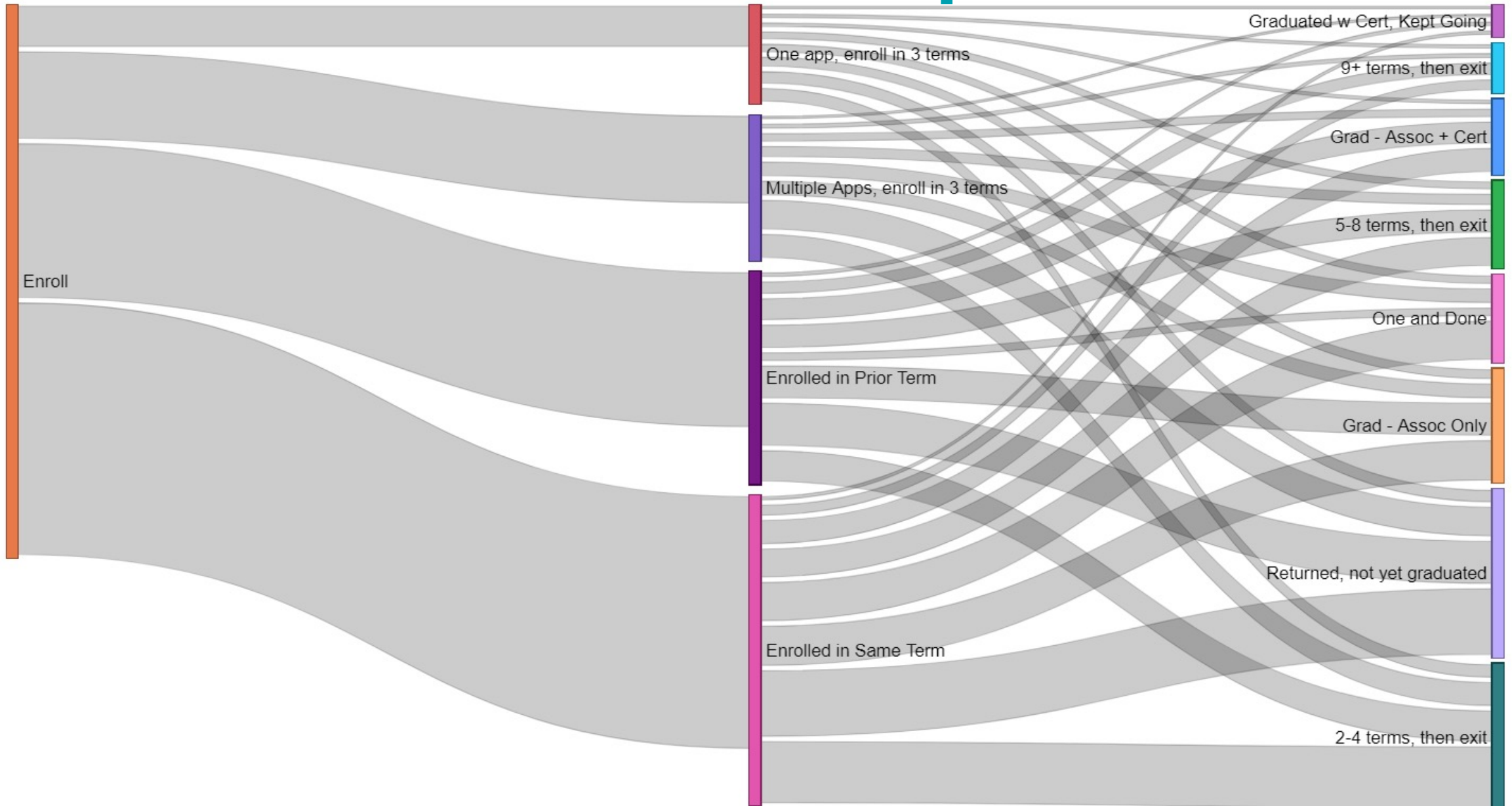
- ◆ Returned, but not yet Graduated

## FINISHERS

- ◆ Finished Associates Only
- ◆ Finished Certificate Only
- ◆ Finished both Associates and Certificate

# ENROLLMENT PROFILE

## Enroll-to-Exit or Completion



# Takeaways from Enrollment Profile

- ◆ Approximately 45% of your enrolled students will leave (indexed back to Fall of 2019). But they may return...50+% that graduate had been enrolled in a prior term.
- ◆ One-and-Dones are likely tough sledding. The Lifetime Value lost on this group is the highest, but they are admittedly the toughest to keep. The GPAs aren't great when considering the 25<sup>th</sup> percentile of an Associates grad is a 2.73, which is their median (albeit not *awful*). They have the highest withdrawal rate across all terms of other enrollment groups. **The key indicator you won't see that student again anytime soon is the withdrawing courses, knowing that less than half of attempted courses are completed.**
- ◆ Those past the first term are a bit more surprising, notably those that put in a year to two. Nearly one in five students that enroll will leave within two to four terms with a median GPA of 3.0. It is estimated that the Lifetime Value lost is about \$6.5K per student, and about \$2K per student in the following Spring term from Fall (Near Term Value). Times 20% of your enrollment, that's a good chunk of change.
- ◆ The Five-to-Eight Terms are perplexing, notably ones in Associates programs. They perform fairly well. A big takeaway is possibly the exit due to reaching a critical point in a health science degree (nursing boards, practicums, etc.), which we see often at the four-year college level often. The one big takeaway for this group, as well as the Nine-plus group, is it appears they are leaving and returning, so there is a fair chance they eventually return.
- ◆ The nine-plus terms folks seem to be the lower GPA folks, markedly older than all other groups, largely female, that reach some turning point. They are so close, and it makes minimal sense they can't get to the finish line without some outside barrier. The note above about the five-to-eight term folks might apply here well.
- ◆ There are several other worthy insights:
  - ◆ A predictor of advancing is the participation in online courses.
  - ◆ The top predictor of withdrawal is the program. The more technical rigor, the greater the probability of a student dropping a course.
  - ◆ Women last a lot longer than men, and that proportion increases for both leavers and finishers.
  - ◆ Only about a third of your students ever withdraw from a class. That's spectacular.
  - ◆ TCL does surprisingly well with the Transfer Portal.

# LEAVER BEHAVIOR

	Total Enrolled	All Leavers	One-and-Done	Two-to-Four Terms, then Exit	Five-to-Eight Terms, then Exit	Nine+ Terms, then Exit
Population	100%	45%	12%	21%	9%	3%
Academic Performance	3.0 (2.33/3.0/3.6) with about a third of students withdrawing from a course (34)	2.83 (2.0/2.83/3.5) with about a half of all students withdrawing from at least one course.	<b>2.75 (1.5/2.75/3.5) High withdrawal rate – less than half (48 vs. 75 aggregate) of attempted hours are completed, with 55% of courses enrolled finishing in withdrawal (vs. 34 on the aggregate).</b>	3.0 (2.0/3.0/3.5) with a larger share of withdrawals than the aggregate at 41% (vs. 34%)	2.88 (2.0/2.88/3.33) with about half of all students withdrawing from a course (49)	<b>2.57 (1.88/2.57/3.2) with a substantial portion (60%) withdrawing from a course</b>
% Taken at-Risk Courses	43%	43%	31%	42%	57%	60%
Degree Level	About even Associates and Certs (38% & 37%),	Associates and Certs (43% & 42%)	Highest Associates (52%) and 42% Cert enrollment	Slightly more Certs (49% & 41%)	Many more Certs (53%) than Associates (42%)	Perfectly even Associates and Certs (49% & 49%)
Applicant Profile Origin	Same Term (51%); Enrolled in Prior (31%)	Same Term (54%); Enrolled in Prior (25%)	Same Term (73%); w/in 3 terms (26%)	Same Term (58%); w/in 3 terms (31%)	<b>Enrolled in Prior (54%); Same Term (32%)</b>	<b>Enrolled in Prior (85%); Same Term (11%)</b>
Origin	First-Time Freshman (38%), Continuers (24%) or First Time Transfers (19%)	First-Time Freshman (49%), Continuers (25%) or First Time Transfers (25%)	2:1 FTF to FTT (~66:33)	First-Time Freshman (47%), Continuers (29%) or First Time Transfers (23%)	First-Time Freshman (41%), Continuers (38%) or First Time Transfers (20%)	First-Time Freshman (40%), Continuers (39%) or First Time Transfers (20%)
% on Single Campus	72%	72%	70%	74%	64%	63%
Top Five Program Originations	(1) Dual Enroll, (2) Pre-Allied Health – Nursing . (3) Associate in Science, (4) Undetermined, (5) Pre-Allied Health – Rad Tech	(1) Pre-Allied Health – Nursing, (2) Associate in Science, (3) Pre-Allied Health – Rad Tech, (4) Pre-Allied Health – Physical Therapy, (5) General Business	(1) Pre-Allied Health – Nursing, (2) Associate in Arts, (3) Associate in Science, (4) Associate in Science - Nursing, (5) General Business	1) Pre-Allied Health – Nursing, (2) Associate in Science, (3) Pre-Allied Health – Rad Tech, (4) Pre-Allied Health – Physical Therapy, (5) General Business	1) Pre-Allied Health – Nursing, (2) Pre-Allied Health – Rad Tech, (3) Pre-Allied Health – Physical Therapy, (4) Associate in Science, (5) General Business	(1) Pre-Allied Health – Nursing, (2) Pre-Allied Health – Rad Tech, (3) Associate in Arts, (3a) Pre-Allied Health – Physical Therapy, (3b) Pre-Allied Health – LPN
Age (25 <sup>th</sup> , Median, 75 <sup>th</sup> )	19/23/31	20/24/31	19/22/27	20/23/30	21/25/32	26/29/37
Gender (Female/Male)	67/33	65/35	59/41	63/37	72/28	80/20
Courses Enrolled/Term	3 (2-4 range)	3 (2-4 range)	3 (2-4 range)	3	3	2.5
Total Courses	14	10	3	8	17	28
Average Completed Hours	43	30	3-5	24	51	86
Average # Terms	5	4	1	3	6	11
% Beaufort County	72	70	68	72	69	71

Note: End point for our purposes is Spring of 2019



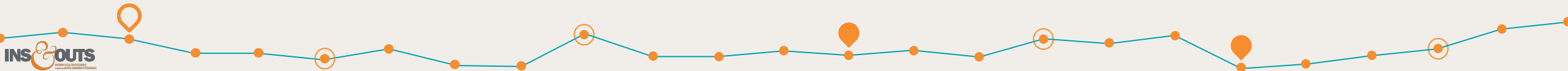
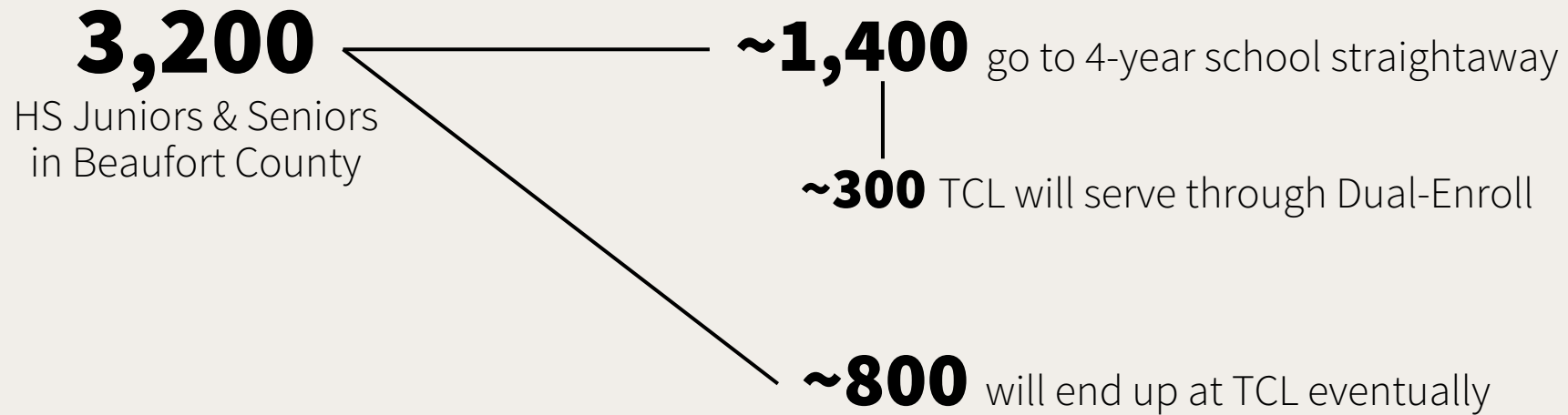
# CONTINUER/FINISHER BEHAVIOR

