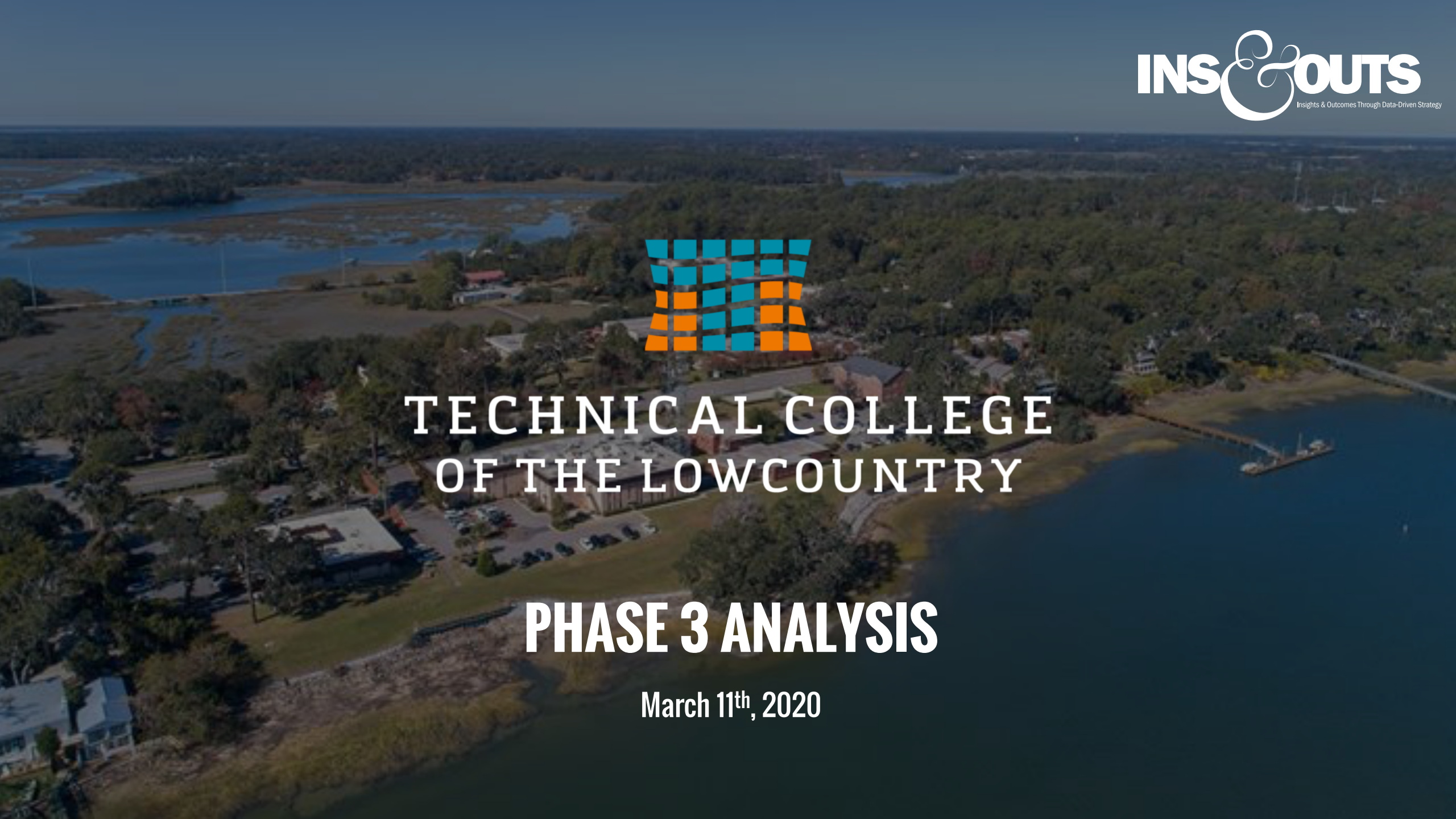
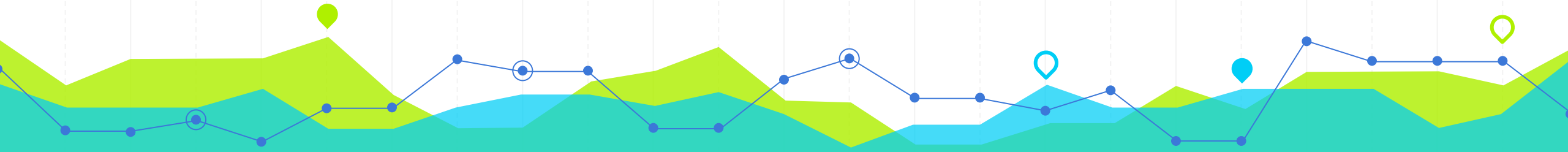

INS&OUTS
Insights & Outcomes Through Data-Driven Strategy
TECHNICAL COLLEGE
OF THE LOWCOUNTRY
PHASE 3 ANALYSIS
March 11th, 2020

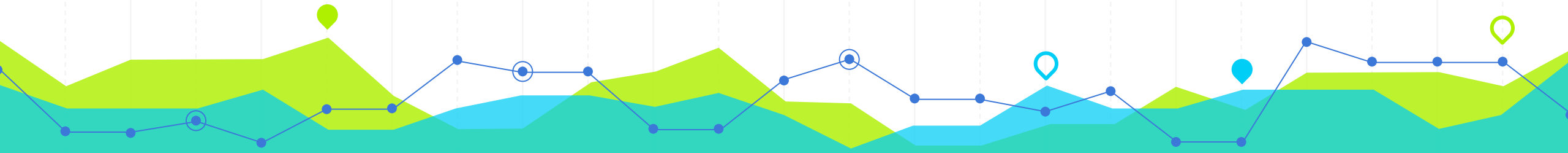
INS & OUTS

Insights & Outcomes Through Data-Driven Strategy



PREPARED & PRESENTED BY:

Jon Christiansen, PhD
John-David McKee
Heather McKee



ARE OUR PROGRAMS ON THE RIGHT CAMPUSES?

1

In a Word...

Yes

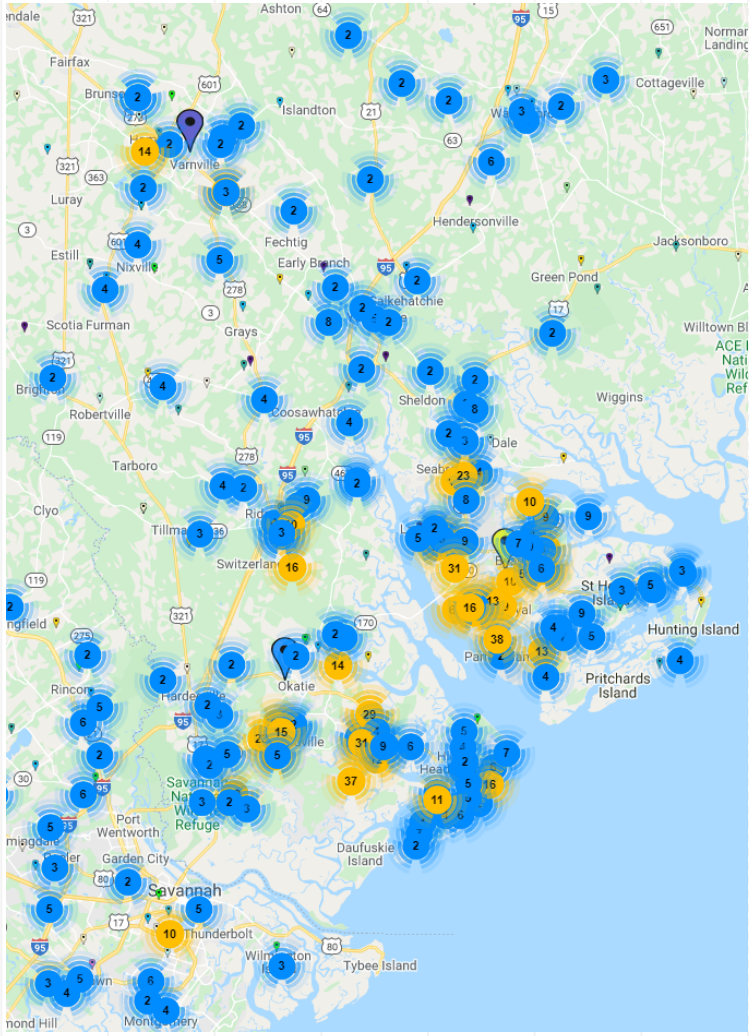
Let’s explore, and add one more slide to add to our anthology total

For one more slide, let’s explain what we did here

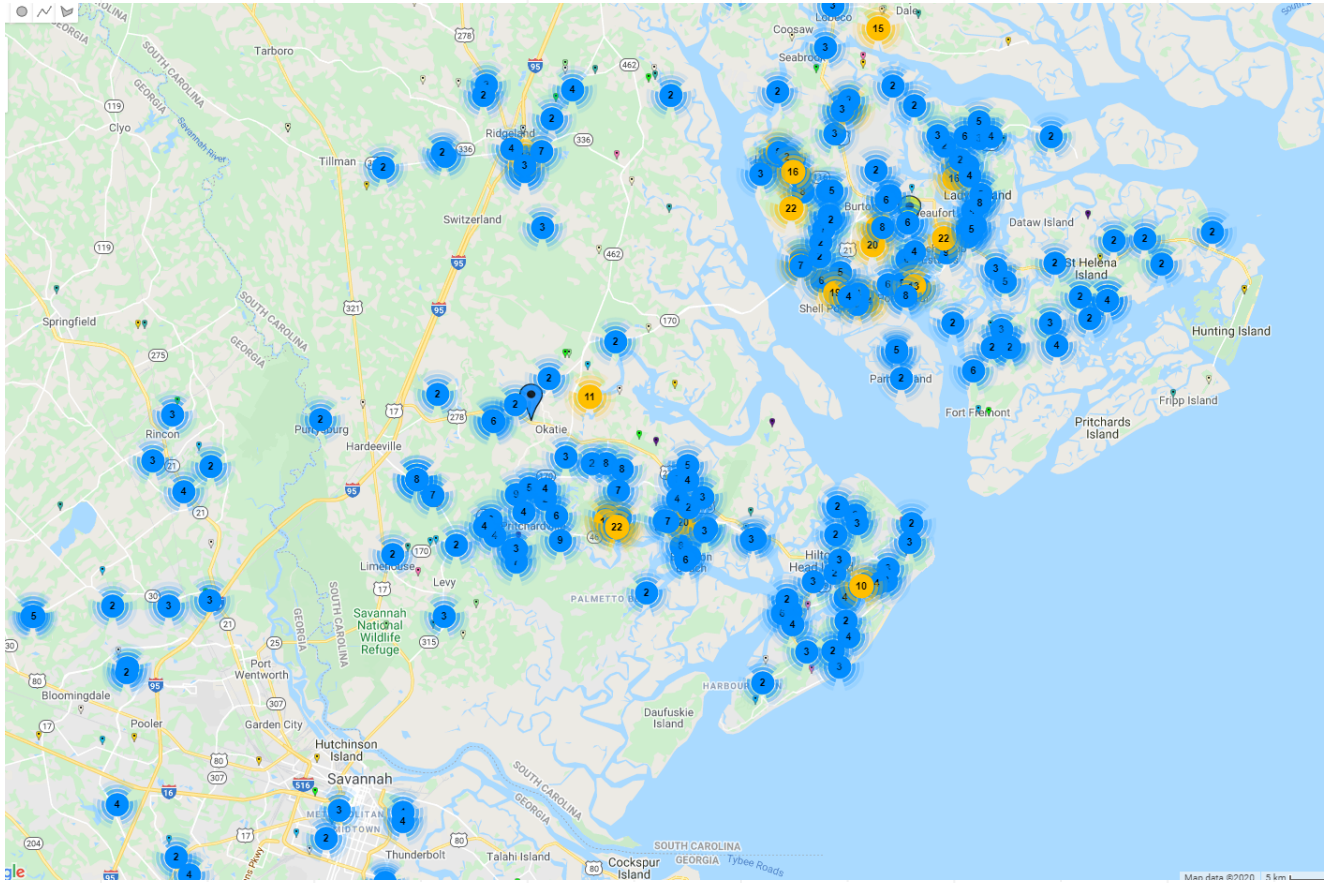
As a primer, keep eyes on the differences between the Beaufort side and the Okatie/Bluffton side