	Total Enrolled	Returned, not yet finished	Associates Grad	Cert Grad	Associates & Cert Grad
<b>Population</b>	100%	22%	21%	12%	7% (Note, these double-count Grads)
<b>Academic Performance</b>	3.0 (2.33/3.0/3.6) with about a third of students withdrawing from a course (34)	3.0 (2.4/3.0/3.5) with about a third of students withdrawing from a course (33), both of which are on par with the aggregate	<b>3.17 (2.73/3.17/3.67) with less than half the number of reported withdrawals than the aggregate (14% Grads vs. 34% aggregate)</b>	<b>3.25 (2.75/3.25/3.71) with very few withdrawals relative to the aggregate (16 vs. 34)</b>	<b>3.44 (3.0/3.44/3.79) with very few withdrawals relative to the aggregate (18 vs. 34)</b>
<b>% Taken at-Risk Courses</b>	43%	47%	50%	25%	50%
<b>Degree Level</b>	About even Associates and Certs (38% & 37%),	Many more Associates than Certs (54 vs. 33),	All entry in Associates	All entry in Cert	All entry in finished program
<b>Applicant Profile Origin</b>	Same Term (51%); Enrolled in Prior (31%)	Same Term (57%); Enrolled in Prior (32%)	Enrolled in Prior (56%); Same Term (30%)	Enrolled in Prior (48%); Same Term (36%)	Enrolled in Prior (57%); Same Term (39%)
<b>Origin</b>	First-Time Freshman (38%), Continuers (24%) or First Time Transfers (19%)	First-Time Freshman (51%), Continuers (23%) or First Time Transfers (16%)	<b>Interestingly, a high percentage submitted the first app as First-Time Transfers (40 vs. 24 aggregate), with the remainder as First-Time Freshman (43%)</b>	First-Time Freshman (56%), with 26% as First-Time Transfers	First-Time Freshman (53%), with 26% as First-Time Transfers, 8% Readmits, and 11% Dual Enroll
<b>% on Single Campus</b>	72%	72%	59%	77%	50%
<b>Top Five Program Originations</b>	(1) Dual Enroll, (2) Pre-Allied Health – Nursing . (3) Associate in Science, (4) Undetermined, (5) Pre-Allied Health – Rad Tech	(1) Pre-Allied Health – Nursing, (2) Associate of Science – Nursing, (3) Career Development, (4) Associate in Science, (5) Associate in Arts	(1) Pre-Allied Health – Nursing, (2) Associate in Science, (3) Computer Technology, (4) Pre-Allied Health – Physical therapy, (5) Pre-Allied Health – Rad Tech	(1) Cosmetology, (2) Pre-Allied Health – Nursing, (3) Heat Pump, (3a) Pre-Allied Health – SUR (5) Pre-Allied Health - MTH	(1) Pre-Allied Health – Nursing, (2) Cosmetology, (3) Administrative Office Technology, (4) General Technology, (5) Medical Office Assistant
<b>Age (25<sup>th</sup>, Median, 75<sup>th</sup>)</b>	19/23/31	19/22/29	23/28/36	23/30/39	23/29/39
<b>Gender (Female/Male)</b>	67/33	70/30	75/25	67/33	69/31
<b>Courses Enrolled/Term</b>	3 (2-4 range)	3 (2-4 range)	3	3.3	3.4
<b>Total Courses</b>	14	15	23	21	21
<b>Average Completed Hours</b>	43	47	77	67	78
<b>Average # Terms</b>	5	6	9	7	9
<b>% Beaufort County</b>	72	71	75	80	77

Note: End point for our purposes is Spring of 2019

# University Transfer Program

**Marketing Considerations:** The “University Transfer” target is very narrow



# The students that need you the most aren't targeted with a "Transfer" message

6/7 students (86%) who complete Associates degrees don't go on to a 4-year.

**ONLY 100**

unique target students that fit the goal are reached each year with the idea of do two years to a four year, and that's assuming those that show up graduate!

**(the rest are already here, are in dual-enroll programs, or find their way here organically)**



# So who are we possibly missing?

## 20 - 24

- ◆ ~3,650 total population → Enrolled 290 (~8% of this age group) (Fiscal 2018)
  - ◆ Potential to reach ~15% (based on national data)

## 25 - 29

- ◆ ~8,600 total population → Enrolled 153 (~2% of this age group) (Fiscal 2018)
  - ◆ Potential to reach ~8% → growth would require specialized degree offerings
- ◆ Position in lifecycle creates challenge...pivot and/or growth potential to desired future state

## 30 - 34

- ◆ ~11,500 total population → Enrolled 98 (<1% of this age group) (Fiscal 2018)
  - ◆ Feasible to reach ~6%, but must be a fit for their needs and place in career lifecycle
- ◆ Public Two-Year Colleges account for ~28% of all undergrad enrollment in 30+ age bracket

An aerial photograph of an airplane wing, likely from a commercial jet, flying over a vast mountain range. The wing is white with a red tip and is positioned in the upper right quadrant of the frame. Below the wing, a dense layer of white clouds covers the landscape, with several prominent, snow-capped mountain peaks rising above the cloud cover. The sky is a clear, pale blue. The overall image has a slightly desaturated, blue-tinted appearance.

# **THE PERSONA PROFILES**

## **HIGH LEVEL OVERVIEW**





Personas were derived algorithmically through computational modeling methods.

Each Persona was customized and made-to-fit our revised targets using current information.

# PERSONA SUMMARY

	Persona 1 Millennial Melvin & Malorie	Persona 2 Pivoting Paul & Patty	Persona 3 Transition Trevor & Tina	Persona 4 Basement Bryan & Bridget
Population	38%	15%	16%	31%
Age (25 <sup>th</sup> • Median • 75 <sup>th</sup> )	22 • 28 • 33	21 • 34 • 52	22 • 27 • 37	20 • 27 • 39
Gender (Female/Male)	F (77%) • M (23%)	F (72%) • M (28%)	F (72%) • M (28%)	F (52%) • M (48%)
Marital Status	Single (80%) • Married (20%)	Single (50%) • Married (50%)	Single (50%) • Married (50%)	Mostly Single
Ethnicity	African American (55%) White (35%)	African American (53%) White (38%)	African American (34%) White (59%)	African American (16%) White (69%)
Dwelling Type	SFDU (63%) • Mobile Home (20%)	SFDU (58%) • Mobile Home (34%)	SFDU (80%) • Mobile Home (15%)	SFDU (95%)
Education	Some College (47%) High School (39%)	Some College (25%) High School (60%)	Some College (38%) High School (35%)	Mixed
Leaver Rate (Attrition)	34%	30%	35%	22%
Finances	Low Income • Low Net Worth • Heavy Student Loans	Low Income • Low Net Worth • Heavy Student Loans	Mid-High Income & Net Worth • Heavy Student Loans	Wealthy Parents, Low Personal Income & Net Worth • Heavy Student Loans
Technology	Heavy Online & Mobile • Cord Cutters • Active Social	Much lower Tech than other personas	Heavy Online & Mobile • NOT Cord Cutters • Active Social	Early Adopters • Heavy Tech & Mobile
Location	Beaufort (65%) • Jasper (11%) • Hampton (9%)	Beaufort (49%) • Jasper (15%) • Hampton (20%) • Colleton (10%)	Beaufort (70%) • All Others (5-6%)	Beaufort (84%) • Out of State (5%)

# KEY COMPONENTS OF THE PERSONAS

Persona Profiles are  
made up of the  
following categories:



DEMOGRAPHICS



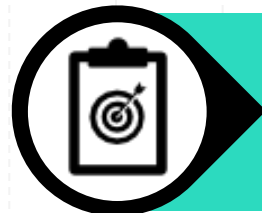
ACADEMIC JOURNEY



FINANCES



TECHNOLOGY



UNIQUE LIFECYCLE



VOCATION

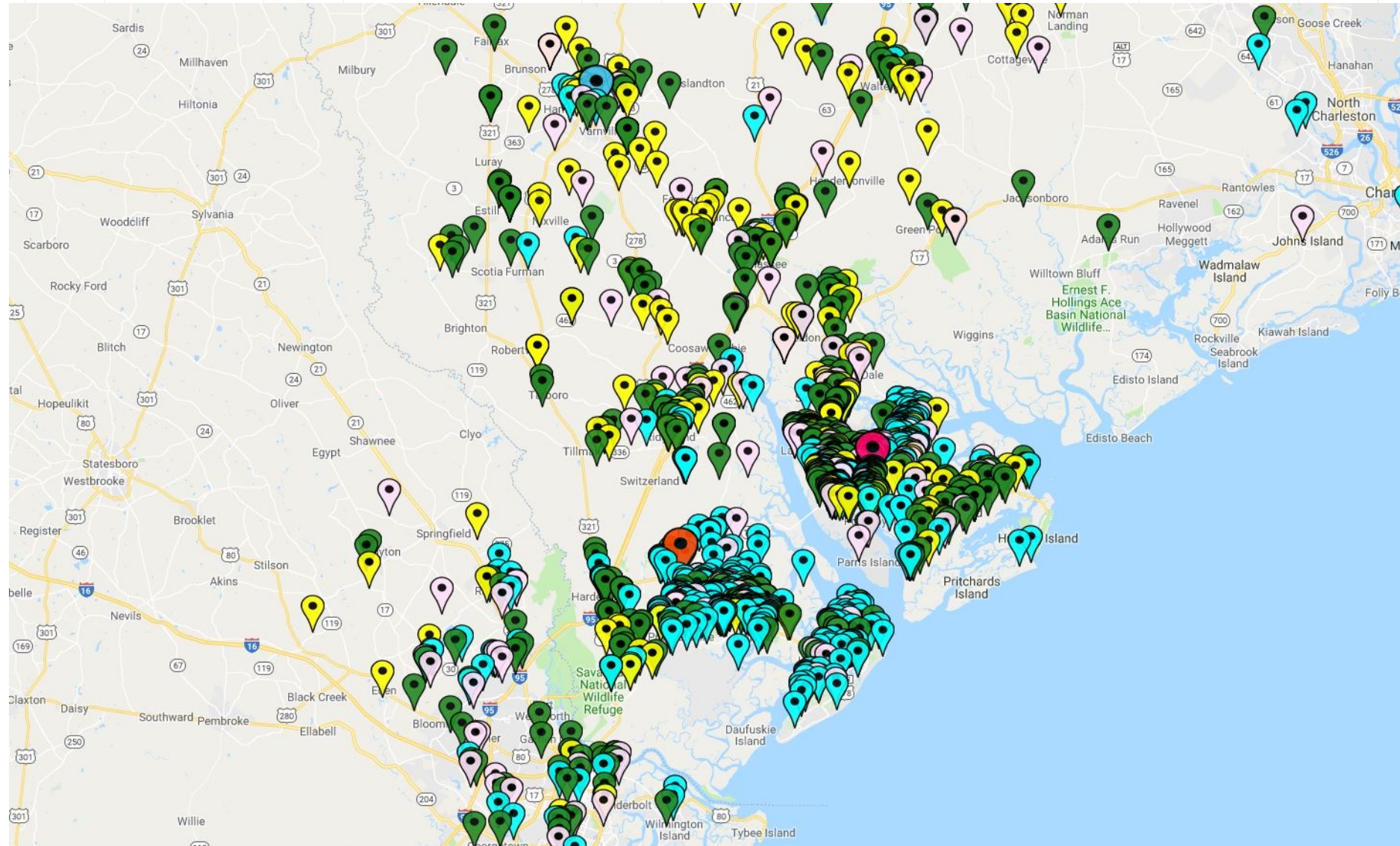
**Let's see where these folks live...**







# Persona Plotted Locations – All Campuses

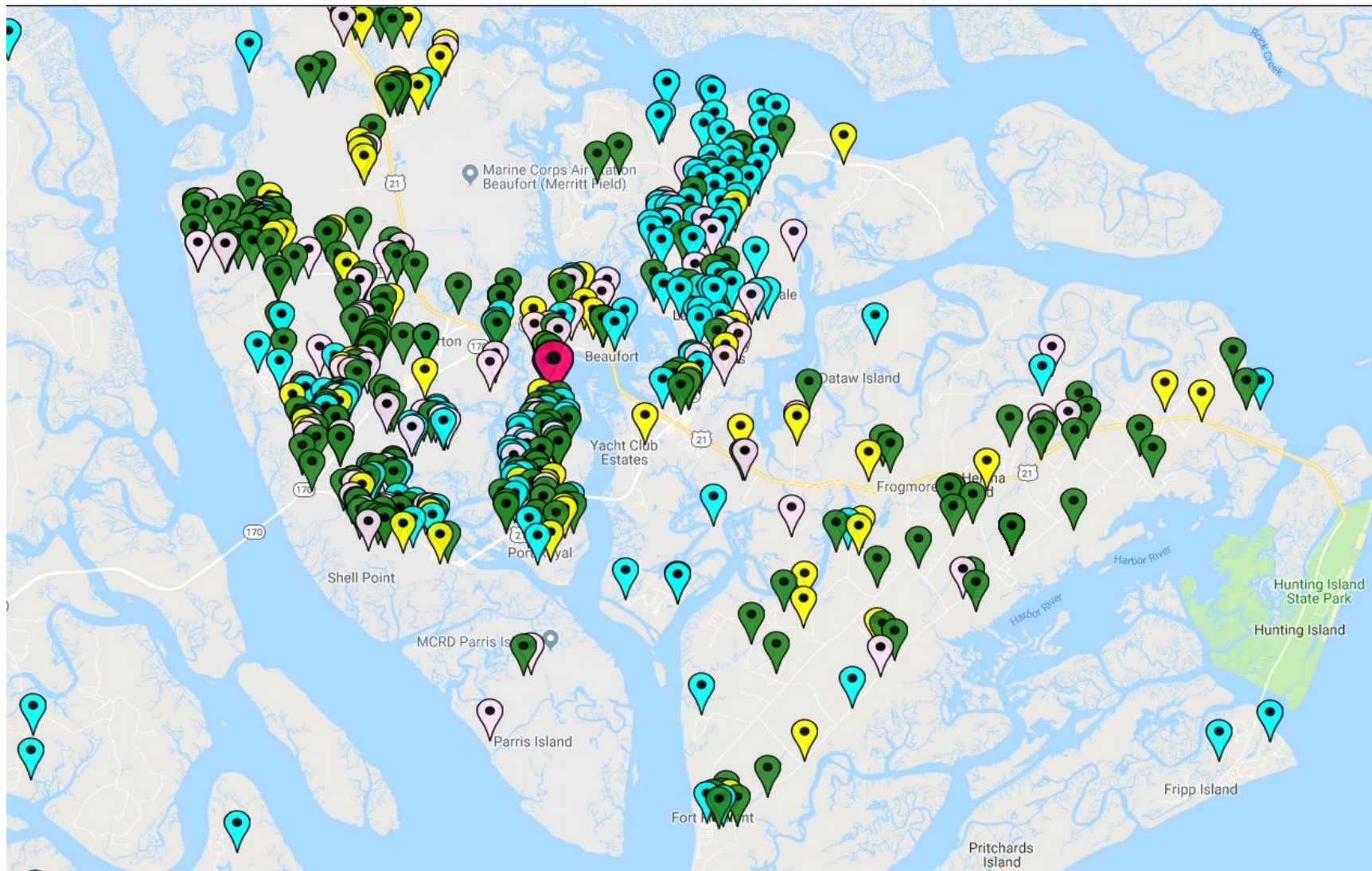


**KEY:**  
Beaufort Campus  
New River Campus  
Hampton Campus  
Millennial Mel  
Pivoting Patty  
Transitioning Trevor  
Basement Bryan





# Persona Plotted Locations – BFT Campus

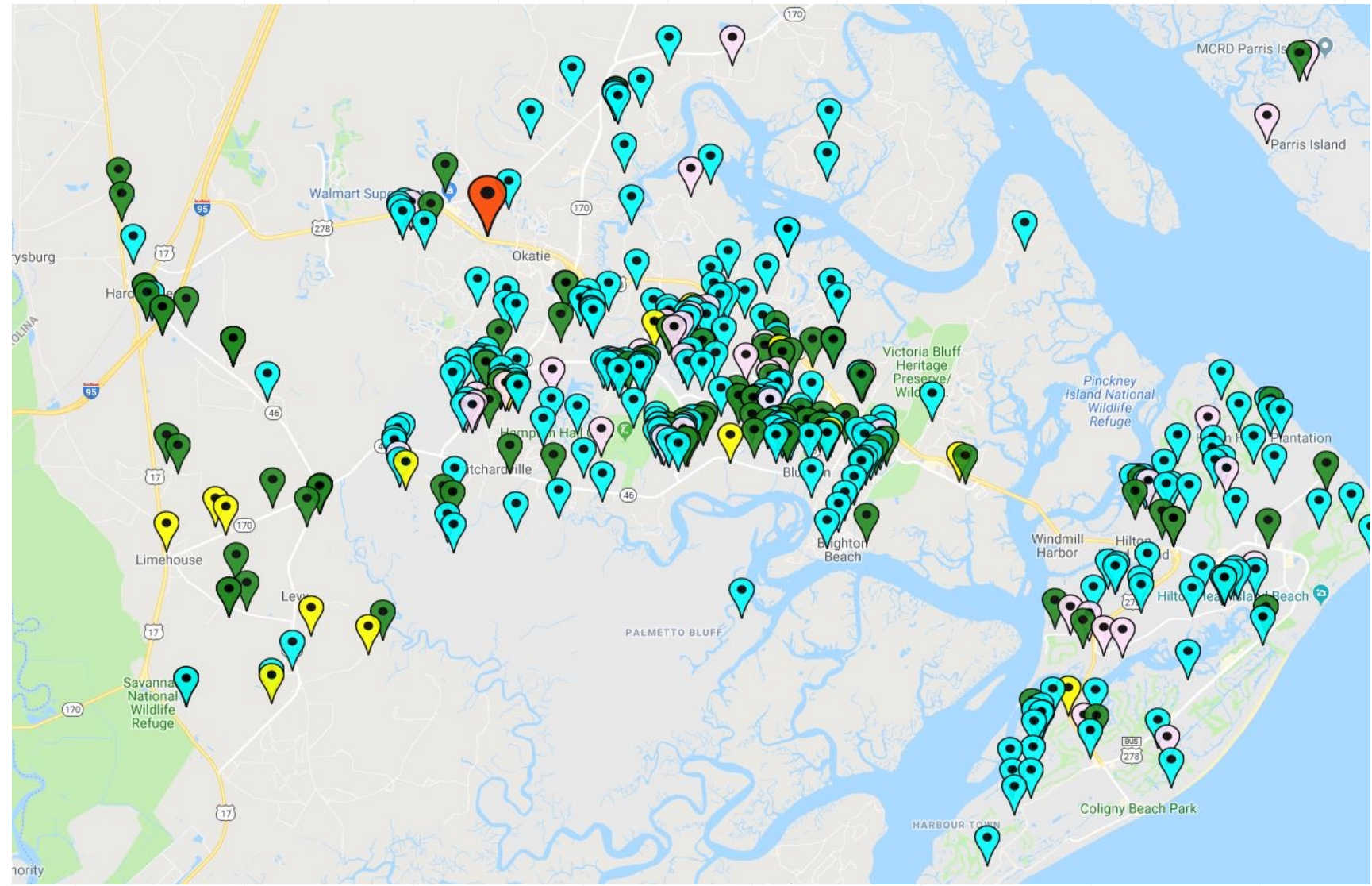


**KEY:**  
Beaufort Campus  
New River Campus  
Hampton Campus  
Millennial Mel  
Pivoting Patty  
Transitioning Trevor  
Basement Bryan





# Persona Plotted Locations – NR Campus



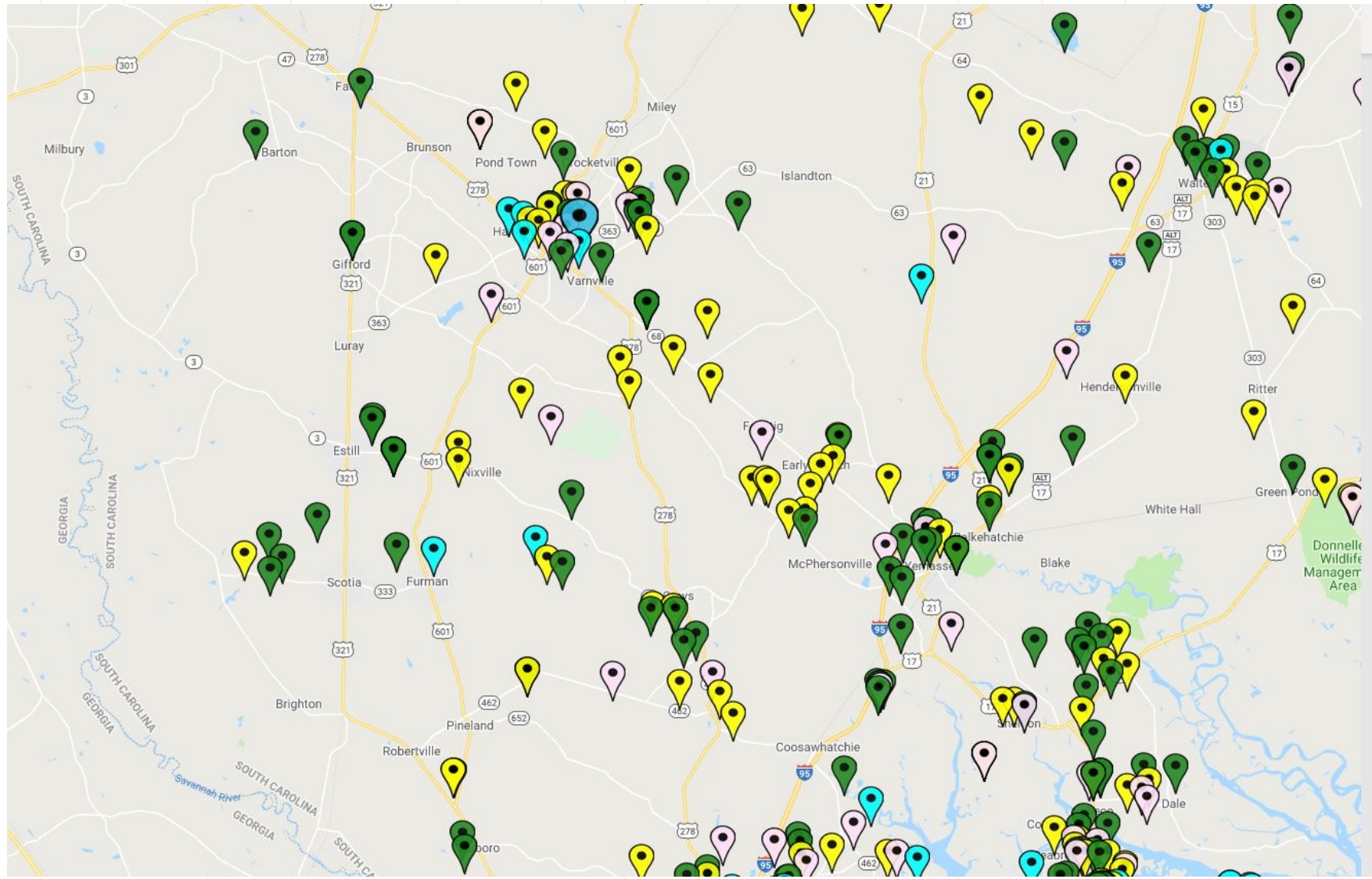
**KEY:**

- Beaufort Campus
- New River Campus
- Hampton Campus
- Millennial Mel
- Pivoting Patty
- Transitioning Trevor
- Basement Bryan