All Students – Cluster Map

Long Lens

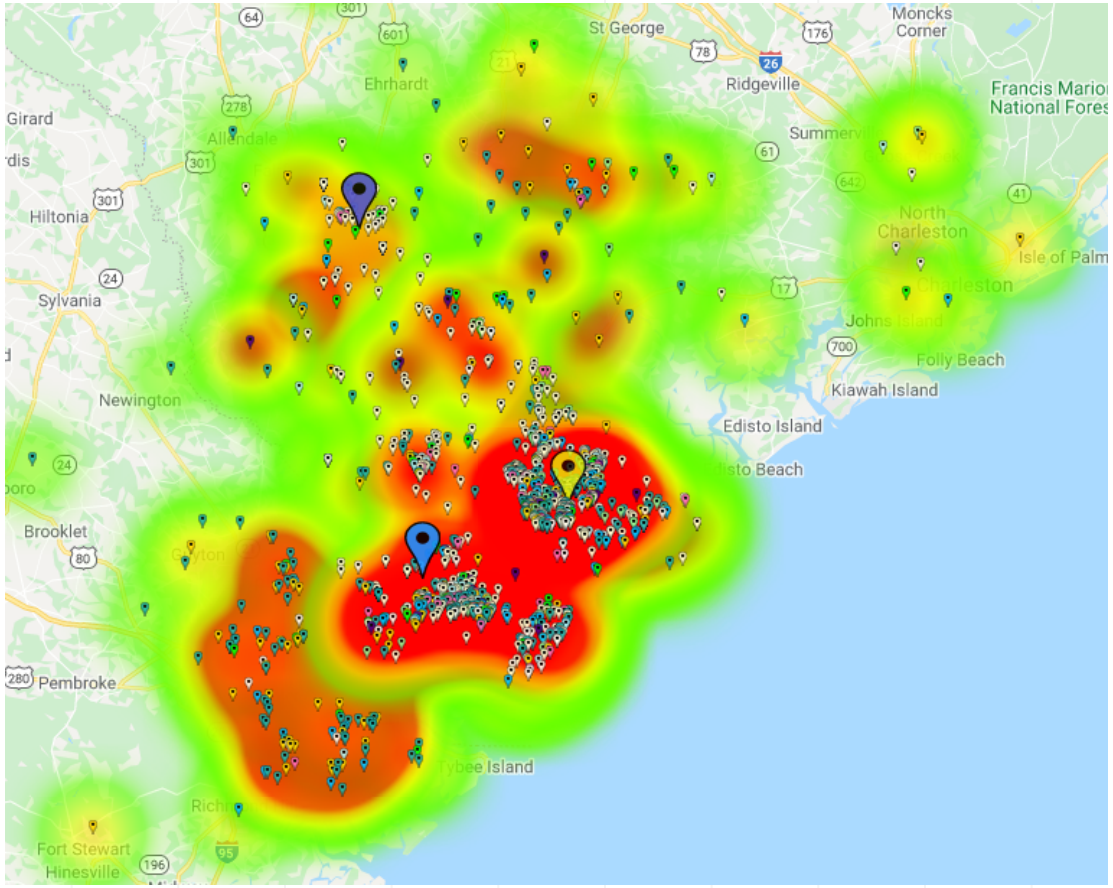


Narrow, Wide Lens

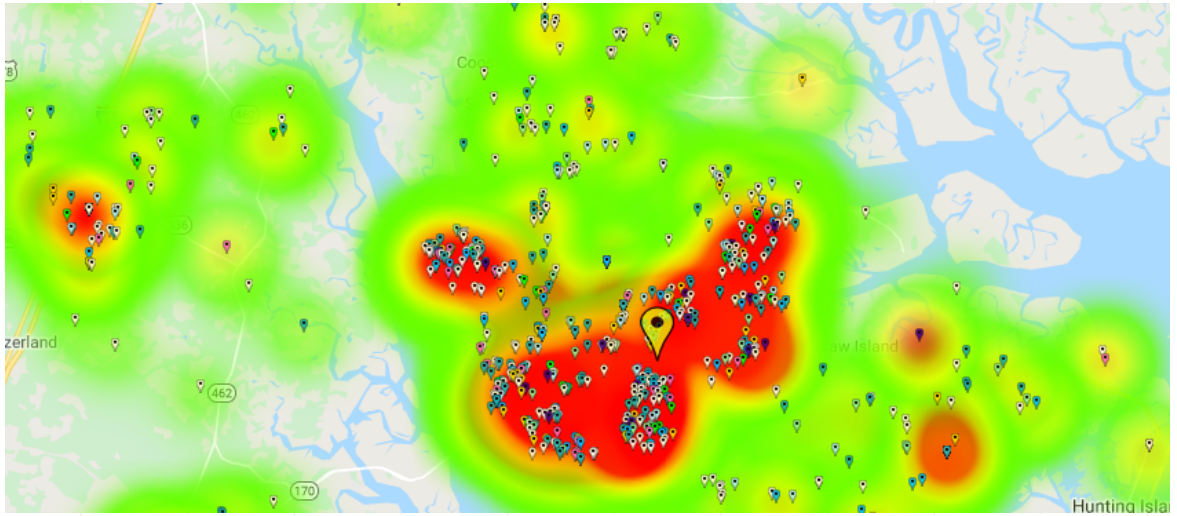


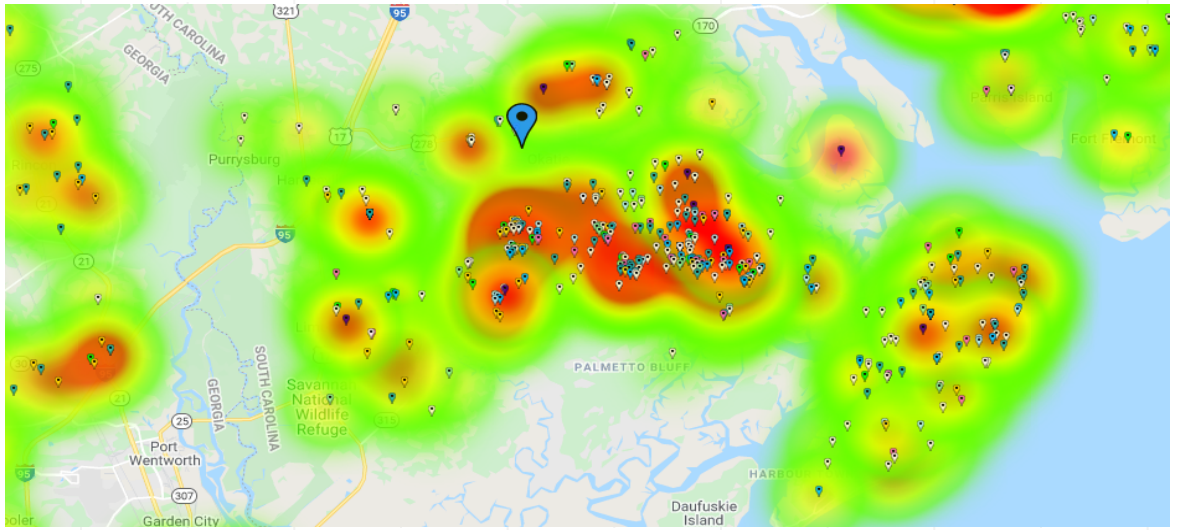
All Students – Heat Map

Long Lens



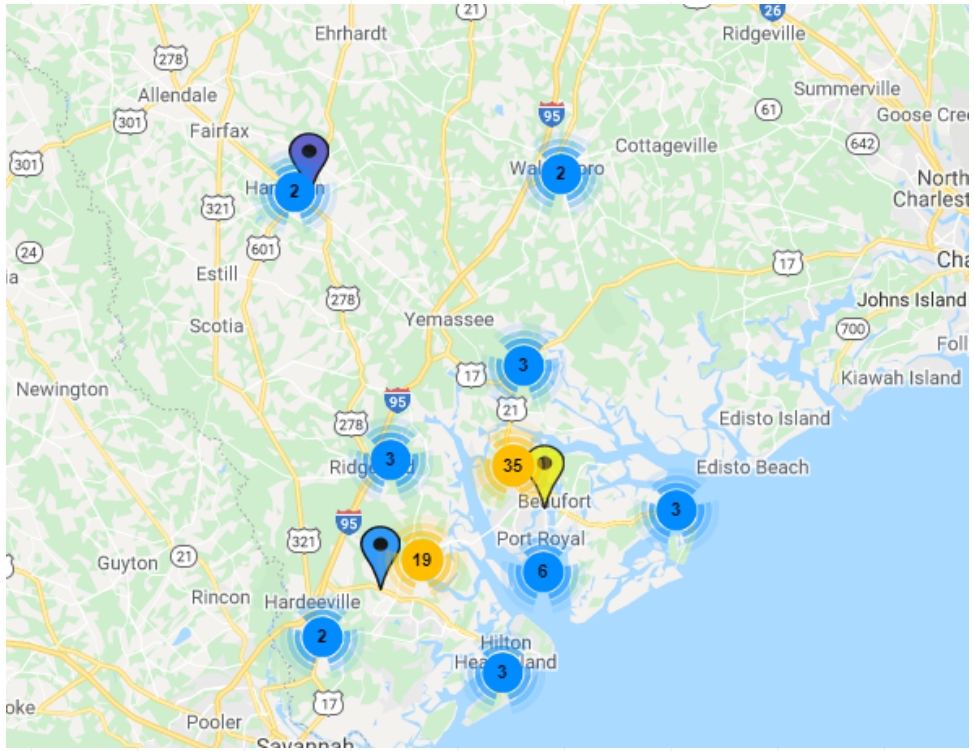
Narrow, Wide Lens



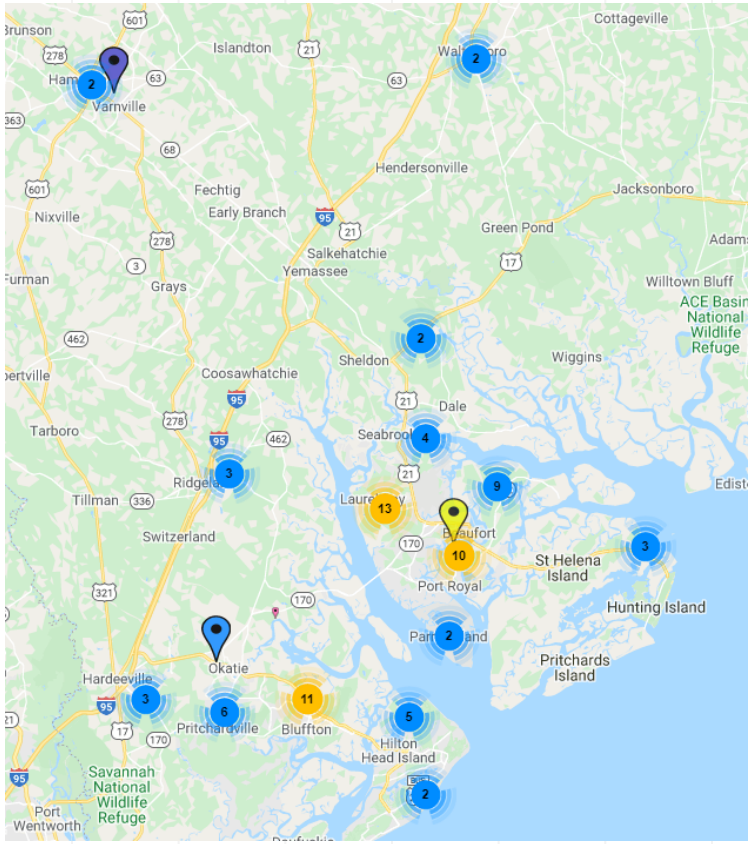


Associate of Arts Students – Cluster Map

Long Lens

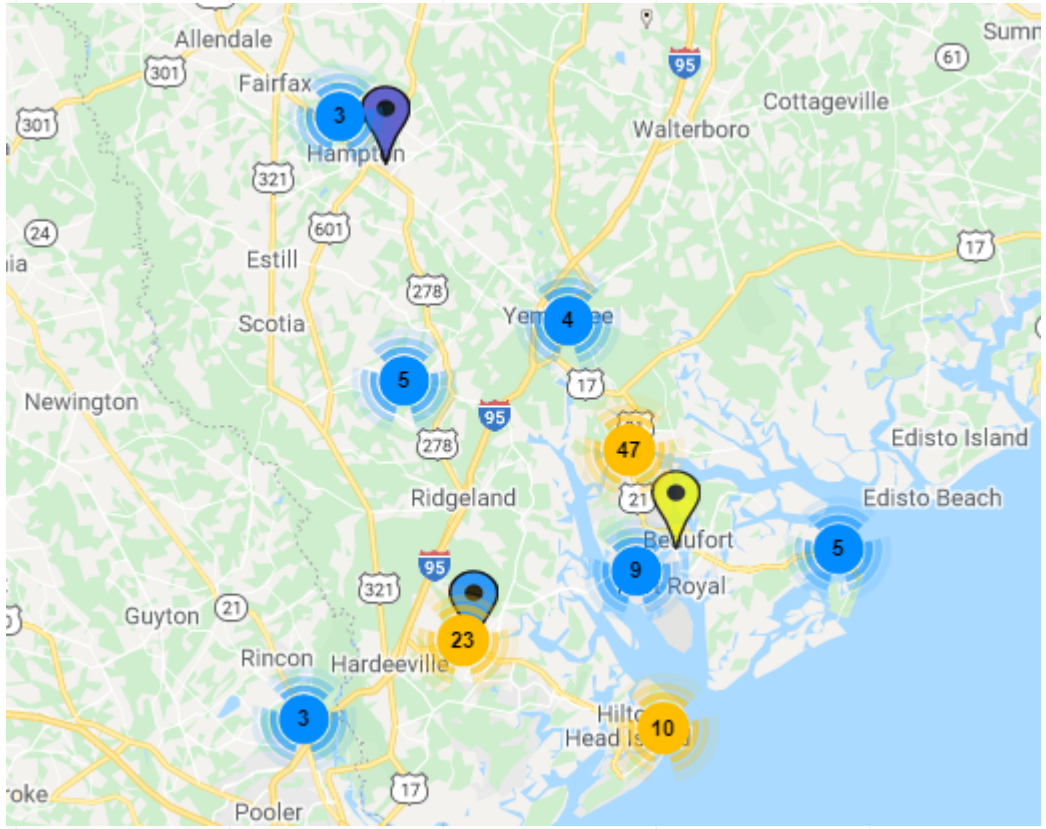


Narrow, Wide Lens

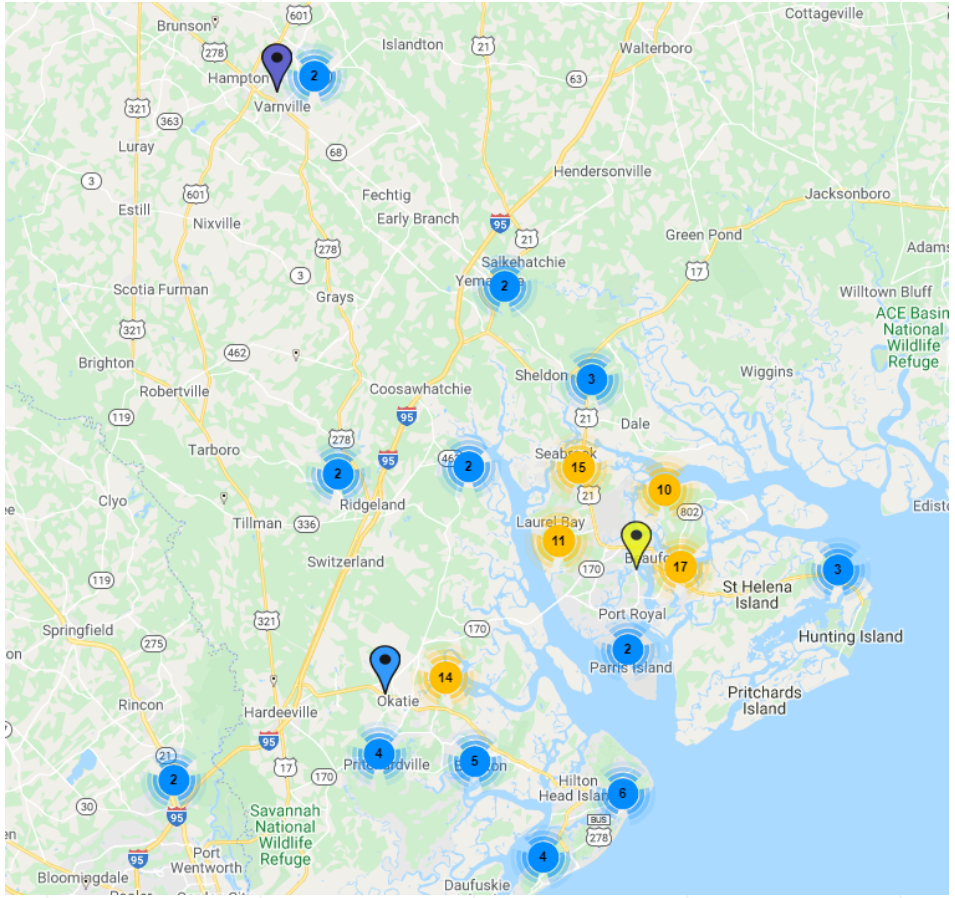


Associate of Science Students – Cluster Map

Long Lens

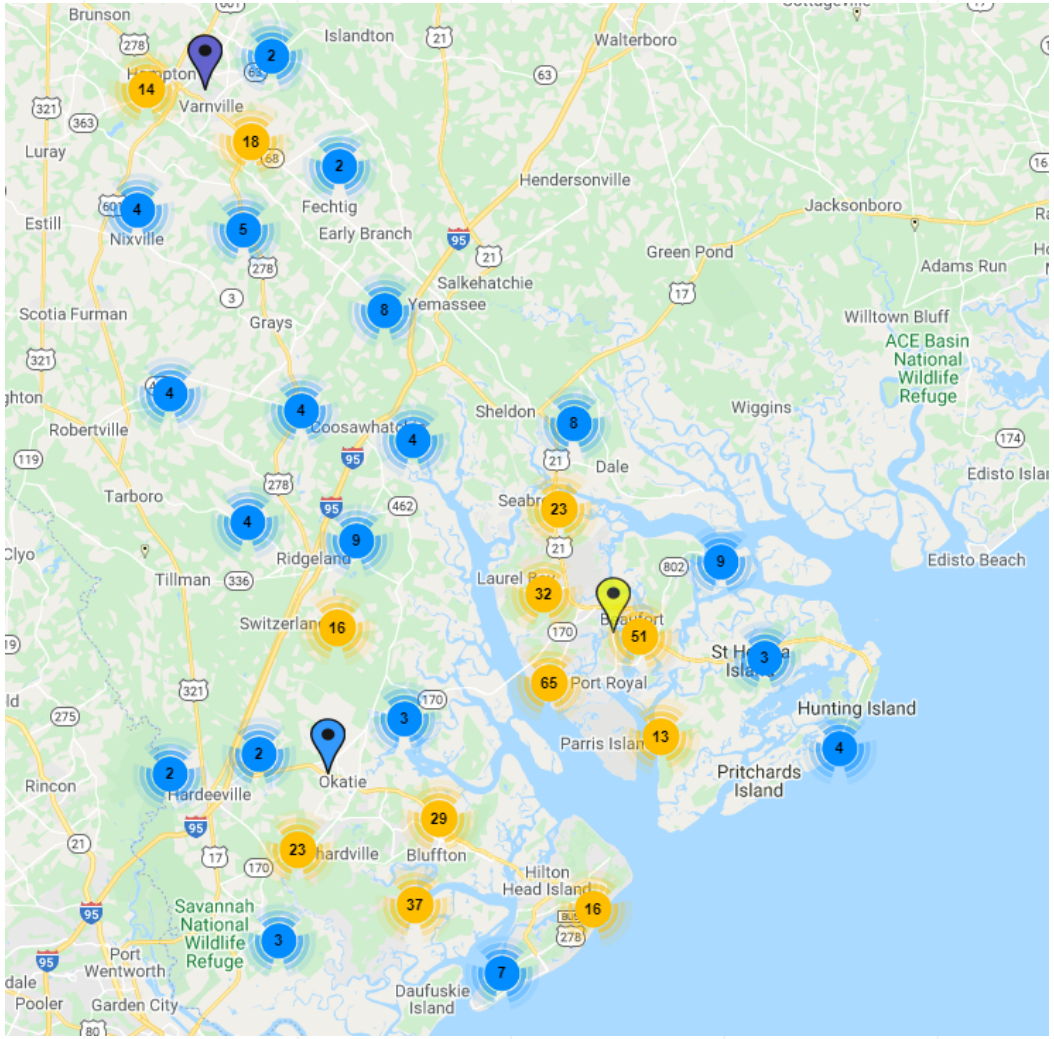


Narrow, Wide Lens

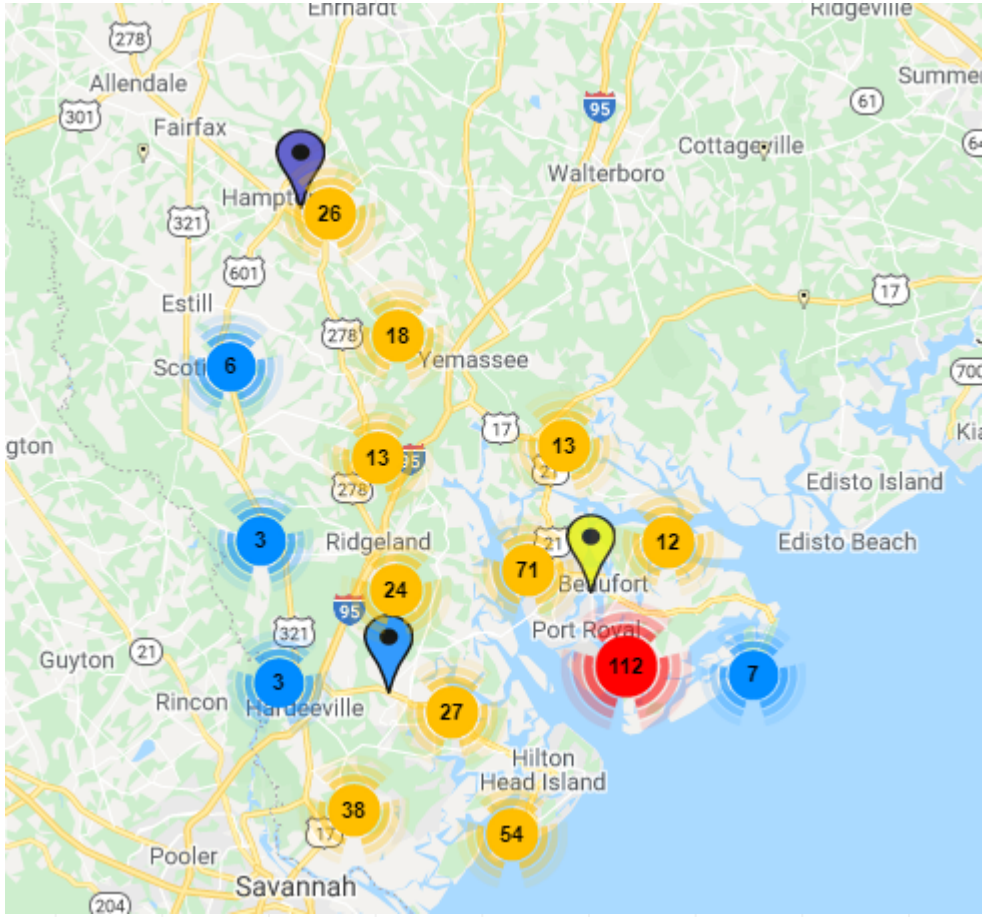


Career Development – Cluster Map

Long Lens

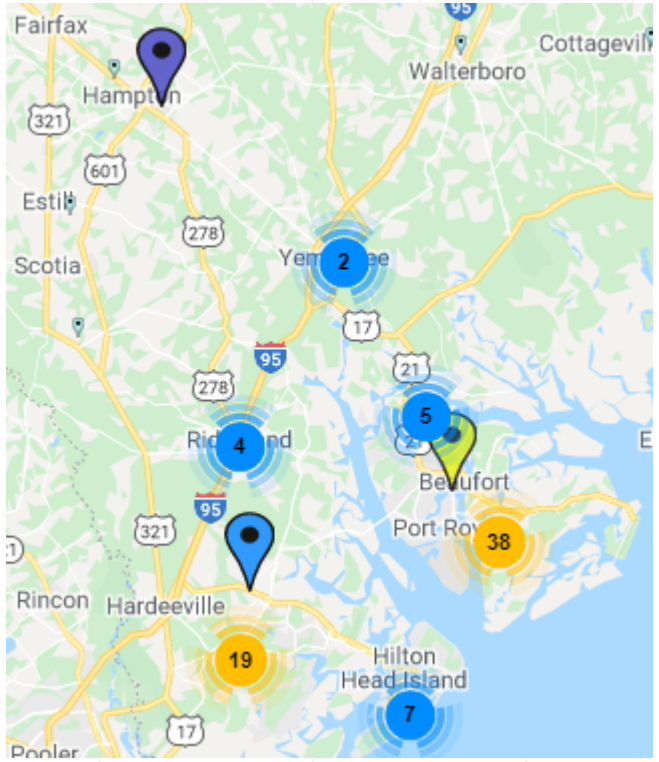


Narrow, Wide Lens

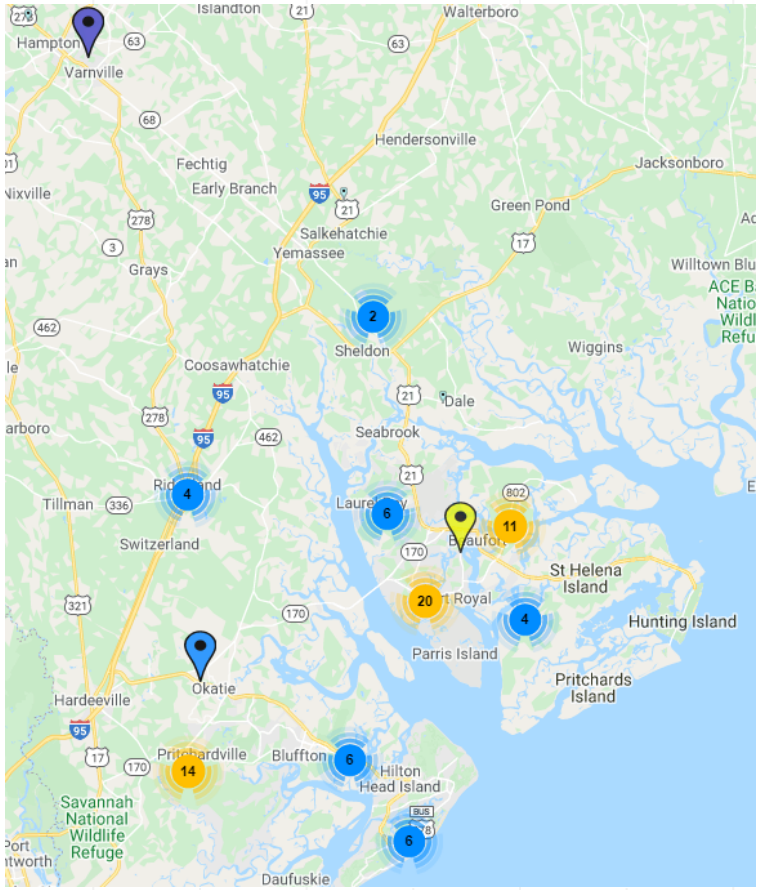


Computer Technology – Cluster Map

Long Lens

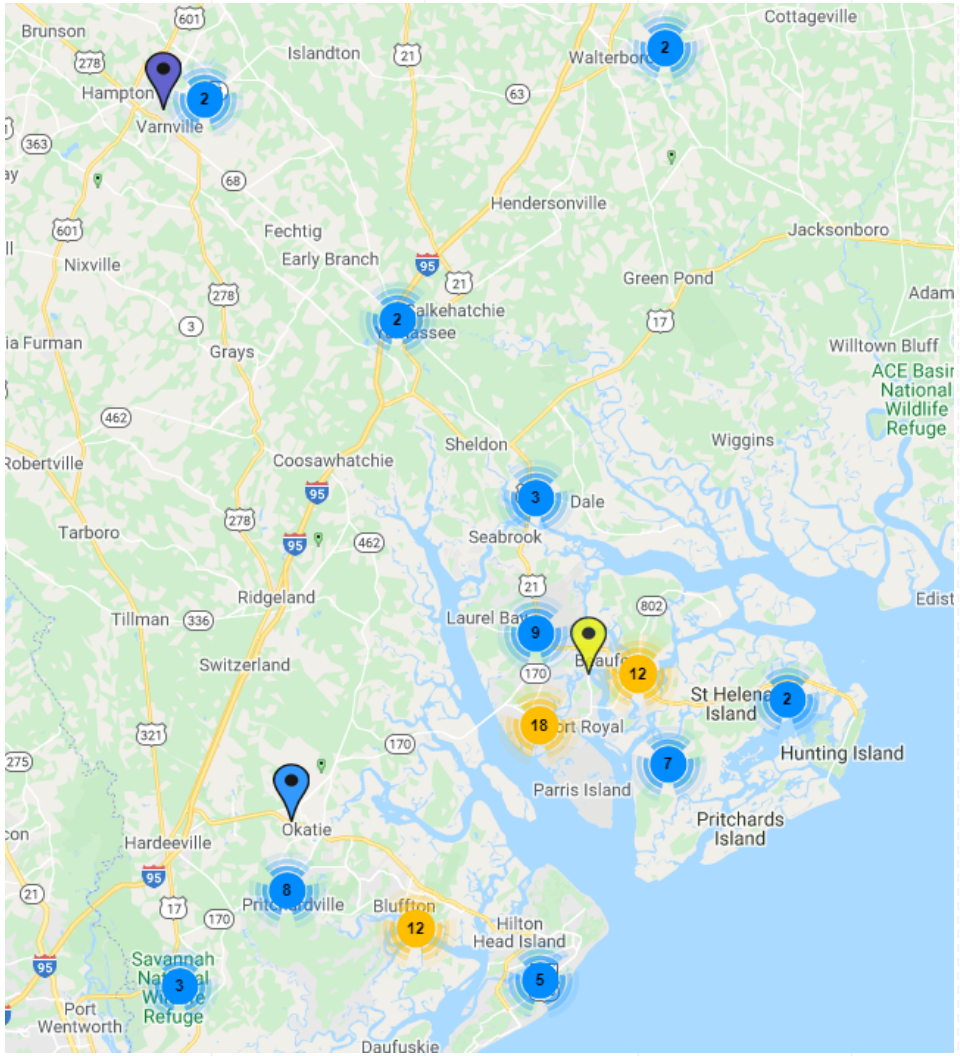


Narrow, Wide Lens

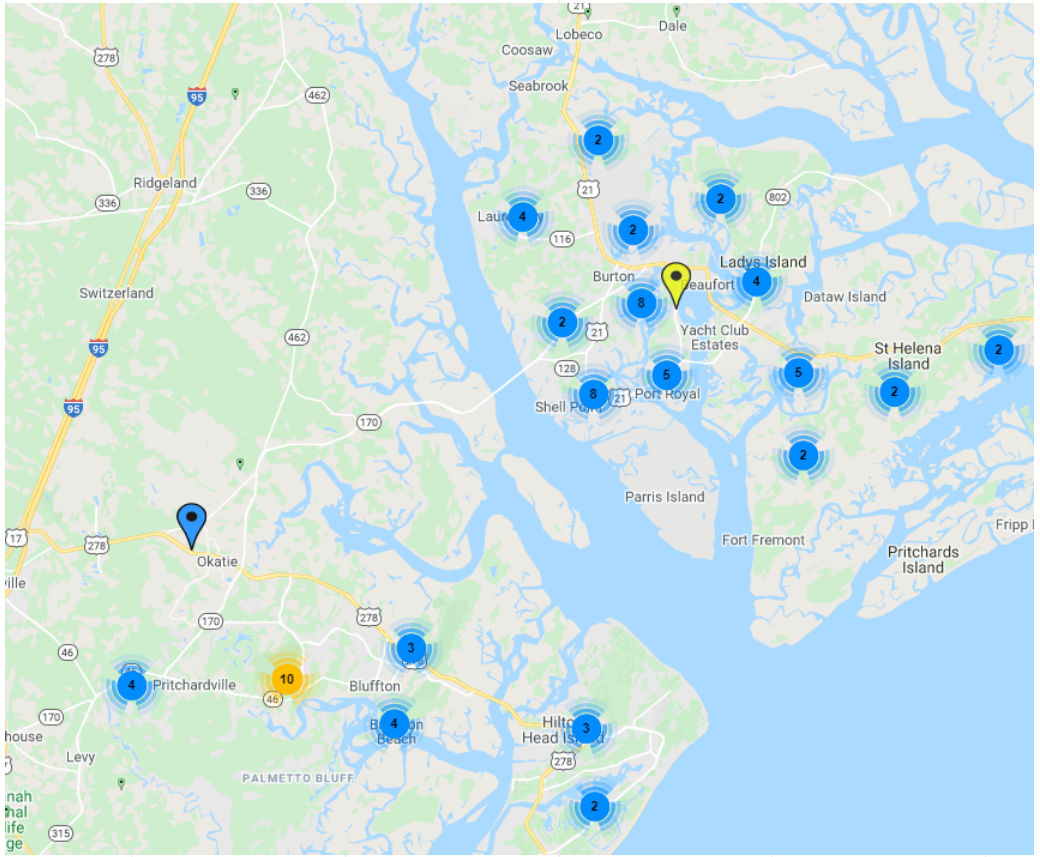


General Business – Cluster Map

Long Lens

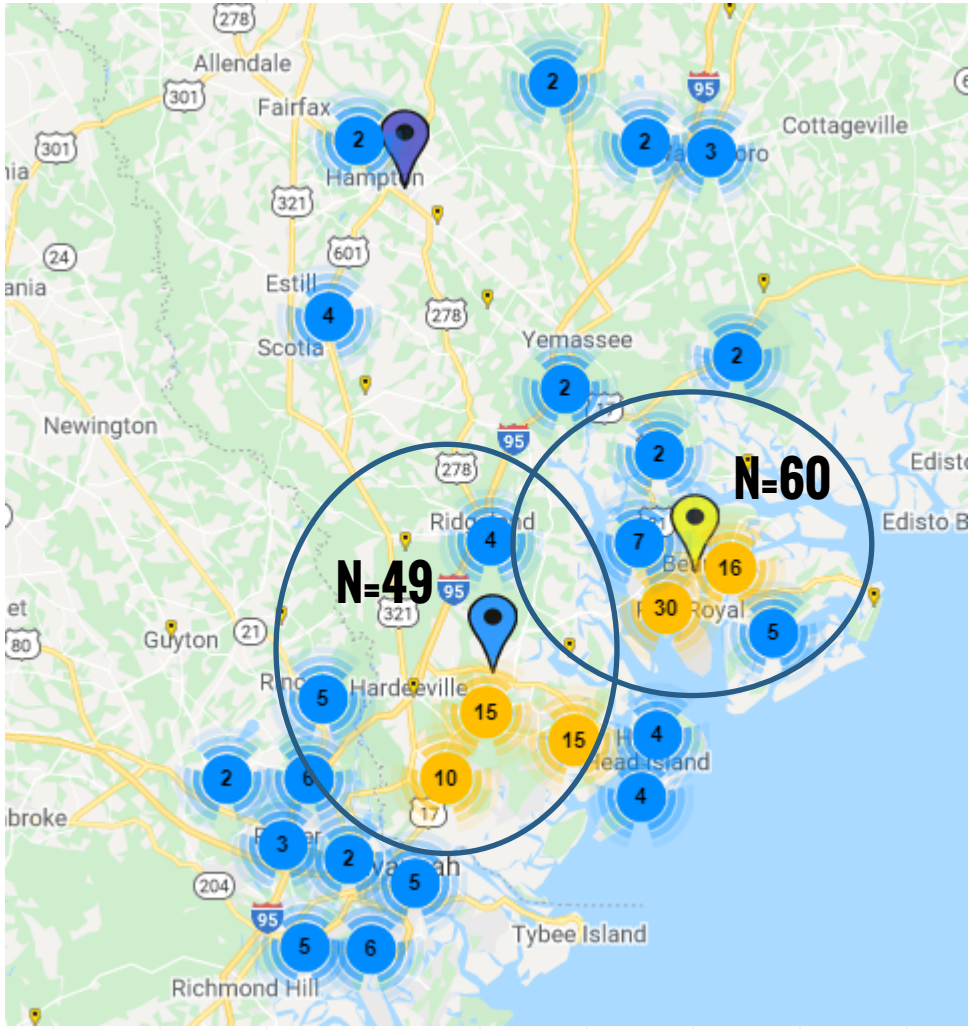


Narrow, Wide Lens

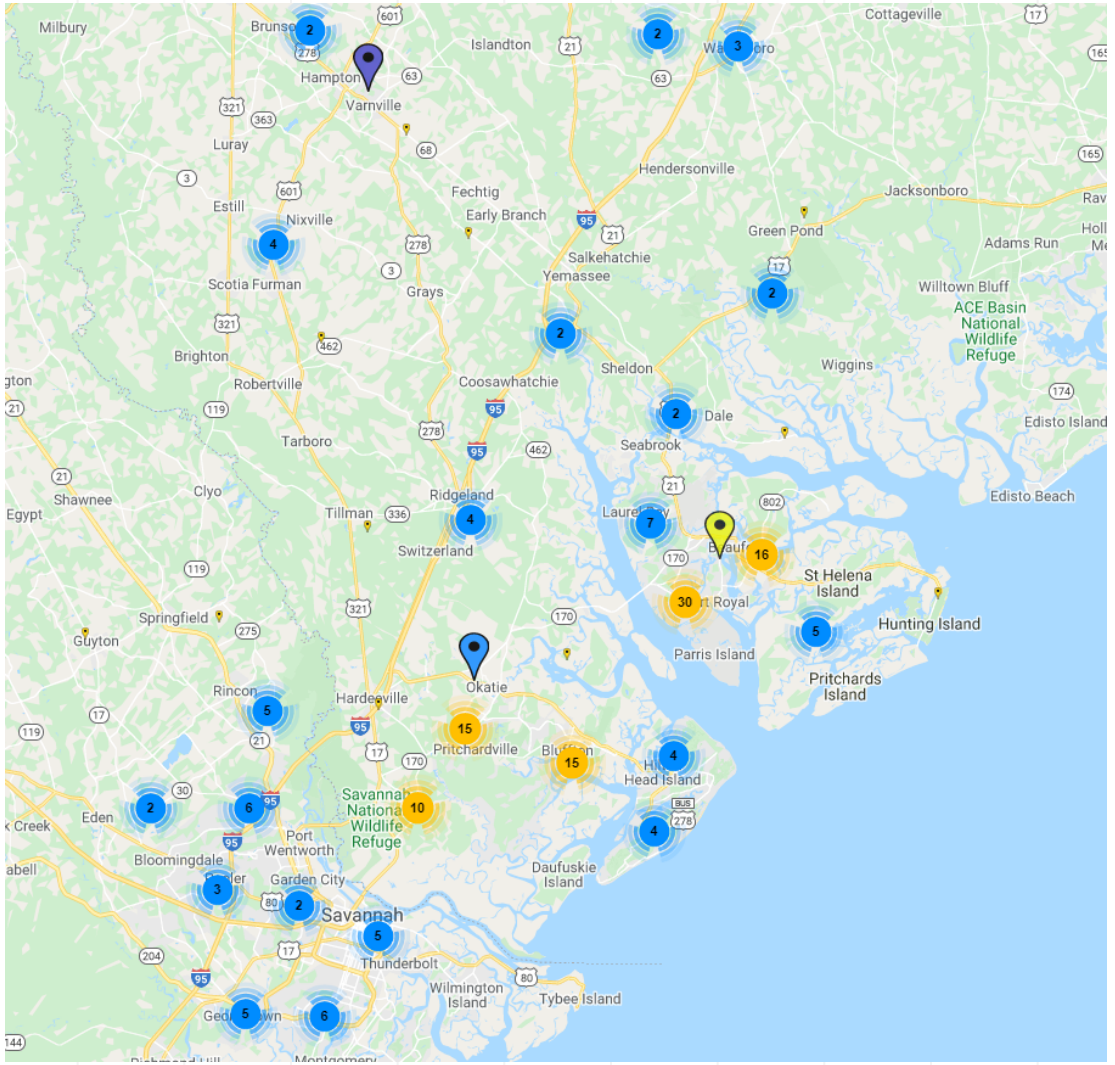


Associate of Nursing – Cluster Map

Long Lens

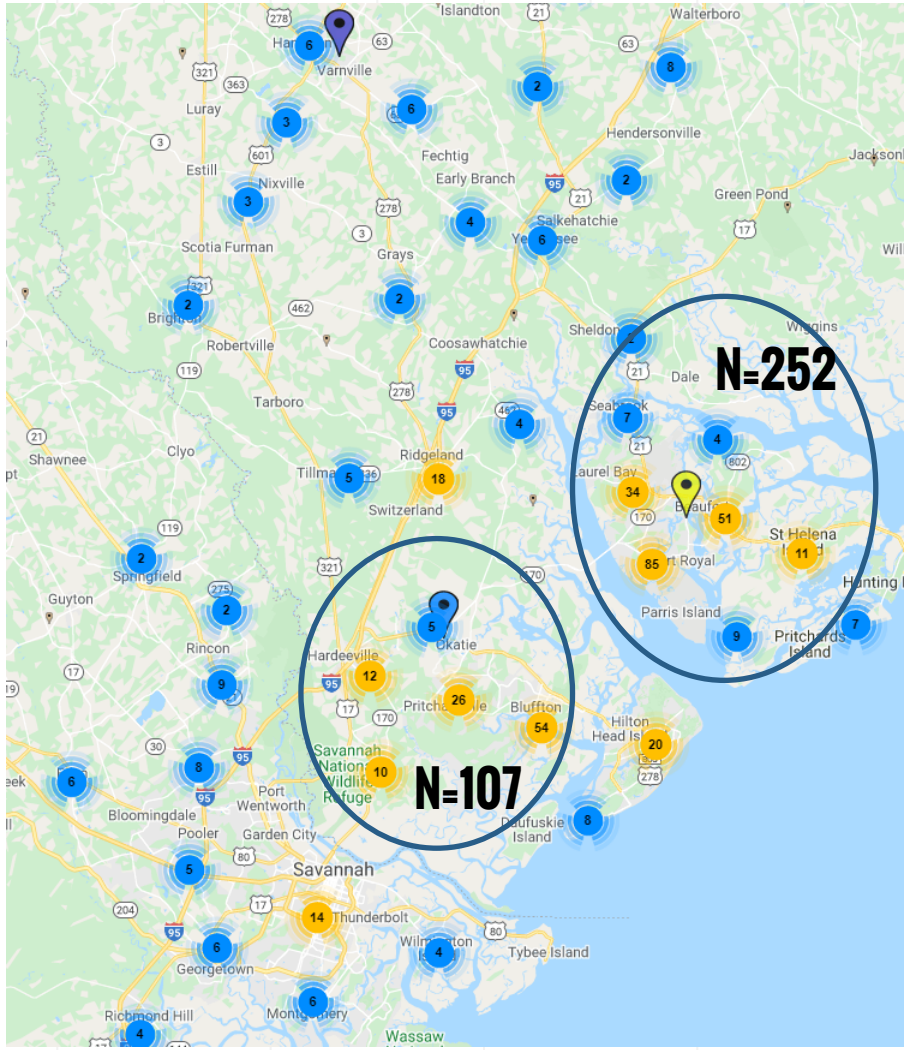


Narrow, Wide Lens

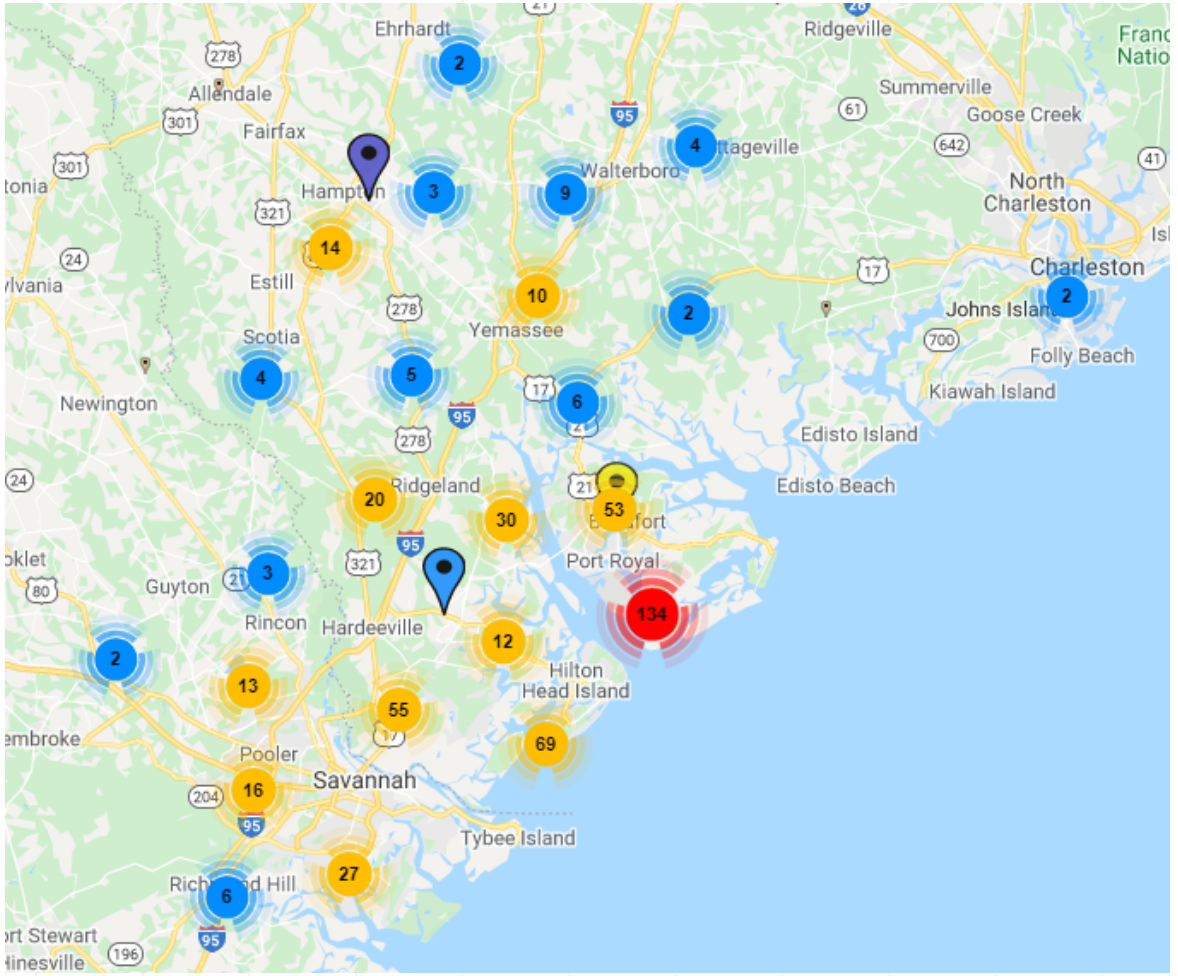


All Allied Health – Cluster Map

Long Lens

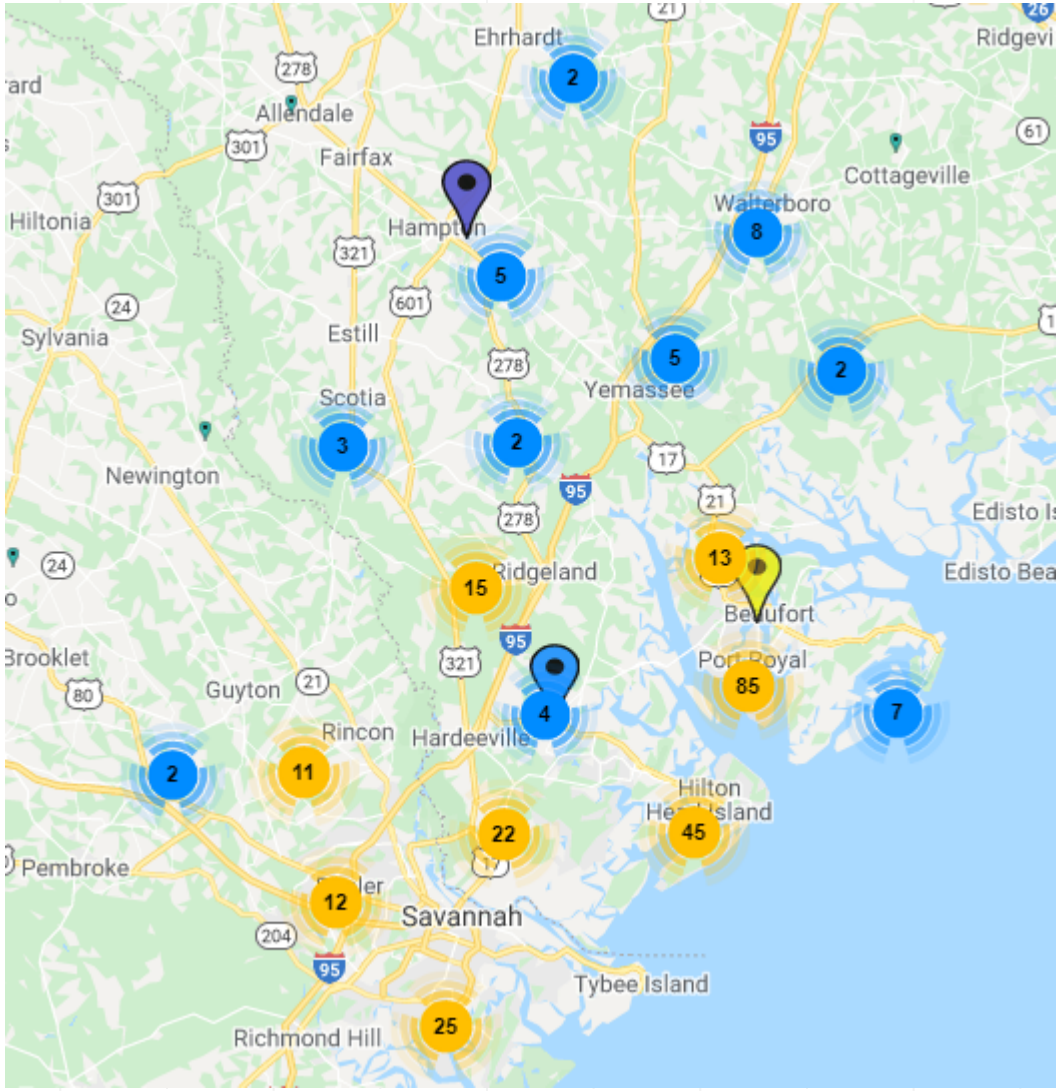


Narrow, Wide Lens

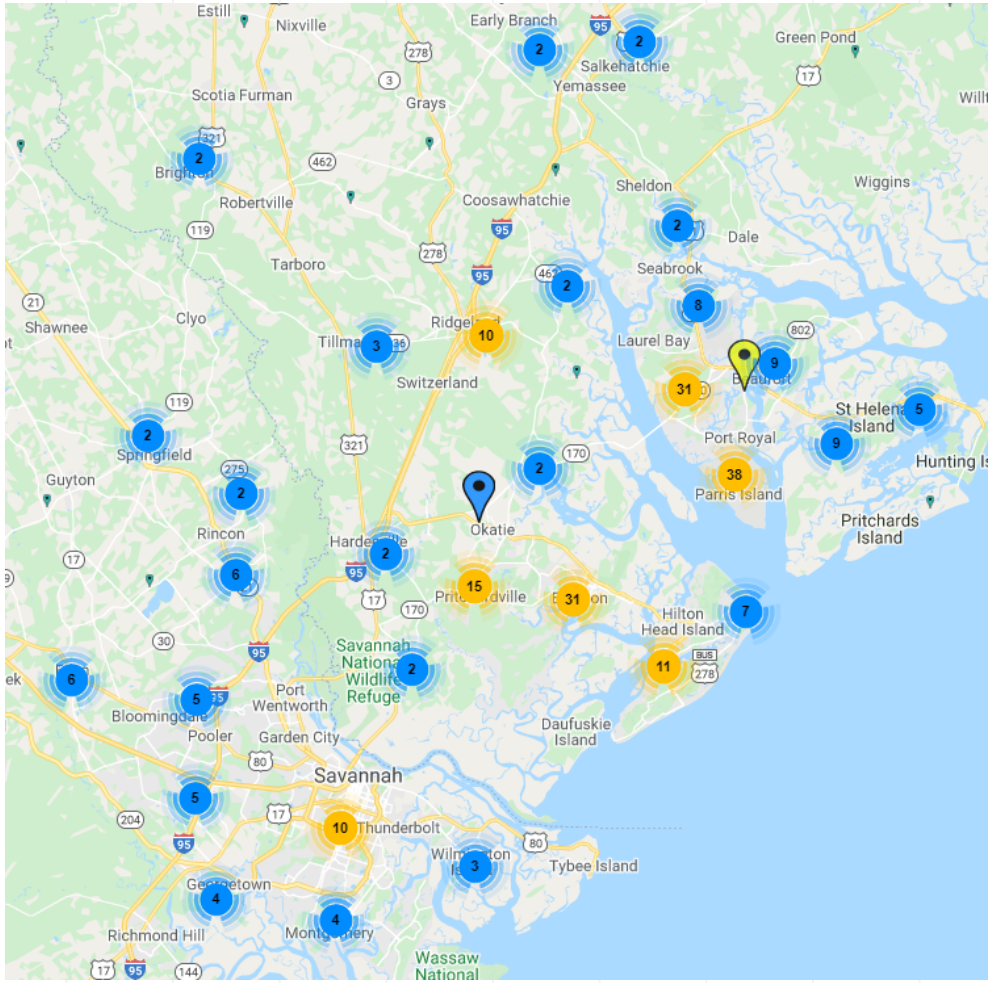


Pre-Allied Health Nursing – Cluster Map

Long Lens

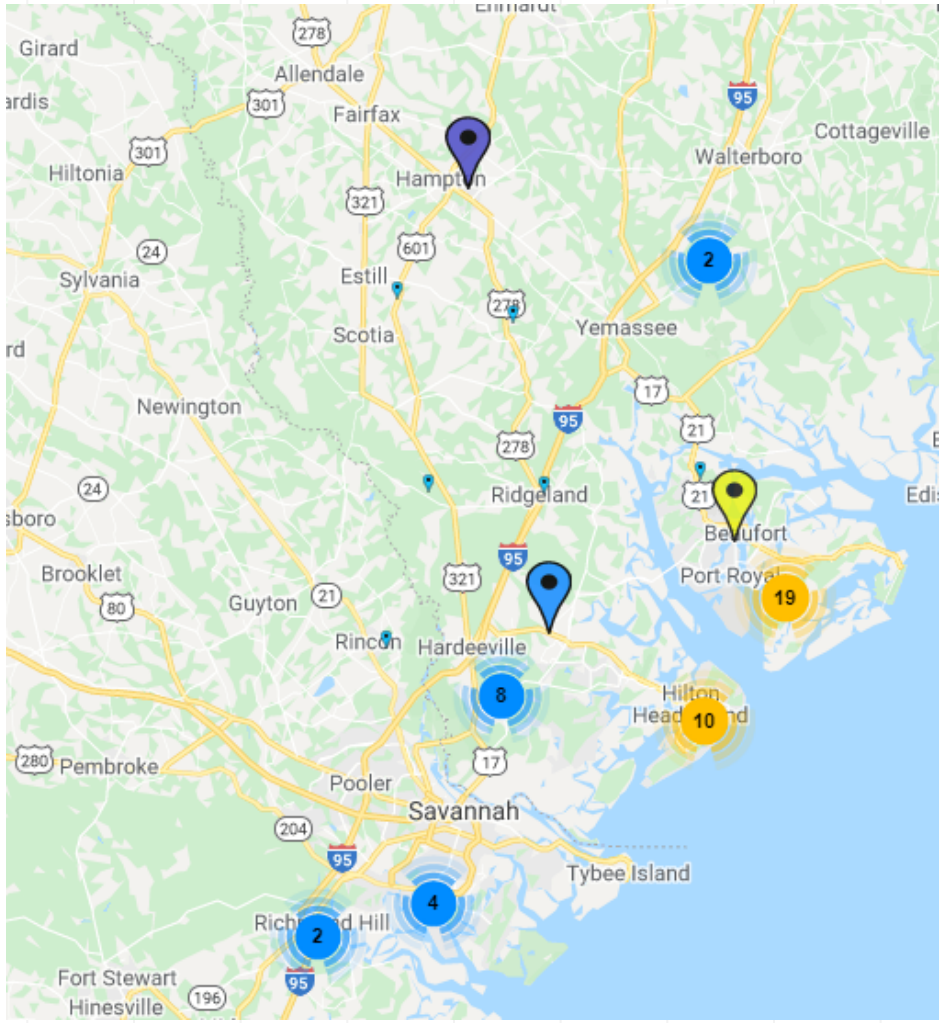


Narrow, Wide Lens

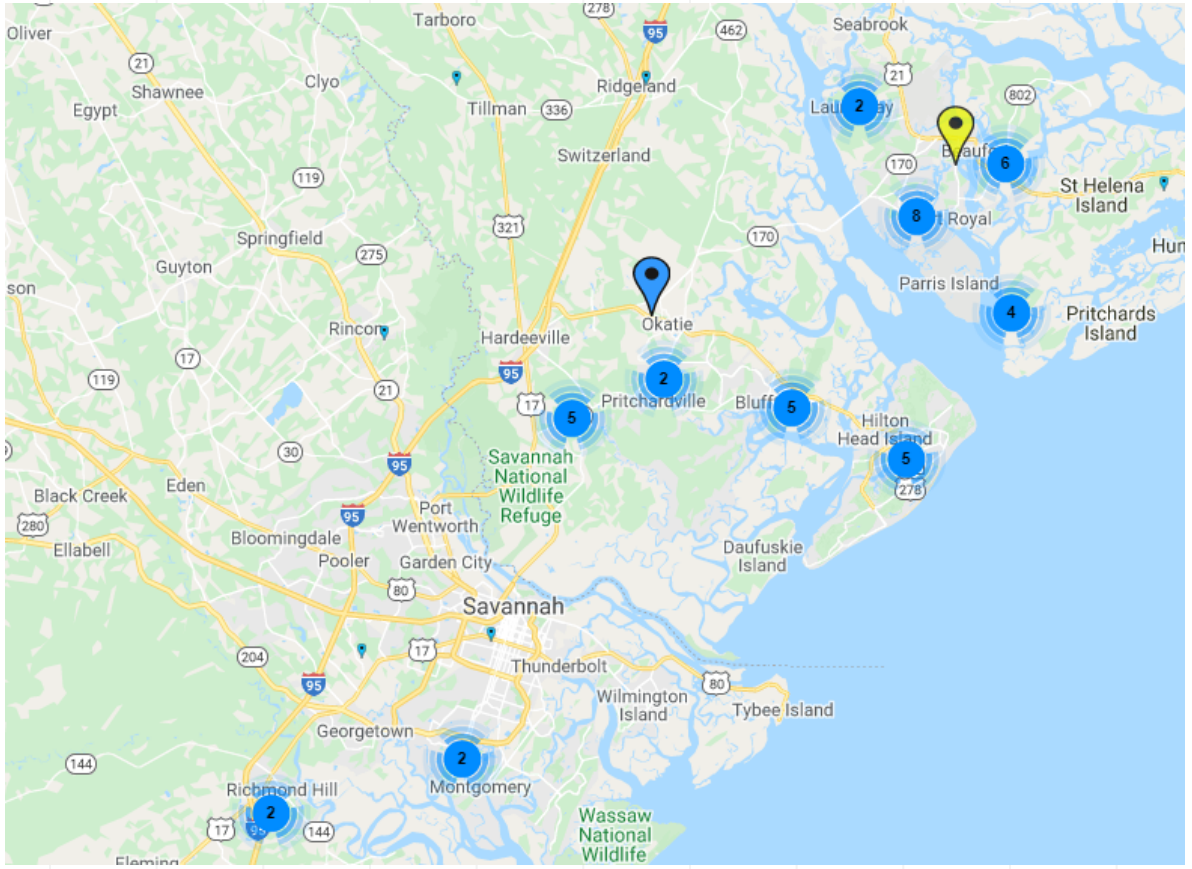


Pre-Allied Health LPN – Cluster Map