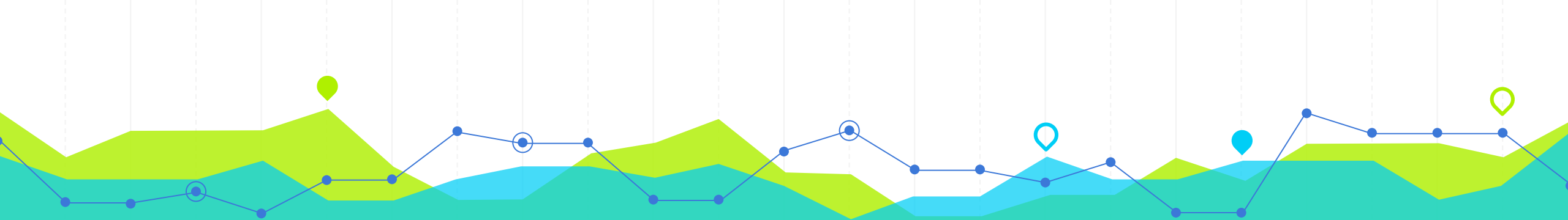


# Persona Plotted Locations – NR Campus



**KEY:**

- Beaufort Campus
- New River Campus
- Hampton Campus
- Millennial Mel
- Pivoting Patty
- Transitioning Trevor
- Basement Bryan



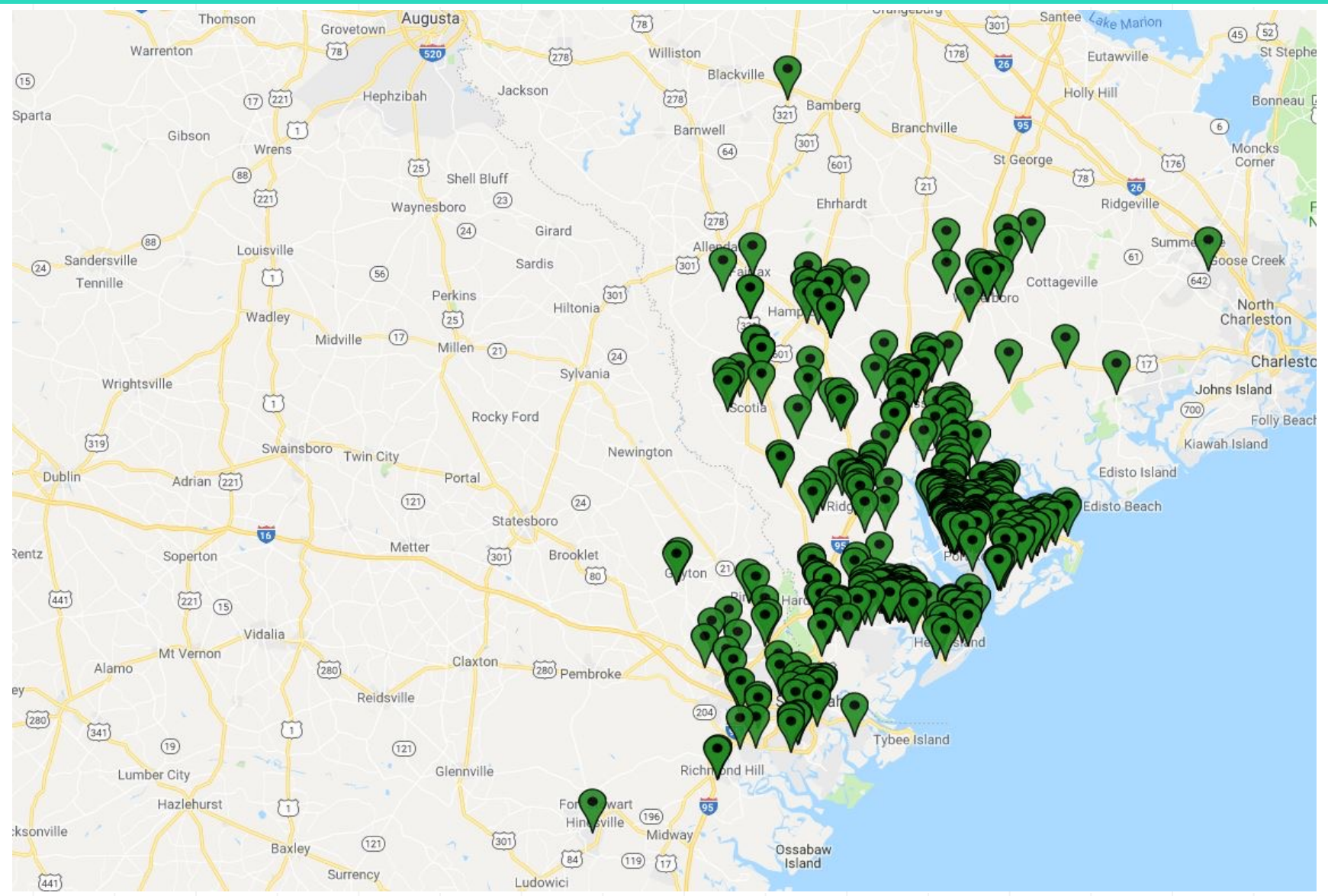
## PERSONA #1

# Millennial Melvin & Malorie

Primary Persona Segment



# Persona 1 Profile: Plotted Locations







## Persona 1 Profile: DEMOGRAPHICS



- ◆ **Largest Persona** – Represents 38% of the target population.
- ◆ **Most diverse Persona** – 55% African American, 35% White
- ◆ **28. The median age is 28:** 22 (25<sup>th</sup> percentile) – 28 (Median) – 33 (75<sup>th</sup> percentile)
- ◆ **Majority female.** 77:23 Female to Male.
- ◆ **Single.** A majority (80%) are unmarried.
- ◆ **Living alone.** Two thirds (67%) live alone.
- ◆ **Mostly single family detached, but some mobile home.** Mostly single-family detached (63%), but well above average mobile homes (20%).
- ◆ **Some College and High School.** 47% and 39% respectively.
- ◆ **Lower Beaufort** – 65% Beaufort County; 11% Jasper, 9% Hampton, etc.



## Persona 1 Profile: **ACADEMIC JOURNEY**



- ◆ **GPA Average and Withdraw Rate – Lowest at 2.84 and Highest with 37%**
- ◆ **Terms/Courses/Attempted Hours – 6, 16, 49, on par with others**
- ◆ **Campus Participation (BFT, NR, Online, HPT) – 69/37/59/5**
- ◆ **Top 3 Applicant Categories – FTF (53), Continuers (33), FTT (30)**
- ◆ **Leaver Rate – Higher at 34%**
- ◆ **% Graduating (Assoc., Cert., Both) – 12/3/8**
- ◆ **Top 3 Applicant Profile Categories – Same Term Enroll (43), Prior Enroll (30), Applied, Highest Multiple Apps, Enrolled within 3 (17%)**
- ◆ **Top 5 Associates Degrees – (1) Nursing, (2) AS, (3) CPT, (4) CJ, (5) AA**
- ◆ **Top 5 Certificates – (1) PAH-NURS, (2) PAH-RAD, (3) PAH-PTH, (4) PAH-LPN, (5) MOA**

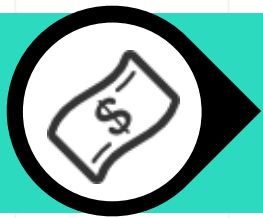


## Persona 1 Profile: VOCATION

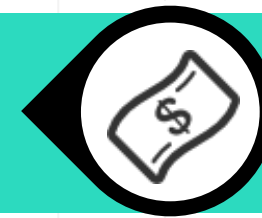


- ◆ **Largely unknown occupations.** This is common in consumer data when pay is 1099, floating or short term jobs (seasonal Food & Bev, Retail, etc.).
- ◆ **Not Small Business Owners, Not Retired, Not Military.** No hobbyists or curious pursuers here.
- ◆ **Higher probability than other groups to work for a small company.** If not owning a small business, more likely to work for a larger company.
- ◆ Also marked as **Job Switchers**, which is common among the community of college pursuers.





# Persona 1 Profile: FINANCES



- ◆ **Markedly lower income than the field.** Half are below \$30K, with 75% below \$50K.
- ◆ **Practically no investment resources, low to no net worth.**
- ◆ **Practically no discretionary income.** Two-thirds (66%) have no liquid resources
- ◆ **Variable debt.** Many have none, while others are middle of the road.
- ◆ **Very low to null wealth resources.** A majority (89%) have less than \$25K in wealth resources.
- ◆ **Low interest in investments overall,** notably stocks, bonds, mutual funds, and other investments.
- ◆ **Living paycheck-to-paycheck,** a top market trend among this target population (among the largest compared to three other personas). This group frequents ATMs, makes on site deposits (common among 1099 employees), and checks mobile and online banking beyond regularly.
- ◆ **Some New Homebuyers.** Another portion of this group is shifting into a new lifecycle and looking for a home loan and a starter home.
- ◆ **Student Loans.** Heavy tie to student loans overall.
- ◆ Likely to be considered **future investors**, hence their desire to move up in their field, whether they know what it is or not.
- ◆ **Predicted to be underbanked,** meaning soon will be in a position to save and/or invest, but need to be put in a position to do so.
- ◆ **Heavy mobile banking.** A top ten market trend among a possible 300+ trends.



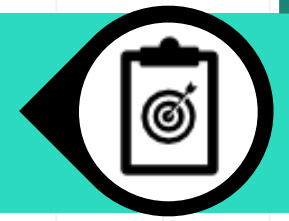
## Persona 1 Profile: TECHNOLOGY



- ◆ **Overall, heavy online and heavy mobile.** If there were one common denominator, it is that this group lives on the web.
- ◆ **Online degree seekers.** Among the three groups with online degree seeking being a key factor of classification.
- ◆ **Mobile everything.** Heavy mobile users (notably mobile browsers), notably mobile purchasing, banking, movies and games. Also enjoy retail text ads. This points to the importance of mobile web integration across the board when recruiting this persona.
- ◆ **Cord cutters.** Save money, run through the net, and consume a bulk of their content on the net. Also, this group is primary cell phone user, meaning the old landline is cut as well.
- ◆ **Heavy social media.** Social media preference customers is a top market trend among this audience.
- ◆ **Facebook = platform of choice.** Significantly more so than other platforms.
- ◆ **Brand active on Facebook.** Significantly more so than the counter audience. Heavy brand likers and category recommenders.

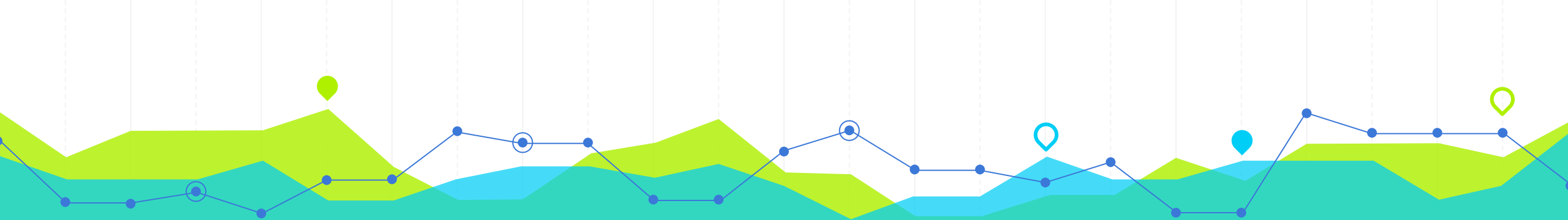


## Persona 1 Profile: UNIQUE LIFECYCLE



- ◆ **Fairly stereotypical Millennial**, into living off of \$30 yet making impulse purchases seen on social media or at the between aisle POS stands at Wal-Mart, are big Gamers, enjoy being Green, coffee and exotic sounding foods, bar hopping, and being at the opening weekend of the next Avengers film and making memes about it.
- ◆ **Job Switchers**. Mobile in living, mobile in working, the job switching trigger is among the top twenty predictors among the list of nearly 300 items.
- ◆ **Price conscious shoppers** on all of products, like households, personal care, groceries, etc.
- ◆ **Walmart enthusiasts**. Walmart deal hunters and online deal shoppers. Stock up on products when in a low-cost provider.
- ◆ **Predicted to be future investors**, a top market trend category for those interested in further education.
- ◆ **Latino Culture**. Latin Music is one of the top five distinguishing characteristics among this group.
- ◆ **In the Kitchen**. Considered Master Cooks and Experimental Cooks, this group is less likely to get takeout and cook at home.
- ◆ **Green**. Buy green products and interested in solar energy.