Long Lens

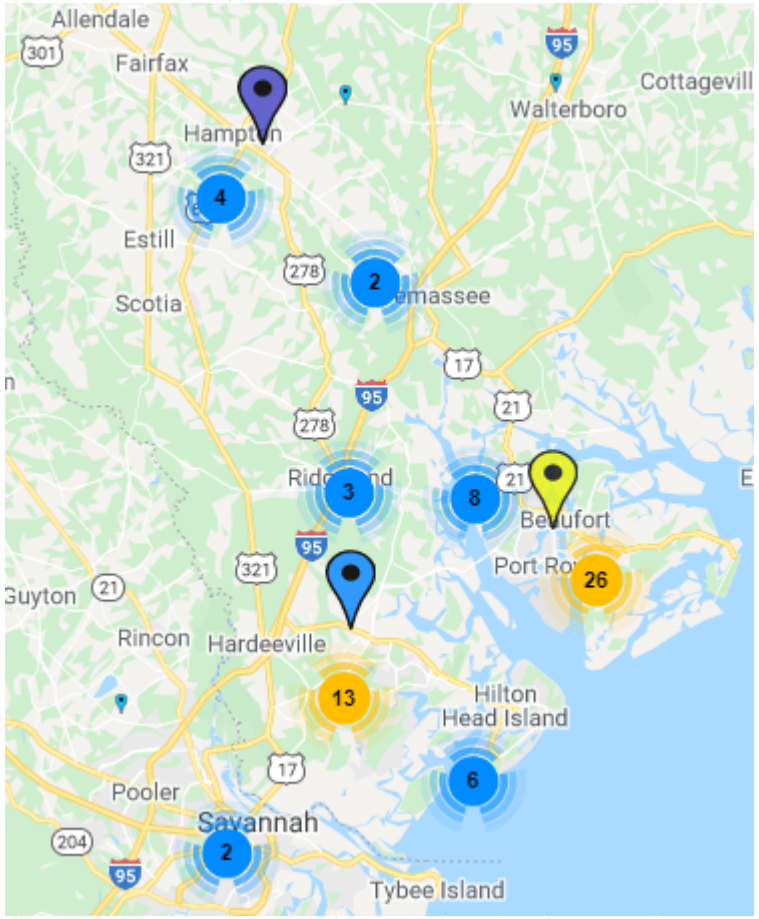


Narrow, Wide Lens

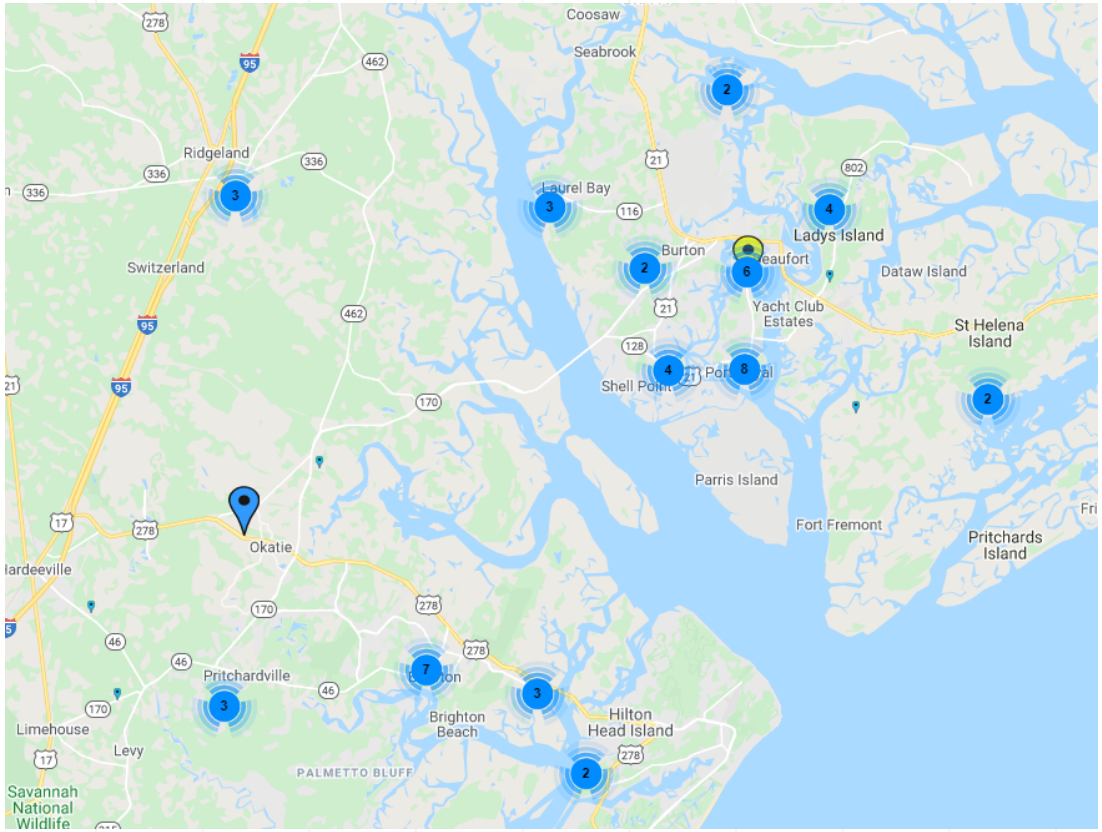


Pre-Allied Health PTH – Cluster Map

Long Lens

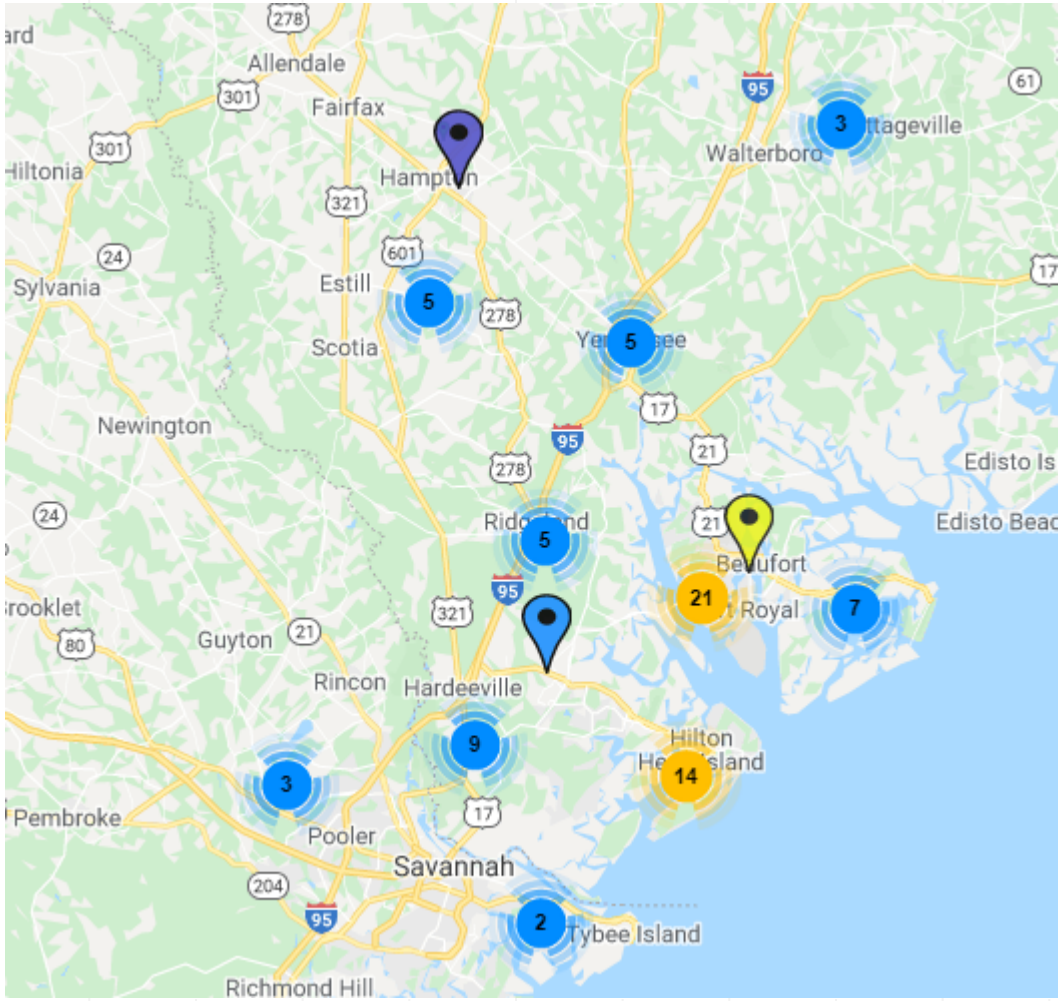


Narrow, Wide Lens

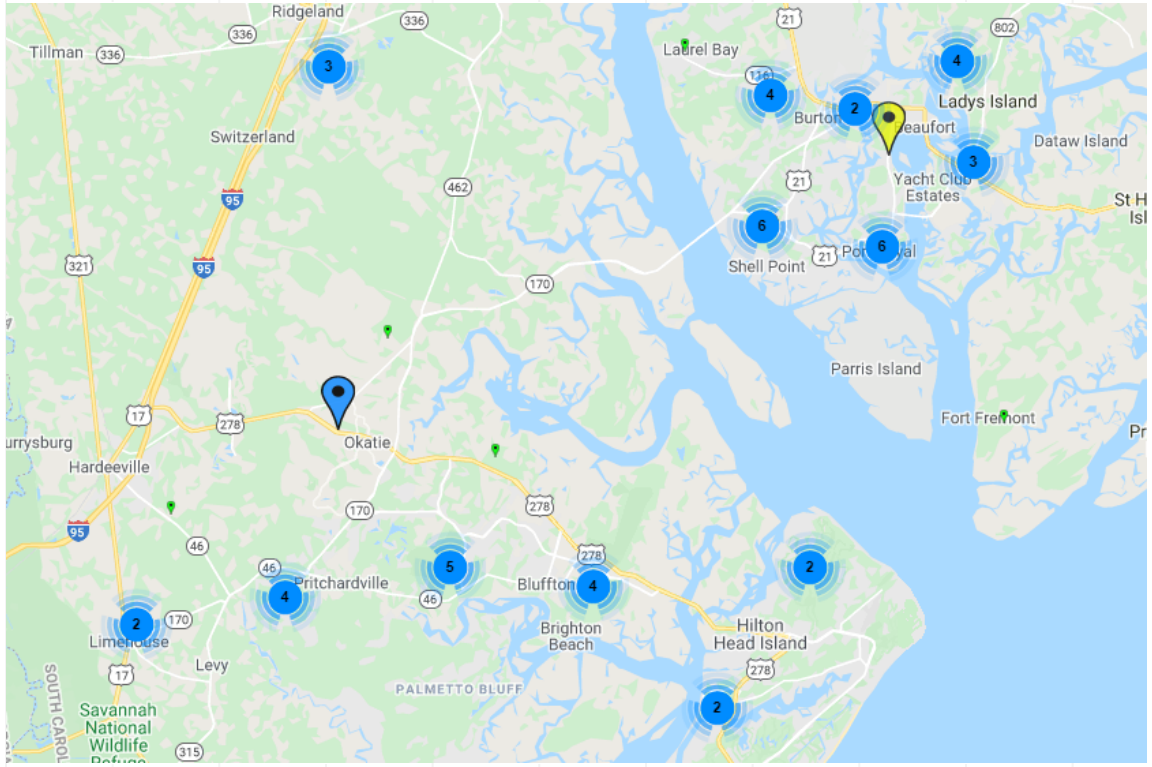


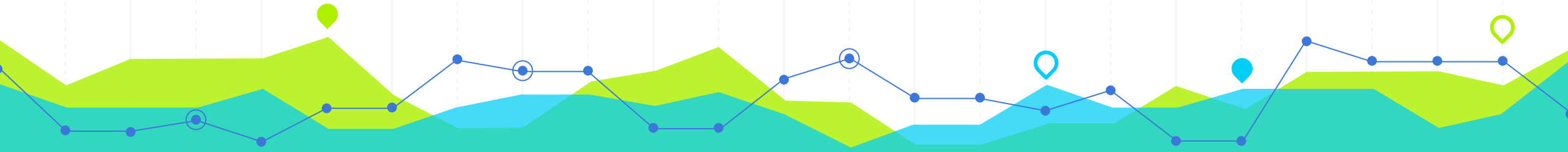
Pre-Allied Health Rad Tech – Cluster Map

Long Lens



Narrow, Wide Lens





ACADEMIC PROGRAM COSTS, NETS, AND TOTAL PERFORMANCE

2

Methodology & Assumptions

We utilized the following course enrollments, populations, and course to program connections:

- Fall 2013 – Fall 2017 Course Enrollments per course (five-years worth of Fall terms)
- Courses were tied to programs according to what program the enrolled students (aggregated) were enrolled in at the time of the course.
- Courses were then factored into a share of the program, thus the program assumed a percentage of the costs associated with the cost.
- Revenues were calculated in a similar fashion, as a share of revenue came from the course shares.

The following are the conservative assumptions made to estimate revenues and human capital costs (note, these are very conservative and based off of aggregate totals provided from Fall 2019):

- $1900 per course for part time faculty
- $3800 per course for full time faculty
- $184 per credit hour tuition revenue

An additional caveat – we considered all courses all the billing rate above. While 228/256 courses are 3+ hours, some one-hour courses are seriously expensive if the above payout schedule is consistent.

The key takeaway is the program and course portfolio is well balanced at the point of this writing. As we have noted prior, the college has not extended itself in any way academically. It invites opportunity rather than divestment.

This is the first time we have ever said that out loud, in public, where others were present to hear us.

First, on Program

After looking at your portfolio for thousands of hours, at the Associate's level, to simplify things, there are realistically eleven program housings

The Eleven Program Families

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

No programs are losing money *in terms of human capital*. Although 60 of 131 programs (all levels) are below the five-figure net-revenue mark, these programs were either stagnant or in process of getting off the ground (e.g., Certs in Aviation)

It is worth noting that those programs below five figures in terms of net revenue are generating roughly $74K less in net (over a five-year period) than the average when scrubbing out the top-performing programs that are financial outliers.

The top programs in terms of making money are in the sciences, and eventually business and computer technology

Total Cost & Revenue of Top 20 Net Review Academic Programs

	Human Capital Costs	Tuition Revenues	Net Revenue	% Net Revenue	Rank Costs	Rank Net	Rank % Net
CERTIFICATE - Pre-Allied Health Studies - NUR	$633,485	$2,423,832	$1,790,347	74%	1	1	13
CERTIFICATE - Pre-Allied Health Studies	$250,428	$892,216	$641,788	72%	2	2	25
ASSOCIATE DEGREE - Associate in Science	$213,560	$835,544	$621,984	74%	6	3	9
CERTIFICATE - Pre-Allied Health Studies - RAD	$220,949	$814,384	$593,435	73%	5	4	16