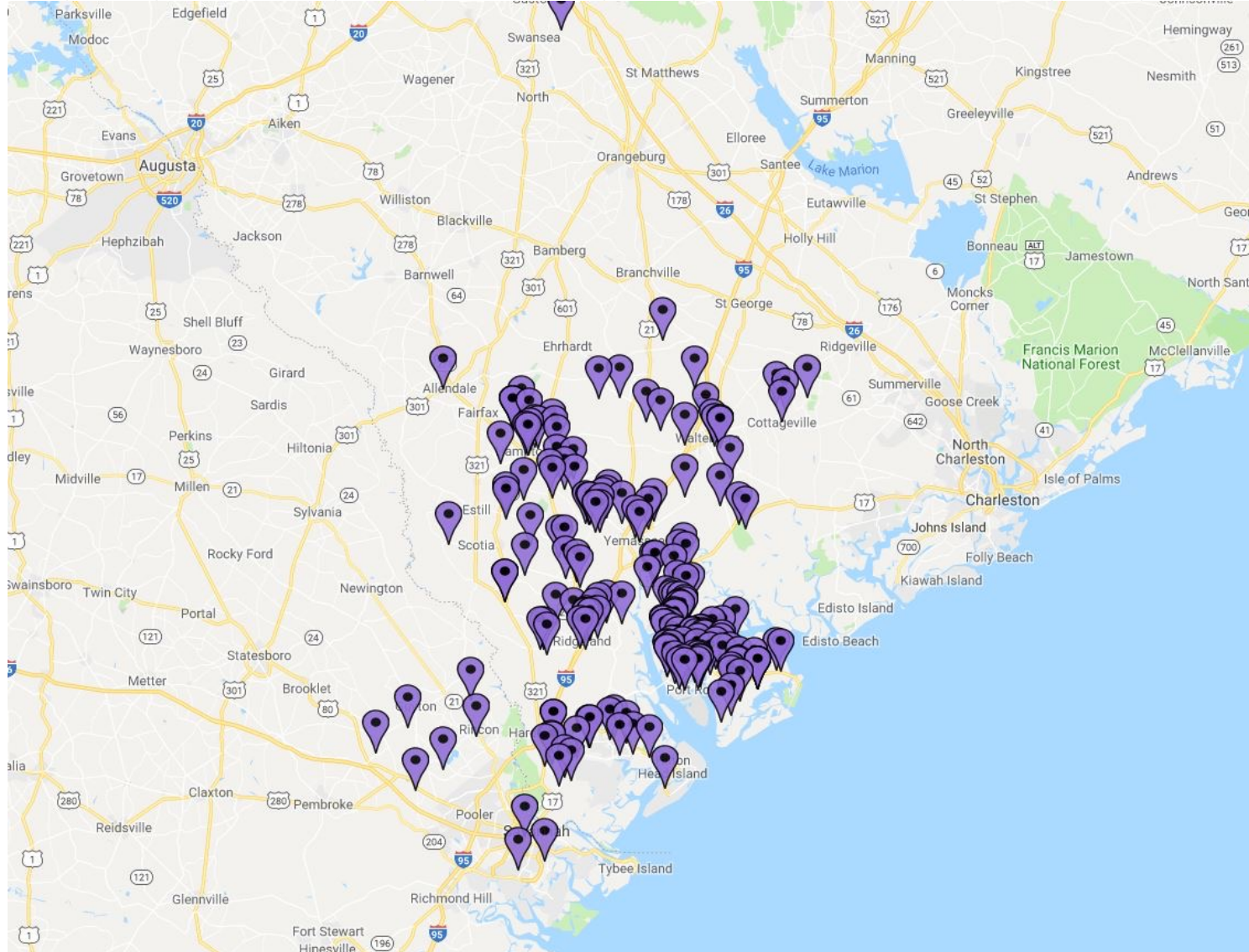
## PERSONA #2

# Pivoting Paul & Patty

Primary Persona Segment



# Persona 2 Profile: Plotted Locations





## Persona 2 Profile: DEMOGRAPHICS



- ◆ **Smaller Persona** – Represents 15% of the target population.
- ◆ **Most diverse Persona** – 53% African American, 38% White
- ◆ **Age highly variable.** The median age is 34: 21 (25<sup>th</sup> percentile) – 34 (Median) – 52 (75<sup>th</sup> percentile)
- ◆ **Majority female.** 72:28 Female to Male.
- ◆ **50:50 Single to married** and roughly 50:50 with kids, largely not the child of the individual but another within the household.
- ◆ **Mostly single family detached, but highest mobile home frequency.** Mostly single-family detached (58%), but well above average mobile homes (34%).
- ◆ **High School and Some College.** 60% and 25% respectively.
- ◆ **Lowest Beaufort** – 49% Beaufort County; 20% Hampton, 15% Jasper, 10% Colleton
- ◆ **NOTE:** Overall, we have little known about their online activity, so technology and lifecycle is lower in association than any other group by far.

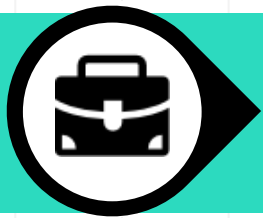




## Persona 2 Profile: **ACADEMIC JOURNEY**



- ◆ **GPA Average and Withdraw Rate – Lower at 2.88 and on par with 32%**
- ◆ **Terms/Courses/Attempted Hours – 6, 16, 49, on par with others (yes, the same as Persona One)**
- ◆ **Campus Participation (BFT, NR, Online, HPT) – 72/31/58/8, the highest Proportion of Hampton**
- ◆ **Top 3 Applicant Categories – FTF (49), Continuers (33), FTT (23)**
- ◆ **Leaver Rate – On par at 30%**
- ◆ **% Graduating (Assoc., Cert., Both) – 13/7/9**
- ◆ **Top 3 Applicant Profile Categories – Same Term Enroll (51), Prior Enroll (32)**
- ◆ **Top 5 Associates Degrees – A unique blend: (1) GNB, (2) Nursing, (3) AOT, (4) ECE, (5) CPT**
- ◆ **Top 5 Certificates – (1) PAH-NURS, (2) PAH-RAD, (3) PAH-PTH, (4) PAH-LPN, (5) MOA**



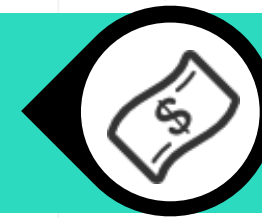
## Persona 2 Profile: VOCATION



- ◆ **Largely unknown occupations.** This is common in consumer data when pay is 1099, floating or short term jobs (seasonal Food & Bev, Retail, etc.).
- ◆ **When known, there is a healthy mix of Blue Collar and White Collar work.** A healthy balance of professional/technical along with clerical and trade work.
- ◆ **Not Small Business Owners, Not Retired, Not Military.** No hobbyists or curious pursuers here.
- ◆ **Higher probability than other groups to work for a small company.** If not owning a small business, more likely to work for a larger company.



## Persona 2 Profile: FINANCES

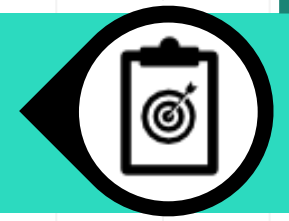


- ◆ In many ways, this persona looks much like Persona #1, in that they have lower incomes, net worth, but there are subtle differences.
- ◆ Markedly lower income than the field. Half are below \$30K, with 75% below \$50K.
- ◆ Practically no investment resources, low to no net worth.
- ◆ Practically no discretionary income. Two-thirds (66%) have no liquid resources
- ◆ Variable debt. Many have none, while others are middle of the road. A few key market trends emerged in revolving credit cards and credit card attrition.
- ◆ Very low to null wealth resources. A majority (89%) have less than \$25K in wealth resources.
- ◆ Living paycheck-to-paycheck, a top market trend among this target population.
- ◆ Student Loans. Heavy tie to student loans overall.
- ◆ No market trends emerged in this personas financial future, but not because they don't show such promise, more so we know less about them.
- ◆ It is also worth noting that this group is high eligibility for Medicaid, and highest likelihood for being uninsured for health.

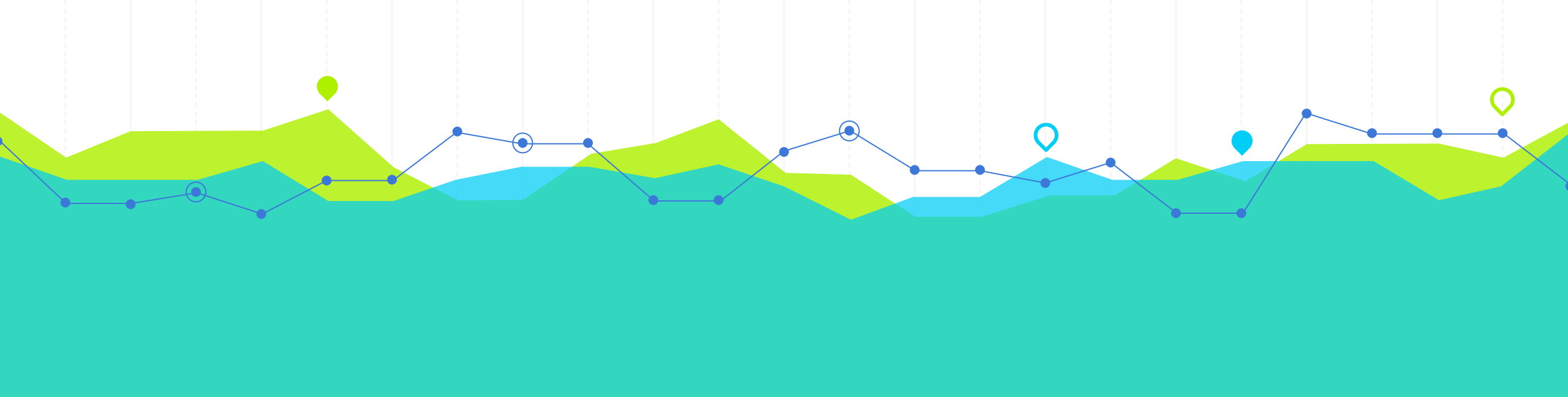




## Persona 2 Profile: UNIQUE LIFECYCLE



- ◆ Looks a lot like Persona One, but without the kombucha, but does show up on opening weekend to the new Avengers film.
- ◆ **Big into the church.** The top trends for this persona were Bible devotion readers and being heavily interested in gospel or Christian music.
- ◆ **Price conscious shoppers** on all of products, like households, personal care, groceries, etc.
- ◆ **Walmart enthusiasts.** Walmart deal hunters and online deal shoppers. Stock up on products when in a low-cost provider.
- ◆ **Balance of the kitchen with QSRs.** Considered Master Cooks and Experimental Cooks, this group is less likely to get takeout and cook at home. Also love the luxury and convenience of QSRs where available.