ASSOCIATE DEGREE - General Business	$236,424	$756,056	$519,632	69%	3	5	47
ASSOCIATE DEGREE - Associate in Arts	$191,633	$689,080	$497,447	72%	8	6	21
CERTIFICATE - Pre-Allied Health Studies - PTH	$205,044	$677,120	$472,076	70%	7	7	35
ASSOCIATE DEGREE - Computer Technology	$229,344	$627,808	$398,464	63%	4	8	75
CERTIFICATE - Pre-Allied Health Studies - LPN	$125,520	$461,104	$335,584	73%	9	9	17
DIPLOMA - Cosmetology	$103,202	$434,424	$331,222	76%	12	10	4
ASSOCIATE DEGREE - Associate in Science - Nursing	$98,539	$391,184	$292,645	75%	14	11	7
ASSOCIATE DEGREE - Associate in Arts - Early Childhood, Elem Ed., Special Ed	$110,151	$354,200	$244,049	69%	10	12	46
ASSOCIATE DEGREE - Associate in Arts, Humanities, Social Sciences	$83,735	$299,736	$216,001	72%	15	13	23
CERTIFICATE - General Education	$60,438	$216,200	$155,762	72%	17	14	24
ASSOCIATE DEGREE - AA - General Education & Business	$66,140	$218,408	$152,268	70%	16	15	36
ASSOCIATE DEGREE - Criminal Justice Technology	$105,934	$253,552	$147,618	58%	11	16	95
ASSOCIATE DEGREE - Paralegal	$100,758	$243,248	$142,490	59%	13	17	94
CERTIFICATE - Medical Office Assistant	$57,087	$180,136	$123,049	68%	19	18	48
CERTIFICATE - Pre-Allied Health Studies - SUR	$41,023	$163,576	$122,553	75%	28	19	6
ASSOCIATE DEGREE - Administrative Office Technology	$54,488	$167,256	$112,768	67%	22	20	53

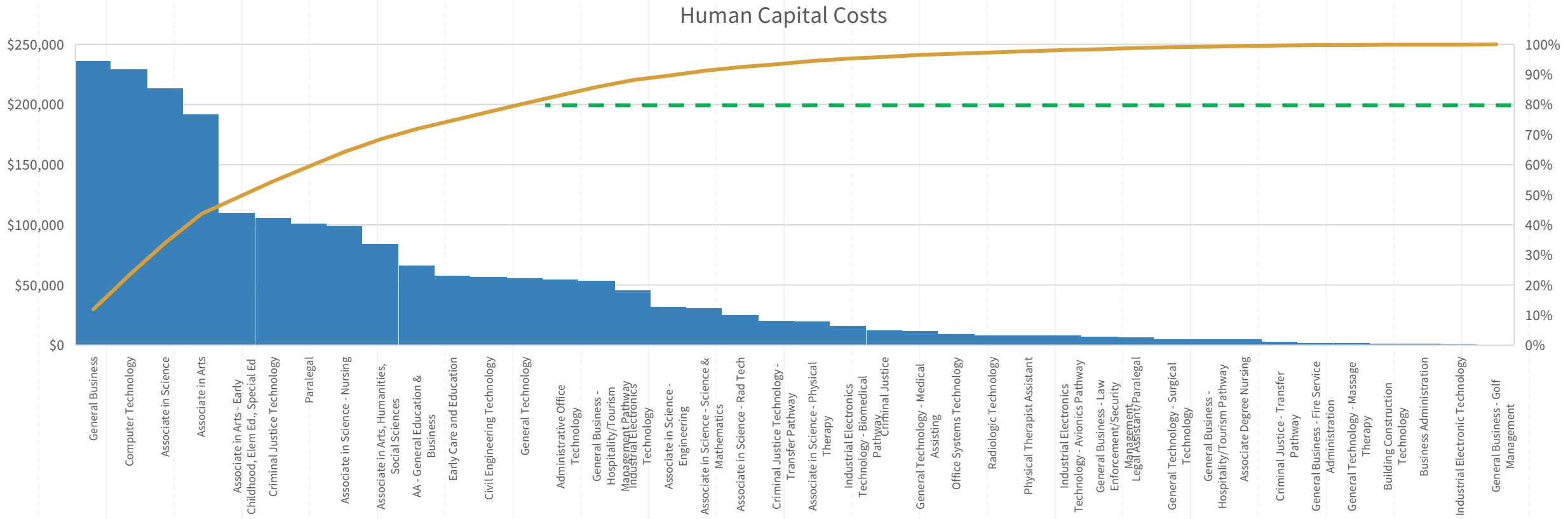
Total Cost & Revenue of Top 20 Net Review Academic Programs

Associate Programs

	Human Capital Costs	Tuition Revenues	Net Revenue	% Net Revenue	Rank Costs	Rank Net	Rank % Net
Associate in Science	$213,560	$835,544	$621,984	74%	6	3	9
General Business	$236,424	$756,056	$519,632	69%	3	5	47
Associate in Arts	$191,633	$689,080	$497,447	72%	8	6	21
Computer Technology	$229,344	$627,808	$398,464	63%	4	8	75
Associate in Science - Nursing	$98,539	$391,184	$292,645	75%	14	11	7
Associate in Arts - Early Childhood, Elem Ed., Special Ed	$110,151	$354,200	$244,049	69%	10	12	46
Associate in Arts, Humanities, Social Sciences	$83,735	$299,736	$216,001	72%	15	13	23
AA - General Education & Business	$66,140	$218,408	$152,268	70%	16	15	36
Criminal Justice Technology	$105,934	$253,552	$147,618	58%	11	16	95
Paralegal	$100,758	$243,248	$142,490	59%	13	17	94
Administrative Office Technology	$54,488	$167,256	$112,768	67%	22	20	53
Early Care and Education	$57,495	$170,016	$112,521	66%	18	21	62
General Business - Hospitality/Tourism Management Pathway	$53,444	$147,568	$94,124	64%	23	23	73
Associate in Science - Engineering	$31,841	$116,288	$84,447	73%	33	26	18
Civil Engineering Technology	$56,488	$140,392	$83,904	60%	20	27	88
General Technology	$55,551	$134,320	$78,769	59%	21	28	92
Associate in Science - Rad Tech	$24,958	$96,600	$71,642	74%	39	29	11
Associate in Science - Science & Mathematics	$30,825	$94,208	$63,383	67%	35	32	54
Associate in Science - Physical Therapy	$19,616	$77,464	$57,848	75%	45	35	8
Industrial Electronics Technology	$45,673	$92,184	$46,511	50%	25	38	112

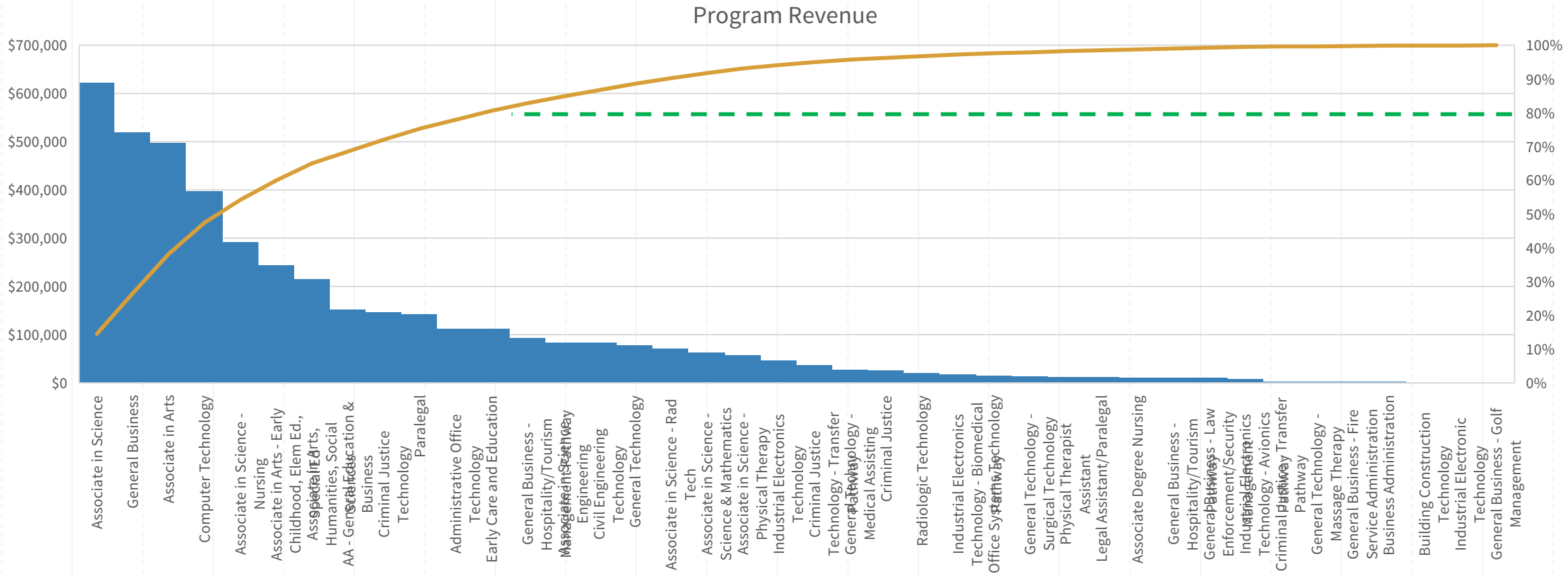
Human Capital Costs by Associates Program

The top four programs account for about half of all human capital costs. But what does the return look like?