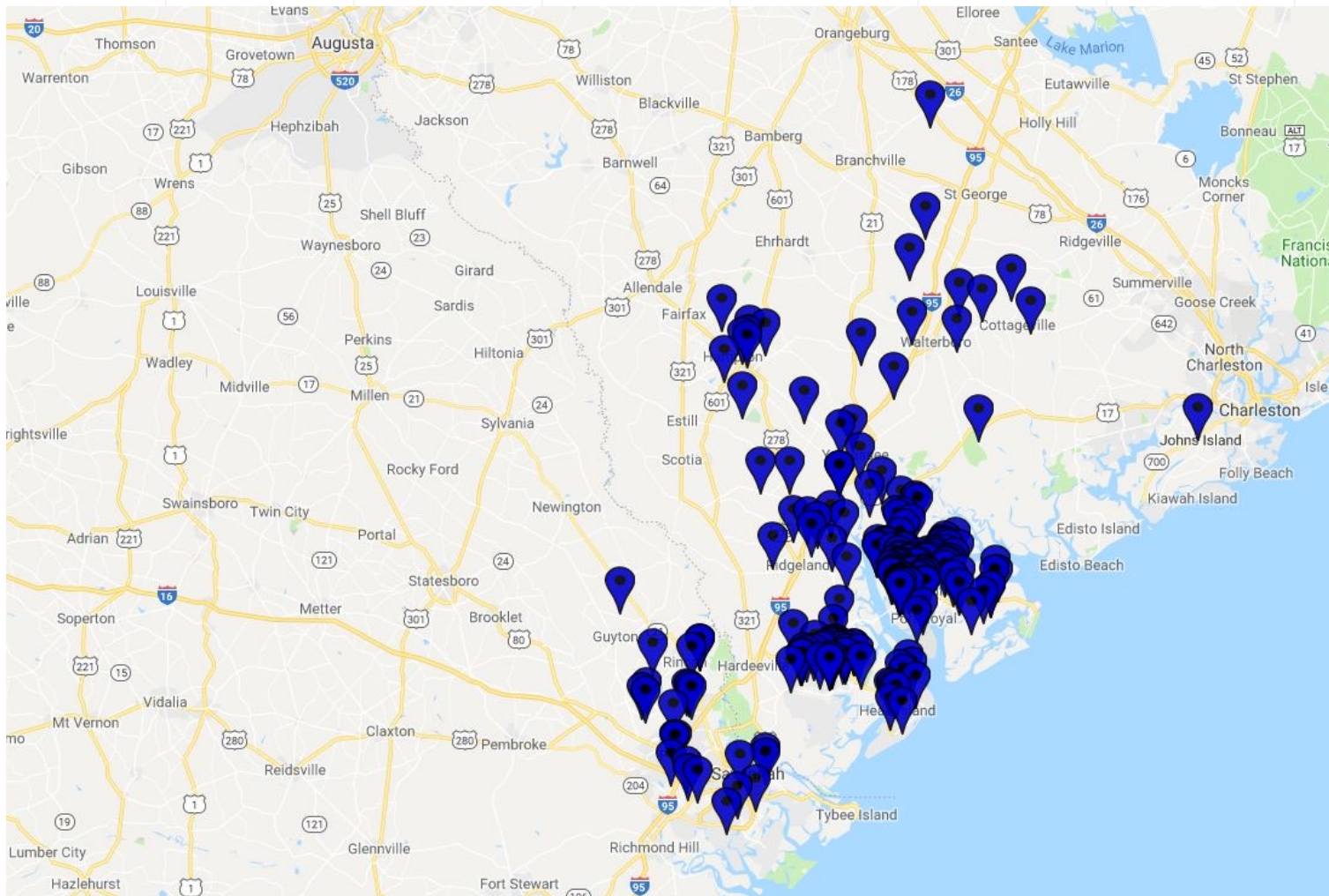
## PERSONA #3

# Transition Trevor & Tina

Primary Persona Segment



# Persona 3 Profile: Plotted Locations







## Persona 3 Profile: DEMOGRAPHICS



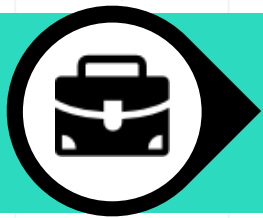
- ◆ **Smaller Persona** – Represents 16% of the target population.
- ◆ **On par diversity Persona** – 34% African American, 59% White
- ◆ **27. The median age is 27: 22** (25<sup>th</sup> percentile) – 27 (Median) – 37 (75<sup>th</sup> percentile)
- ◆ **Majority female. 72:28 Female to Male.**
- ◆ **Largely married, or living with a partner and heavily children households.**
- ◆ **Mostly single family detached, but some mobile home.** Mostly single-family detached (80%), but well above average mobile homes (15%).
- ◆ **Some College and High School.** 38% and 35% respectively.
- ◆ **Lower Beaufort** – 70% Beaufort County, and spread out at 5%-6% among the other four primary counties.



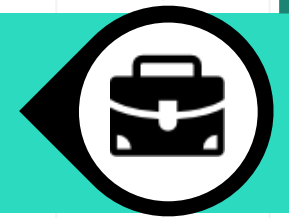
## Persona 3 Profile: **ACADEMIC JOURNEY**



- ◆ **GPA Average and Withdraw Rate** – Higher at 2.99 and Lower with only 31%
- ◆ **Terms/Courses/Attempted Hours** – 6, 17, 52, on par with others
- ◆ **Campus Participation (BFT, NR, Online, HPT)** – 72/37/65/2
- ◆ **Top 3 Applicant Categories** – FTF (52), Continuers (29), FTT (28)
- ◆ **Leaver Rate** – Higher at 35%
- ◆ **% Graduating (Assoc., Cert., Both)** – 16/4/9
- ◆ **Top 3 Applicant Profile Categories** – Same Term Enroll (49), Prior Enroll (29), Applied, Enrolled within 3 Terms (12)
- ◆ **Top 5 Associates Degrees** – (1) AS, (2) Nursing, (3) GNB, (4) CPT, (5) AA
- ◆ **Top 5 Certificates** – (1) PAH-NURS, (2) PAH-RAD, (3) PAH-PTH, (4) PAH-LPN, (5) MOA

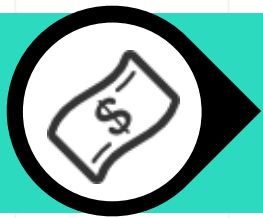


## Persona 3 Profile: VOCATION

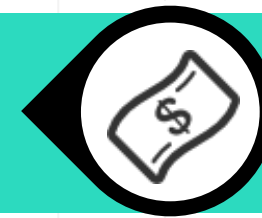


- ◆ **Highly known occupations.** Much lower presence of 1099 workers.
- ◆ **High proportion of White Collar work.** About half of all work is identified as Professional/Technical, Management, and Sales.
- ◆ **Highest population of Small Business Owners,** albeit not a large audience of such. About 2.5 to 1 of a random draw.
- ◆ **Higher percentage of Military and Retired Military,** albeit much like SBOs, is lower than seen prior.
- ◆ **Higher probability than other groups to work for a small company.** If not owning a small business, more likely to work for a larger company.





## Persona 3 Profile: FINANCES



- ◆ This persona is showing obvious signs of moving up, and are predicted to move up in finances or have hit a new level as of recent.
- ◆ Incomes are middle to upper middle class, with median around \$90K. That said, it is obvious that we have some later starter families going on.
- ◆ Net worth, Discretionary Income, Investment Resources are all well below pace to the income, however, the income trigger kicked in with a lot of these folks, suggesting they are on their way to beginning to build wealth.
- ◆ Conservative investors that own 401K plans, Term and Whole Life Insurance plans, and recently purchased a home or is in the market.
- ◆ Most likely to purchase health insurance of the ACA exchange.
- ◆ Also the highest student loan probability of all four groups.



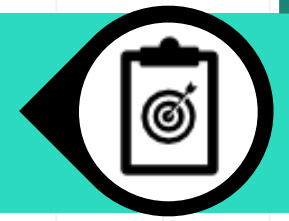
## Persona 3 Profile: TECHNOLOGY



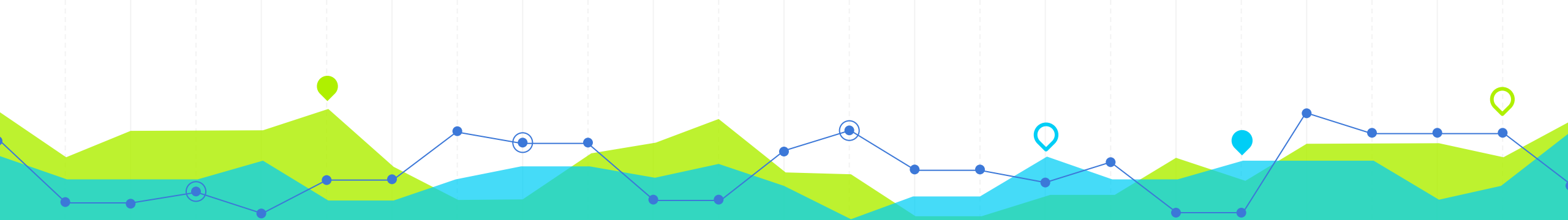
- ◆ This persona looks much like persona one in terms of tech and social commitment, but with some subtle differences.
- ◆ Overall, heavy online and heavy mobile. If there were one common denominator, it is that this group lives on the web.
- ◆ Online degree seekers. Among the three groups with online degree seeking being a key factor of classification.
- ◆ Mobile everything. Heavy mobile users (notably mobile browsers), notably mobile purchasing, banking, movies and games. Also enjoy retail text ads. This points to the importance of mobile web integration across the board when recruiting this persona.
- ◆ NOT Cord cutters. This group is sticking to the tried and true cable/satellite and landlines for the time being.
- ◆ Heavy social media. Social media preference customers is a top market trend among this audience.
- ◆ No bias to platform of choice. Use Facebook, Twitter, and Pinterest regularly.
- ◆ Brand active on Facebook. Significantly more so than the counter audience. Heavy brand likers and category recommenders.



## Persona 3 Profile: **UNIQUE LIFECYCLE**



- ◆ **Avid readers** of nearly all types of books and magazines, most notably sports, as they are also heavy football enthusiasts and have a particular interest in #16.
- ◆ **Into DIY and home remodels** and enjoy channels that feature such programming.
- ◆ **Give to many causes**, notably children's causes and causes for cancer.
- ◆ **Gamers, Pet Owners, and love all kinds of music.**
- ◆ **Not on either side of the aisle**, as they are more likely to be swing voters or vote Independent.
- ◆ **Price conscious shoppers** on all of products, like households, personal care, groceries, etc. Also **Walmart enthusiasts**. Walmart deal hunters and online deal shoppers. Stock up on products when in a low-cost provider.
- ◆ **Balance of the kitchen with QSRs**. Considered Master Cooks and Experimental Cooks, this group is less likely to get takeout and cook at home. Also love the luxury and convenience of QSRs where available.