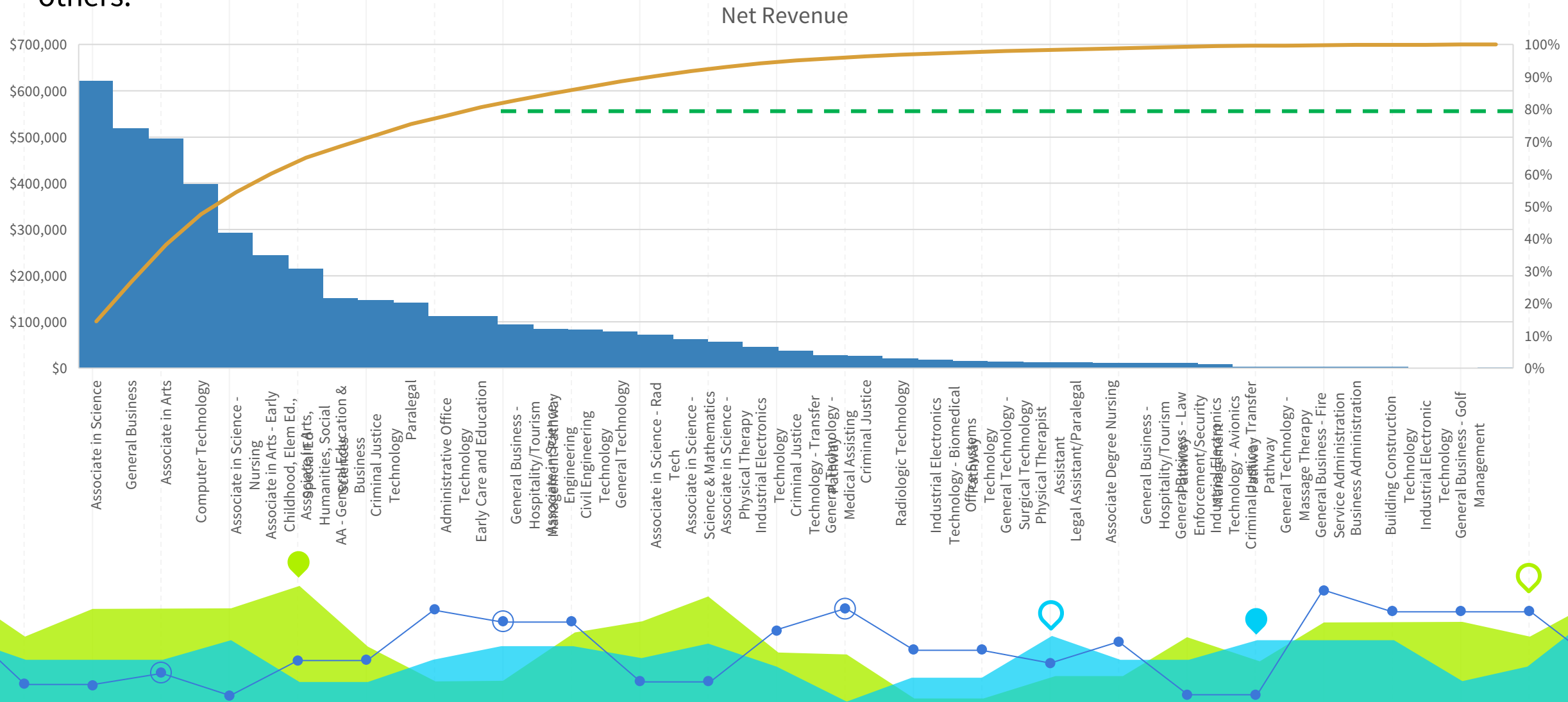
Revenue by Associates Program

The same top four programs also account for about half of all revenue, but some have better nets than others.



Net Revenue by Associates Program

Again, the same top four programs also account for about half of all revenue, but some have better nets than others.



Total Cost & Revenue of Top 20 Net Review Academic Programs

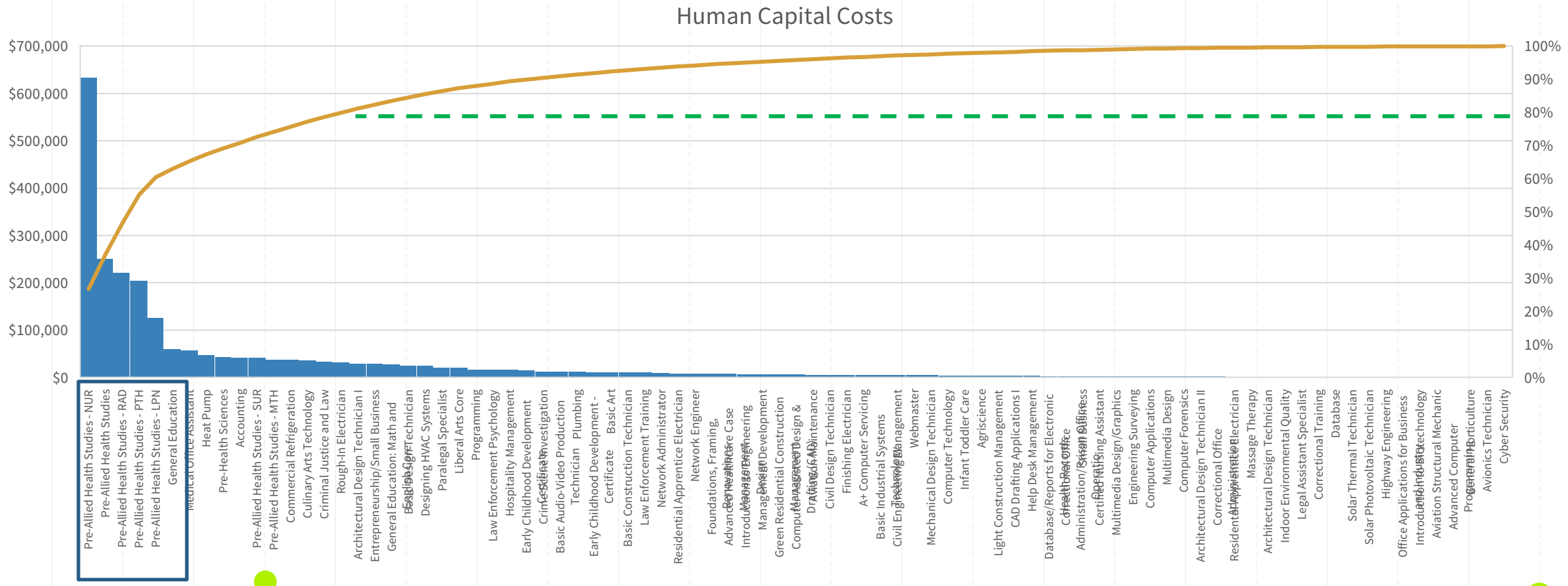
Certificate Programs

Any on here you just cut, Nancy?

	Human Capital Costs	Tuition Revenues	Net Revenue	% Net Revenue	Rank Costs	Rank Net	Rank % Net
Pre-Allied Health Studies - NUR	$633,485	$2,423,832	$1,790,347	74%	1	1	13
Pre-Allied Health Studies	$250,428	$892,216	$641,788	72%	2	2	25
Pre-Allied Health Studies - RAD	$220,949	$814,384	$593,435	73%	5	4	16
Pre-Allied Health Studies - PTH	$205,044	$677,120	$472,076	70%	7	7	35
Pre-Allied Health Studies - LPN	$125,520	$461,104	$335,584	73%	9	9	17
General Education	$60,438	$216,200	$155,762	72%	17	14	24
Medical Office Assistant	$57,087	$180,136	$123,049	68%	19	18	48
Pre-Allied Health Studies - SUR	$41,023	$163,576	$122,553	75%	28	19	6
Pre-Allied Health Studies - MTH	$37,465	$132,112	$94,647	72%	29	22	26
Pre-Health Sciences	$43,422	$136,896	$93,474	68%	26	24	49
Accounting	$41,177	$128,984	$87,807	68%	27	25	50
General Education: Math and English Core	$26,732	$93,840	$67,108	72%	38	30	28
Heat Pump	$46,467	$112,240	$65,773	59%	24	31	93
Criminal Justice and Law	$33,412	$94,944	$61,532	65%	32	33	71
Culinary Arts Technology	$35,648	$96,968	$61,320	63%	31	34	77
Commercial Refrigeration	$36,889	$94,576	$57,687	61%	30	36	84
Entrepreneurship/Small Business	$29,062	$86,296	$57,234	66%	37	37	61
Rough-In Electrician	$31,136	$73,968	$42,832	58%	34	39	96
Programming	$16,547	$53,360	$36,813	69%	46	41	44
Designing HVAC Systems	$24,485	$60,168	$35,683	59%	41	43	89

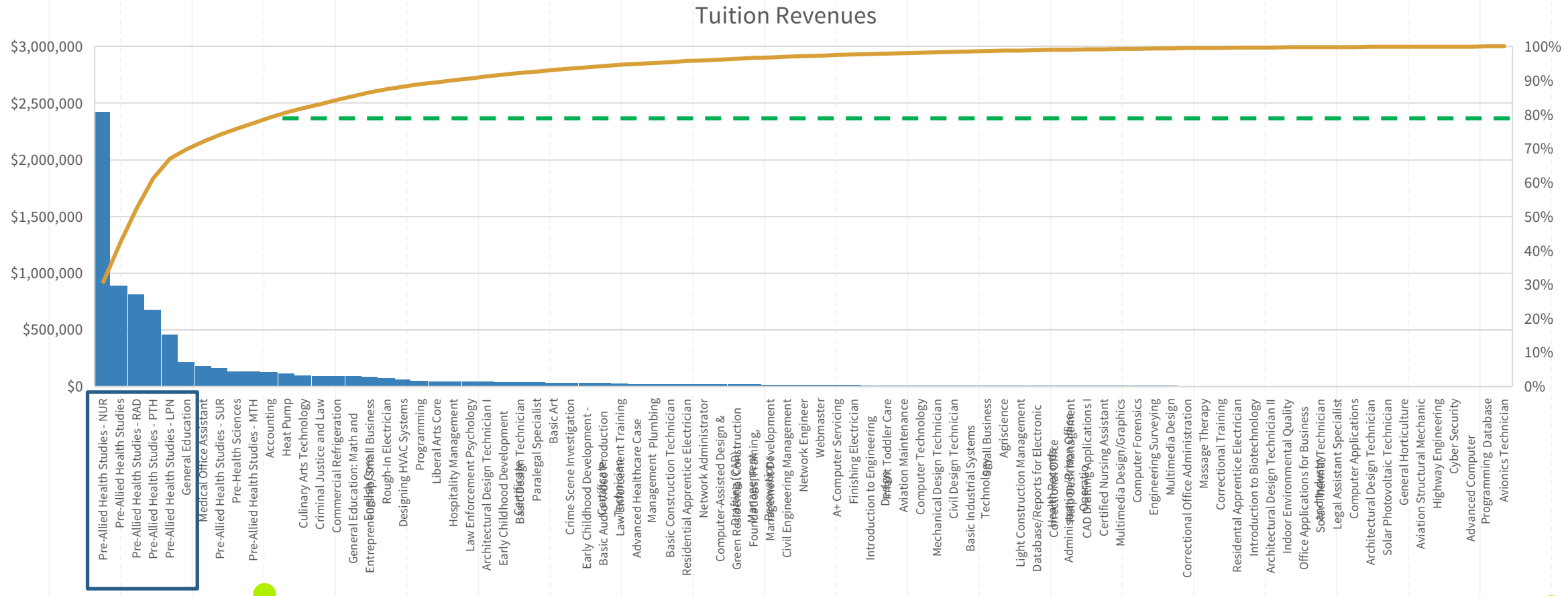
Human Capital Costs by Certificate Program

No words necessary. We know what's going on here.



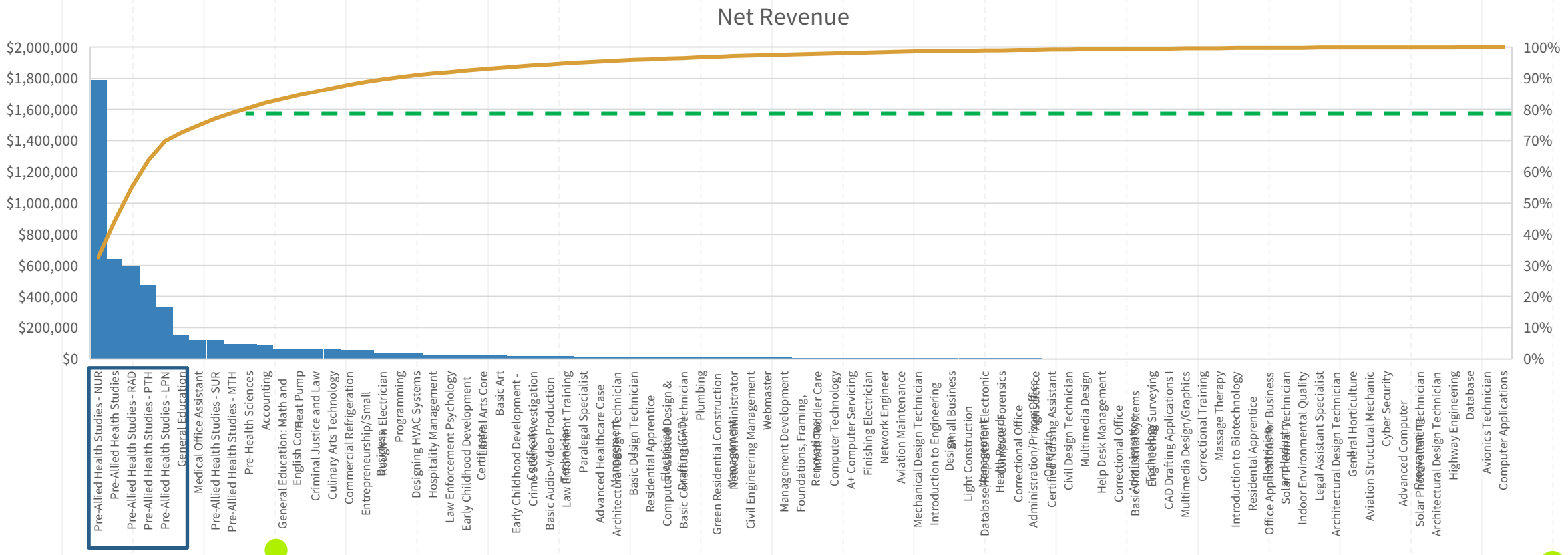
Revenue by Certificate Program

See prior slide for the same thing we would say here.