## PERSONA #4

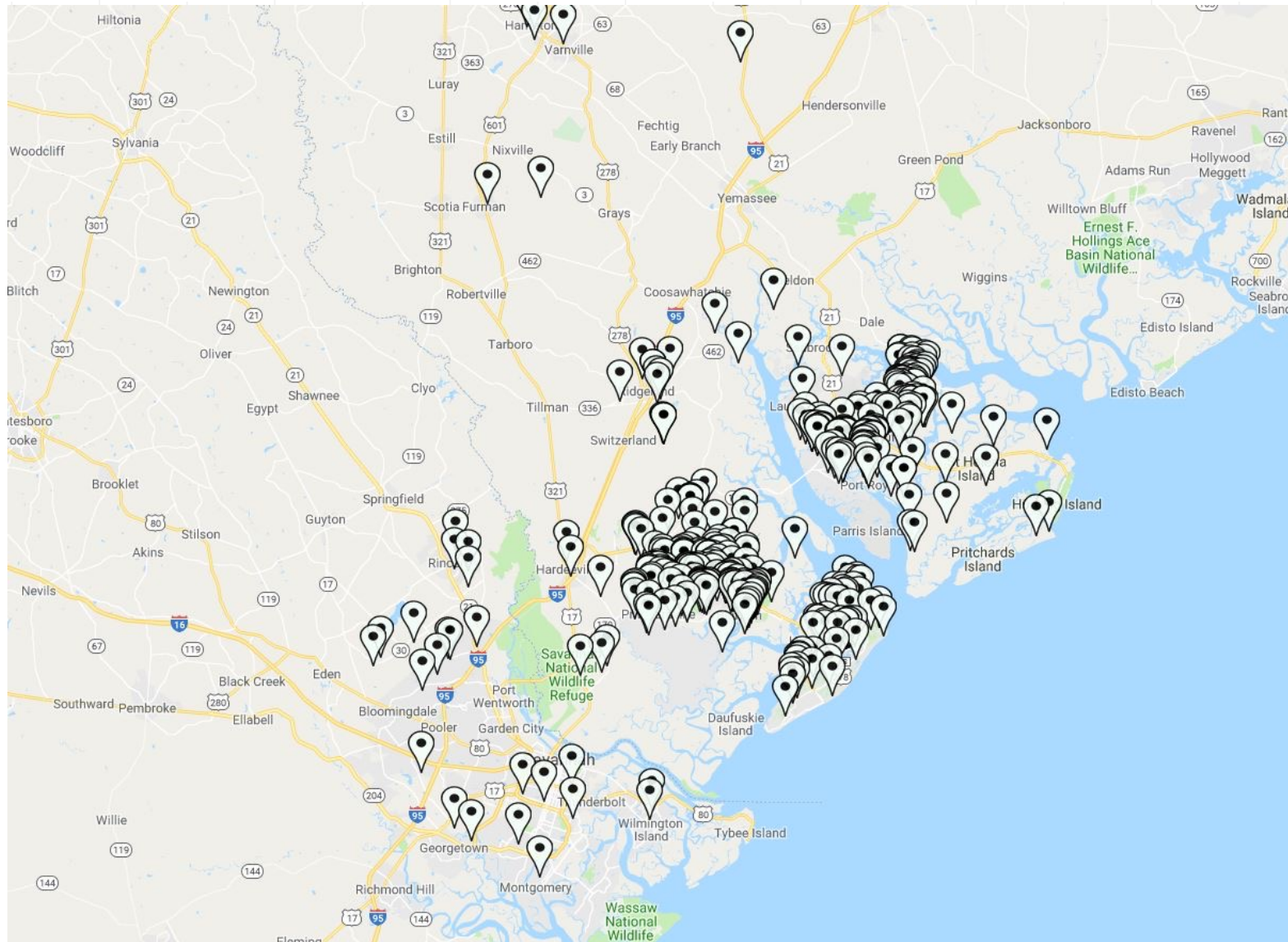
# Basement Bryan and Bridget

Primary Persona Segment





# Persona 4 Profile: Plotted Locations





## Persona 4 Profile: DEMOGRAPHICS



- ◆ Per the name, it is obvious that we have caught a head of household for students living at home with upper-middle class and above families. Largely, we learned more about the parents than the individuals, but can borrow from both.
- ◆ **Large Persona** – Represents 31% of the target population.
- ◆ **Lowest Diversity Persona** – 69% White, 16% African American
- ◆ **27.** The median age is 27, and it bottom-heavy: 20 (25<sup>th</sup> percentile) – 27 (Median) – 39 (75<sup>th</sup> percentile)
- ◆ **Split male to female.** 52:48 Female to Male.
- ◆ **Parents are largely married while kids are largely single or living with a partner.**
- ◆ **All homes, and largely upscale.** 95% in SFDU homes.
- ◆ **Individual some college and HS, parents are college grads.**
- ◆ **Highest Beaufort** – 84% Beaufort County with another 5% out of state.
- ◆ **Note:** Vocation is largely captured of the parents, so will not be included here.



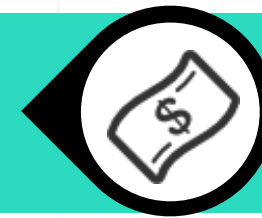
## Persona 4 Profile: **ACADEMIC JOURNEY**



- ◆ **GPA Average and Withdraw Rate – Highest at 3.15 and Lowest with only 23%**
- ◆ **Terms/Courses/Attempted Hours – 5, 14, 44, on par with others**
- ◆ **Campus Participation (BFT, NR, Online, HPT) – 64/49/54/1; New River Participation Rate by far the highest**
- ◆ **Top 3 Applicant Categories – FTF (41), FTT (35), Continuers (28)**
- ◆ **Leaver Rate – Lowest at 22%**
- ◆ **% Graduating (Assoc., Cert., Both) – Higher at 19/6/8**
- ◆ **Top 3 Applicant Profile Categories – Highest Same Term Enroll (60), Prior Enroll (19), Applied, Enrolled within 3 Terms (12)**
- ◆ **Top 5 Associates Degrees – (1) CPT, (2) GNB, (3) AA, (4) AS, (5) Nursing**
- ◆ **Top 5 Certificates – (1) PAH-NURS, (2) PAH-PTH, (3) PAH-RAD, (4) ACC, (5) COS**



## Persona 4 Profile: FINANCES



- ◆ Obviously pointed toward mom and dad having wealth, investment resources, and stout incomes.
- ◆ Conservative investors that own 401K plans, 529 plans, and have personal brokers and/or invest online or have an online broker.
- ◆ When individual identified, a bulk make below \$25K, however, income in this group is the highest, with 75% making over \$100K.
- ◆ Highest investment resources, net worth, high discretionary income.
- ◆ Individuals largely tagged with student loans, as expected, given where parental income sits.





## Persona 4 Profile: TECHNOLOGY



- ◆ All the indicators of living in a household that fits the Rogers Innovator and Early Adopter group, that is socially and economically mobile, connected to newest innovations and use them regularly.
- ◆ **Heavy Tech Early Adopters**, as shown by one of the top five market trend categories.
- ◆ Heavy into **Wearable** and new first-to-market technology.
- ◆ Use **mobile phones** for purchases, shopping and browsing, and building shopping lists.
- ◆ **Heavy App** users. Use Uber/Lyft, Amazon Prime, and pick-up services with their iPhones over Androids.
- ◆ Not nearly as active on social media as other persona groups.

# Academic Program

Findings and Implications

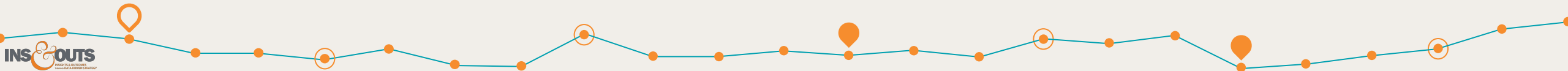
4



# How Are Our Programs Performing Financially?

The key takeaway is the program and course portfolio is well balanced at the point of this writing.

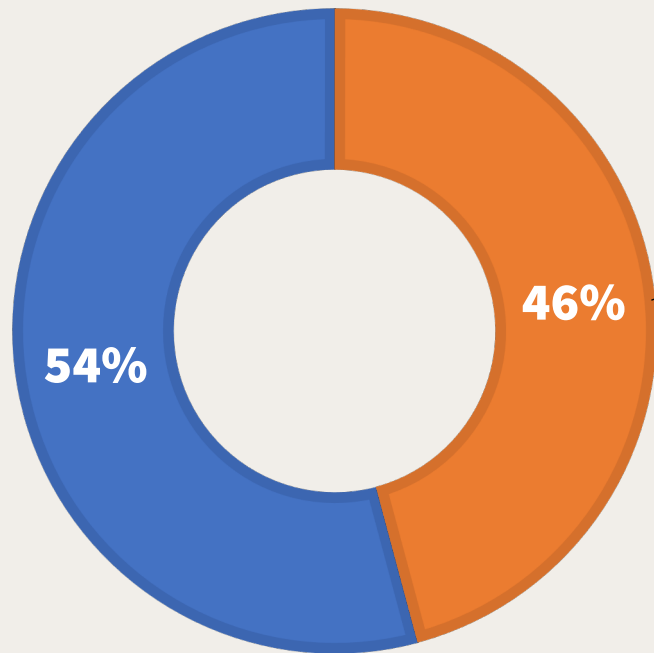
The college has not extended itself in any way academically. It invites opportunity rather than divestment.



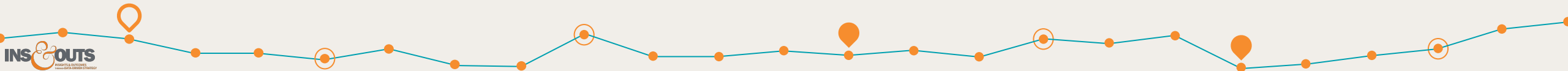
**ZERO** # of programs are losing money in terms of human capital

### NET REVENUE

■ \$10,000 or Above ■ Less than \$10,000



Although 60 of 131 programs (all levels) are below the five-figure net-revenue mark, these programs were either proving stable and consistent or were in process of getting off the ground at the time of analysis.





# The Eleven Program Families: Associate's

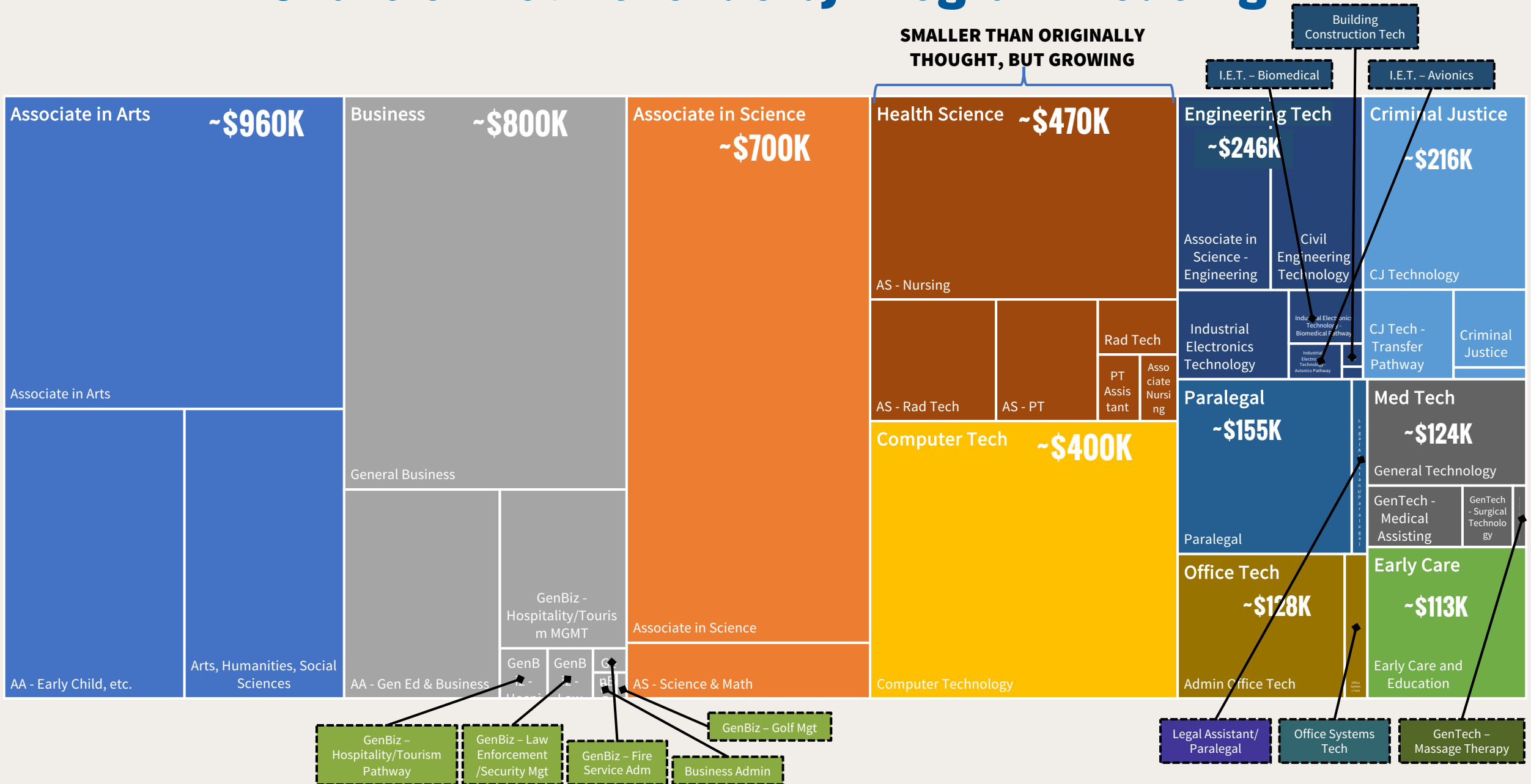
Simplified after careful examination

1. Associate in Arts
2. Associate in Science
3. Business
4. Computer Tech
5. Criminal Justice
6. Early Care
7. Engineering Tech
8. Health Science
9. Med Tech
10. Office Tech
11. Paralegal

An early concern was the college was top-heavy in Health Sciences and Med Tech.

We were surprised to discover that, when examining nets, this was not the case...

# Share of Net Revenue by Program Housing



What is the average  
**BREAKEVEN VALUE**  
for a given  
**COURSE?**

## Full-Time Faculty Course

@ **3** Credit Hours → **7 STUDENTS**

@ **4** Credit Hours → **6 STUDENTS**

## Part-Time Faculty Course

@ **3** Credit Hours → **4 STUDENTS**

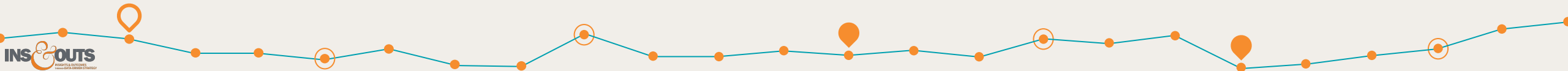
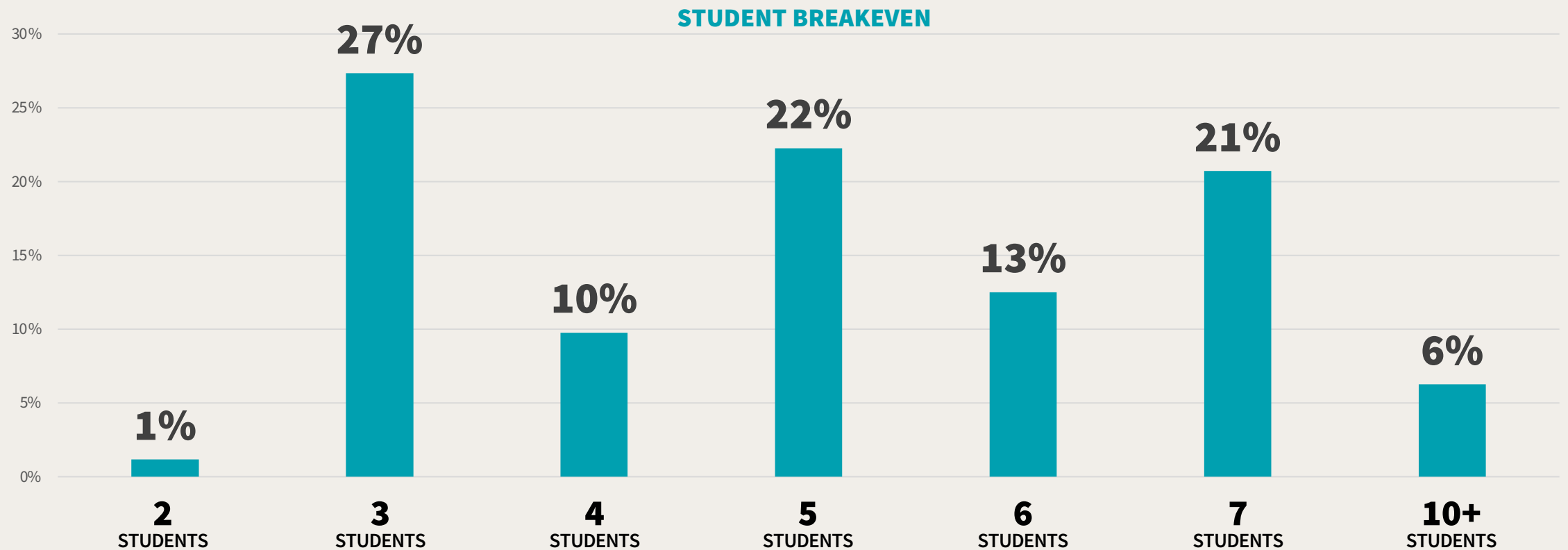
@ **4** Credit Hours → **3 STUDENTS**



# Net Revenue Breakeven Distribution

The median breakeven value for a given course is five.

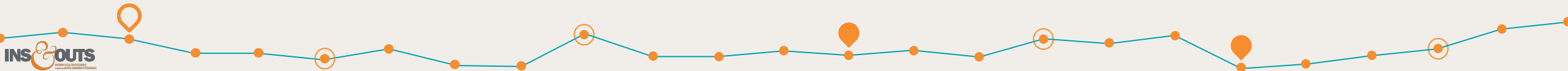
The variation depends on the hours of the course and the expense of the faculty member (which we did in purely standardized and anonymous form).



# Now let's check another measure of volatility: the Herfindahl Index

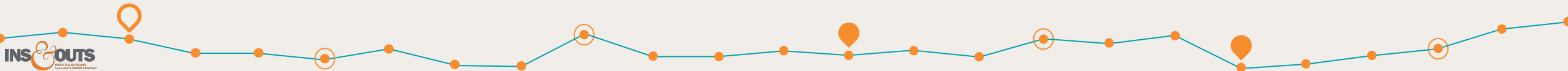
Only six Associate's programs  
have a course or more with 50%+ share.

Those with a high share shouldn't surprise  
anyone, and invites the possibility to utilize the  
course for new programs.

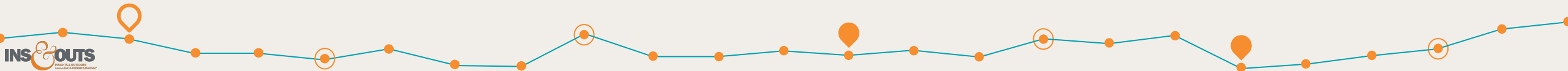


Only six Certificate programs have a course or more with 50%+ share, with no top-heavy Certs with heavy unique course demand.

Those with a high share shouldn't surprise anyone, and there's not a lot that can be done about it for the most part.



The same can be said of the one Diploma program fitting the monopolistic mold (Cosmo), which has six courses with primary share. Doubtful there is much to be done.





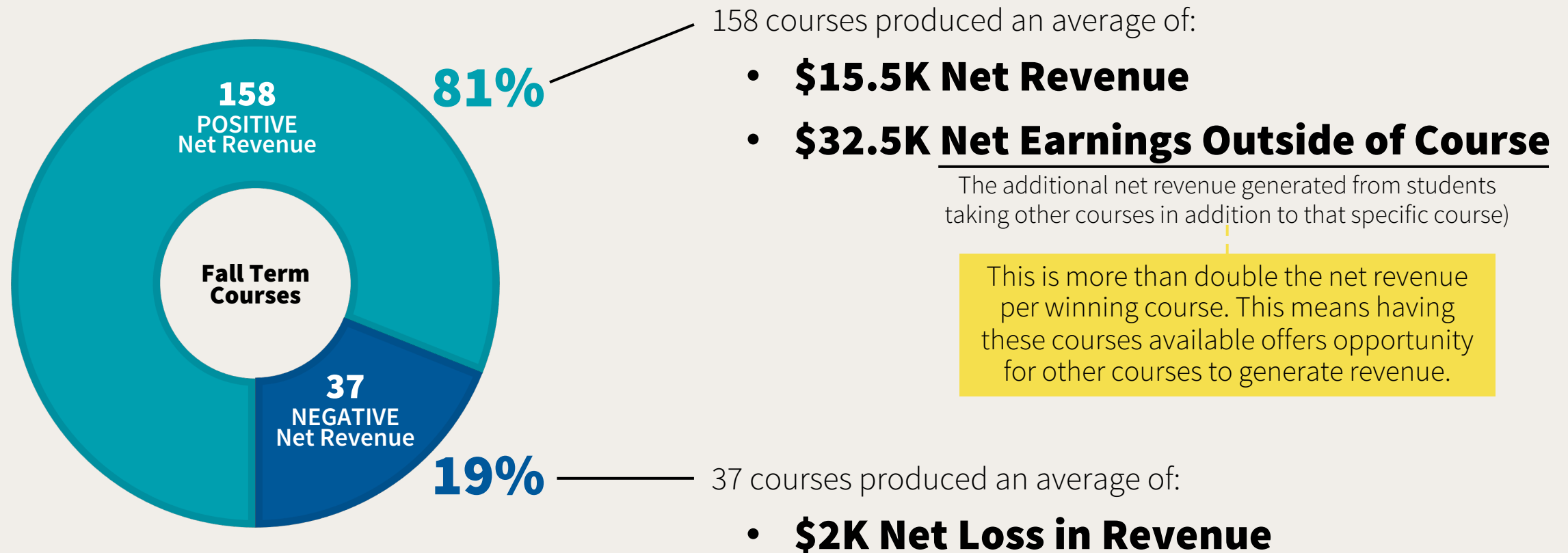
**The collective courses perform at solid economies of scope, indicating a well-balanced portfolio.**

Most courses are consumed by students in many majors.



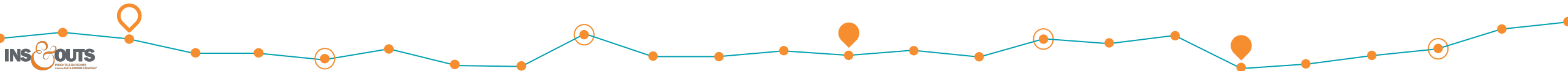
# Which Courses are Losing Money?

Of the **195** course codes in a particular Fall term that were analyzed...

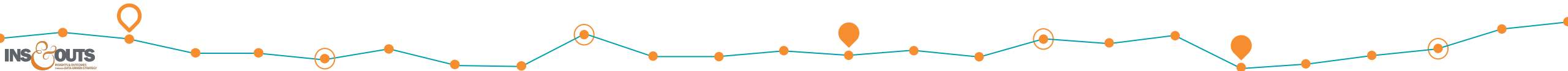


**256** course codes (**399** including modality) were examined in total over a four-year fall-to-fall period

Only 12 total courses (of the 195) had a Total Additional Earnings associated with course in negative values for an average total associated loss of \$2.5K

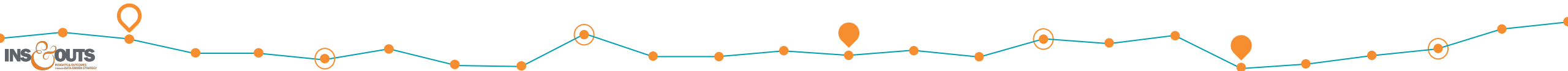


These 12 courses account for 45 course headcounts,  
but only 34 unique students (of 2,300 total)

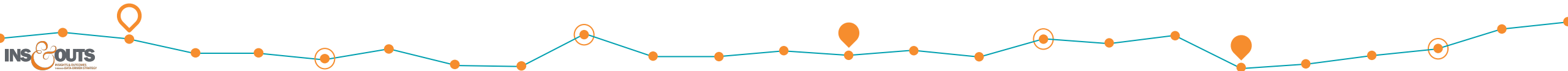




The total effect on net revenue associated with these courses is ~\$27.6K, which is only 0.21% of the total revenue function.

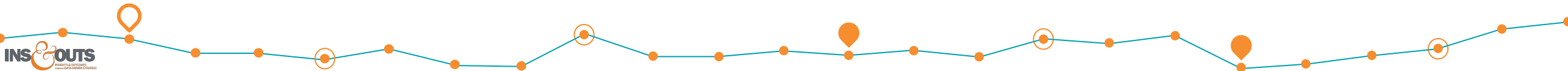


All but 2 of the 12 had a median 5-year net in the positive column; the losses appear to be a single term with low (mostly 1) student opt-in



27 courses had negative course revenues with positive Total Additional Earnings associated with the course.

**In other words, a course might be losing money, but revenue is made up in other places.**



# The Big Takeaway



Findings suggest that efforts should continue to be focused on optimizing your faculty loads.

The current courses offered typically make up for any immediate losses with positive net revenues generated other places because the course is offered.

A close-up, shallow depth-of-field photograph of a computer keyboard. The central focus is a single black key with a white 'X' and a white slash symbol. The surrounding keys are blurred, creating a sense of depth. The lighting is soft, highlighting the texture of the key.

**Sustainable Enrollment Number**

**5**



# 2,140 is the **Sustainable Enrollment Number**

This should be achieved with virtually no changes to any strategy, and even some regression in terms of process execution.

This also allows for rapid shifts in the economy and other unforeseen circumstances.



# 2,320 is the **Optimal Enrollment Number**

This should be the natural progression of adapting to the ongoing moving targets that any institution falls victim to.

This also ensures your operations from a program and course standpoint have stability, and offers opportunities to divest, and take a few calculated risks and sit here comfortably.



# 2,740 is the **Feasible Enrollment Number**

This will require careful calculation, a strategic planning committee across multiple areas on campus and the natural assumptions that we are not focused on adding simply new capital and labor as the traditional economic model goes.

Instead, we're drawing a new curve that allows for a new Sustainable Number that would be closer to the current Optimal Number.

# THANK YOU!

Any questions?

Please reach out with any questions and/or comments at

**843.229.0378** or **[jd@insandouts.org](mailto:jd@insandouts.org)**