Net Revenue by Certificate Program

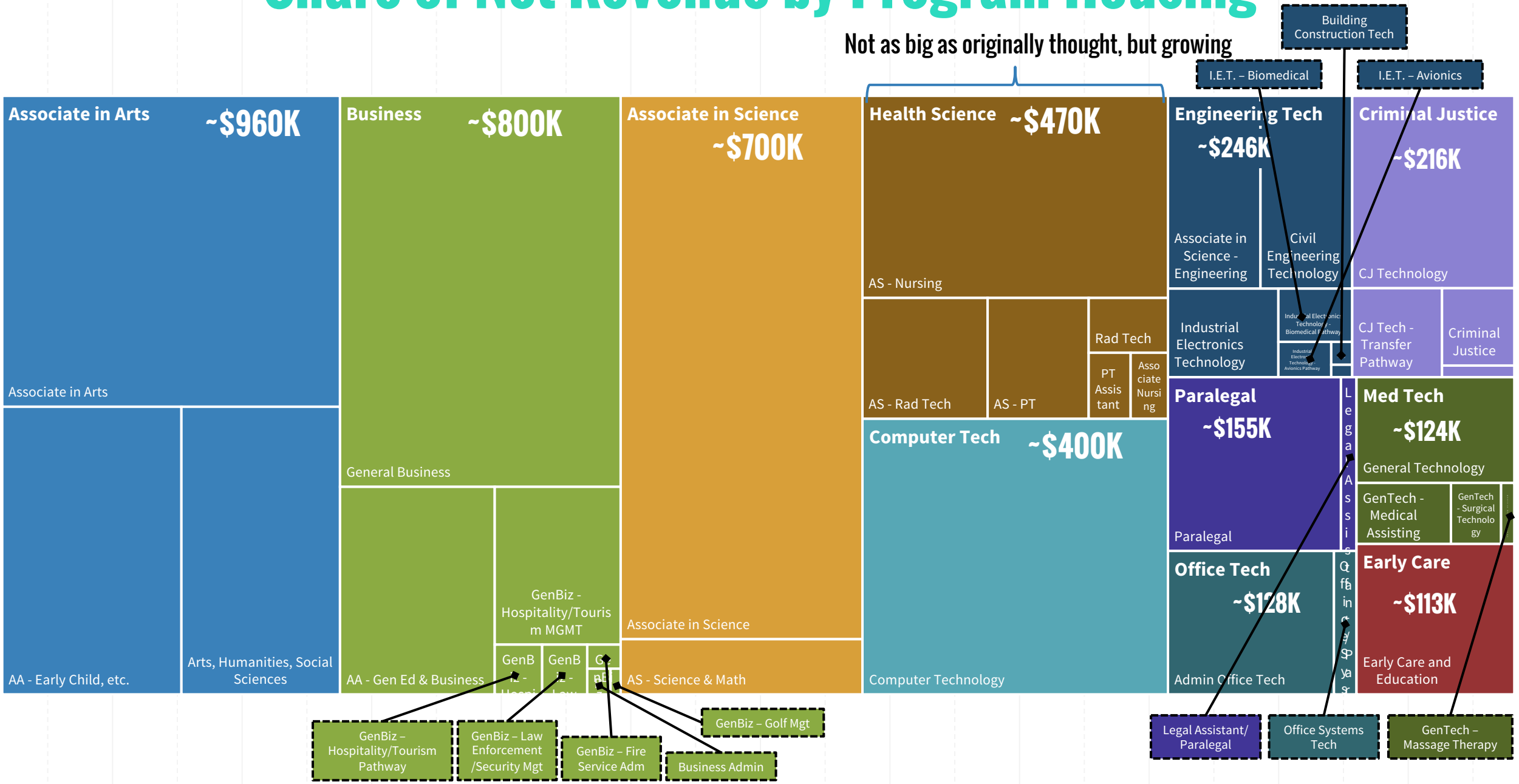
Again, the same top four programs also account for about half of all revenue, but some have better nets than others.



On the surface, it appears that the single point of volatility for Associate's Degrees is the reliance on the CIP Family 51 (Health Sciences).

For the sake of adding another slide, we will say, gladly, that upon further investigation, it appears this is not so much the case.

Share of Net Revenue by Program Housing



Now, let's look at the **course level**...

There were 256 course codes served between Fall 2013-Fall 2017. There are 399 when you add modality.

Each course serves an average of five programs (only 7 courses are completely monopolized)

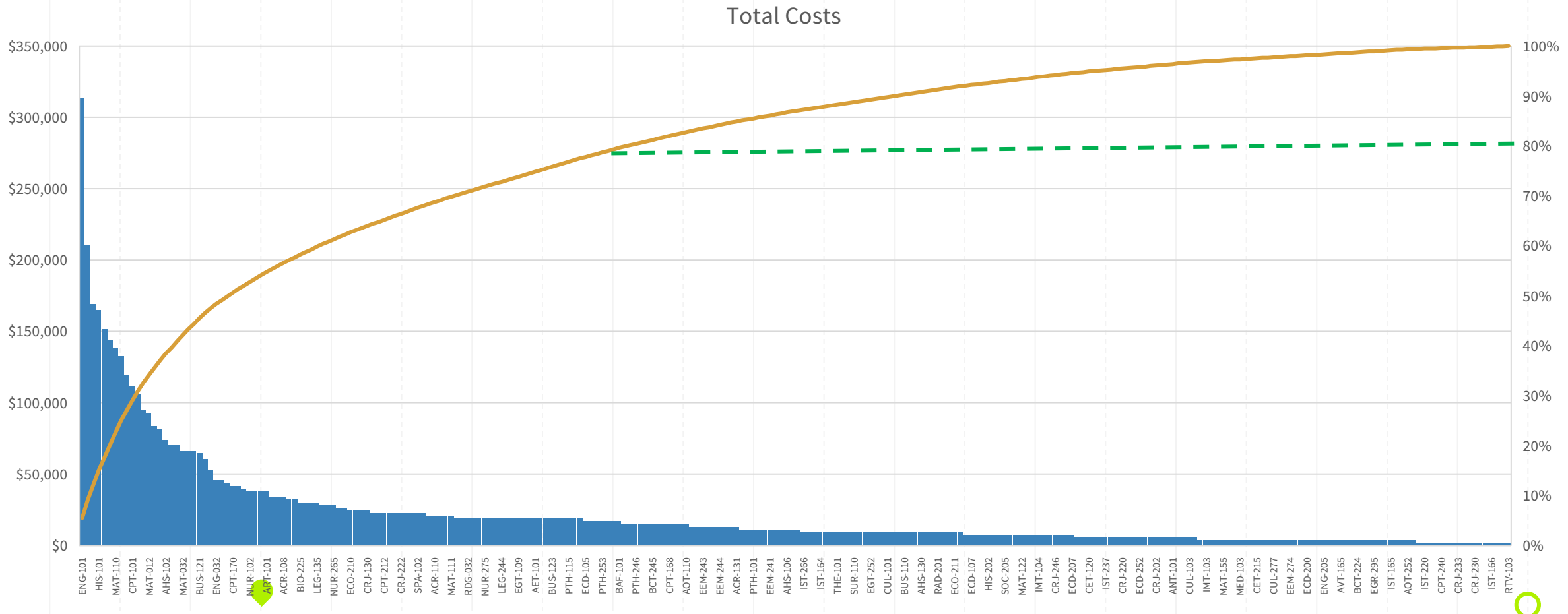
It will be obvious where the greatest pool of revenue comes from, and whether a course is a true money-maker.

The course performances suggest a great deal about what we can do with the current program portfolio

What courses generate the greatest revenues, and net-revenue returns?

Human Capital Costs by Course

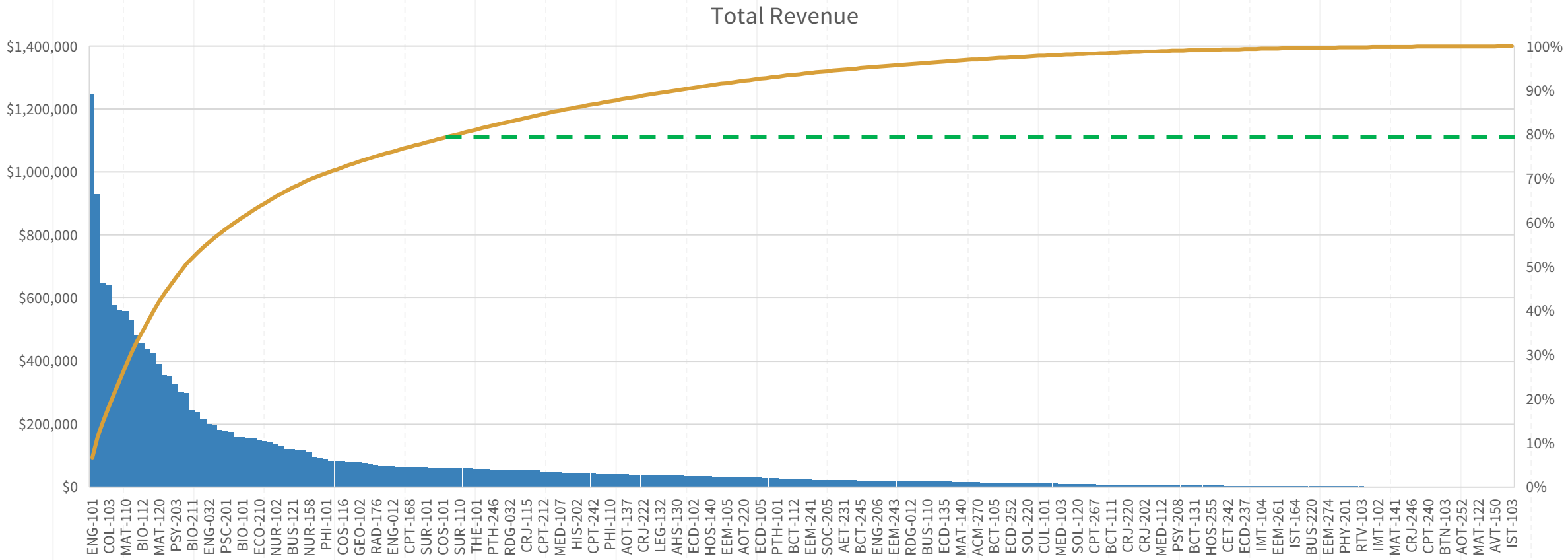
About half of the total costs are accounted for by 18 of 256 courses.



Y is the font so small? Because there are so many courses!

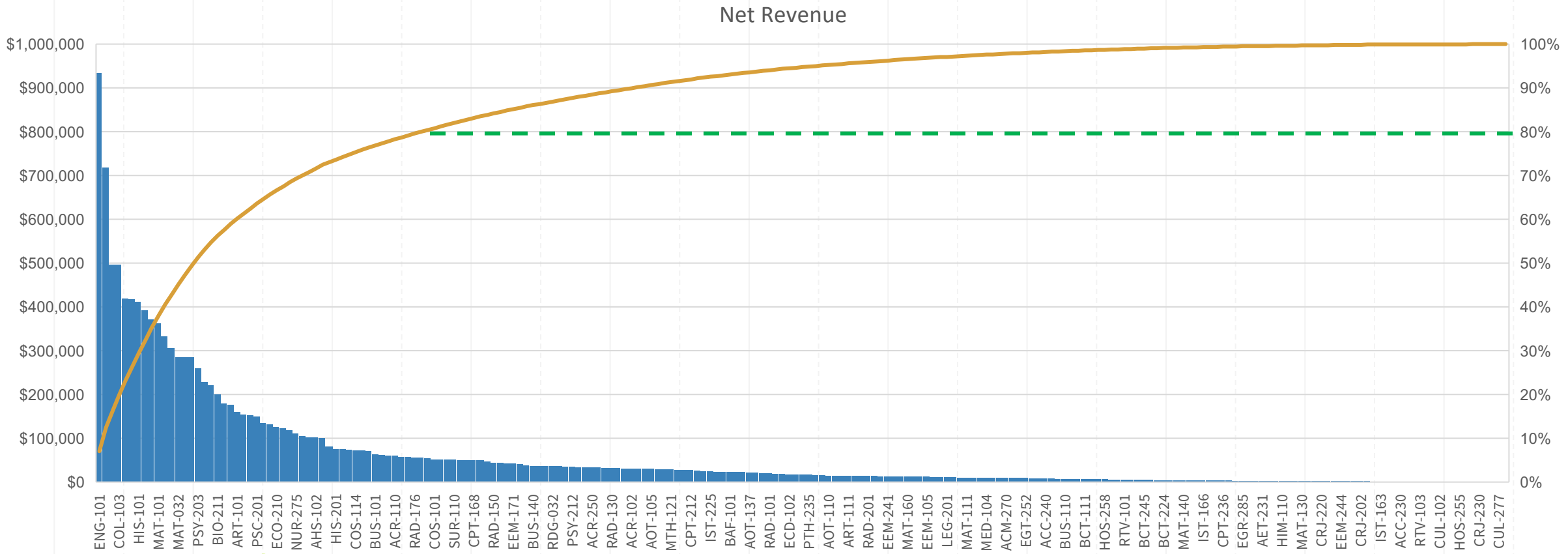
Revenue by Course

About half of the total revenues are also accounted for by 18 of 256 courses.



Net Revenue by Course

Half of all net revenue is accounted for by the top 15 courses.



Top 25 Highest Earners - Net Revenue
3 Hours or More

Course Name	Course	Count of Students	# Unique Courses	# Students/ Course	% Courses taught by Ft Faculty	Course Hours	Human Capital Costs	Course Revenue	Net Revenue	Net per Course
English Composition I	ENG-101	2262	103	22	60%	3	$313,500	$1,248,624	$935,124	$9,079
General Psychology	PSY-201	1686	73	23	52%	3	$210,900	$930,672	$719,772	$9,860
Intermediate Algebra	MAT-102	1176	53	22	51%	3	$152,000	$649,152	$497,152	$9,380
College Skills	COL-103	1161	59	20	29%	3	$144,400	$640,872	$496,472	$8,415
College Algebra	MAT-110	1012	48	21	52%	3	$138,700	$558,624	$419,924	$8,748
Introduction to Computers	CPT-101	959	46	21	28%	3	$112,100	$529,368	$417,268	$9,071
Western Civilization to 1689	HIS-101	1047	53	20	64%	3	$165,300	$577,944	$412,644	$7,786
English Composition II	ENG-102	1017	52	20	71%	3	$169,100	$561,384	$392,284	$7,544
Basic Anatomy and Physiology	BIO-112	620	30	21	47%	4	$83,600	$456,320	$372,720	$12,424
Beginning Algebra	MAT-101	875	42	21	50%	3	$119,700	$483,000	$363,300	$8,650
Critical Reading	RDG-100	774	41	19	22%	3	$95,000	$427,248	$332,248	$8,104
Public Speaking	SPC-205	797	39	20	79%	3	$133,000	$439,944	$306,944	$7,870
DE Mathematics	MAT-032	639	33	19	6%	3	$66,500	$352,728	$286,228	$8,674
Anatomy & Physiology I	BIO-210	484	25	19	48%	4	$70,300	$356,224	$285,924	$11,437
Probability and Statistics	MAT-120	709	31	23	81%	3	$106,400	$391,368	$284,968	$9,193
Human Growth & Development	PSY-203	591	33	18	6%	3	$66,500	$326,232	$259,732	$7,871
Western Civilization Post 1689	HIS-102	541	28	19	32%	3	$70,300	$298,632	$228,332	$8,155
Intro to Composition	ENG-100	548	34	16	26%	3	$81,700	$302,496	$220,796	$6,494
Anatomy & Physiology II	BIO-211	333	16	21	44%	4	$43,700	$245,088	$201,388	$12,587
Elementary Spanish I	SPA-101	326	16	20	100%	4	$60,800	$239,936	$179,136	$11,196
Music Appreciation	MUS-105	394	21	19	0%	3	$39,900	$217,488	$177,588	$8,457
Art History and Appreciation	ART-101	361	20	18	0%	3	$38,000	$199,272	$161,272	$8,064
DE English	ENG-032	363	22	17	9%	3	$45,600	$200,376	$154,776	$7,035
Nursing Concepts & Clinical	NUR-265	165	10	17	50%	6	$28,500	$182,160	$153,660	$15,366
American Government	PSC-201	328	16	21	0%	3	$30,400	$181,056	$150,656	$9,416

Bottom 25 Earners - Net Revenue

3 Hours or More

Course Name	Course	Count of Students	# Unique Courses	# Students/ Course	% Courses taught by Ft Faculty	Course Hours	Human Capital Costs	Course Revenue	Net Revenue	Net per Course
Finite College Mathematics	MAT-122	2	2	1	100%	3	$7,600	$1,104	-$6,496	-$3,248
Implement Network Infrastructu	IST-164	7	3	2	67%	3	$9,500	$3,864	-$5,636	-$1,879
Special Problems in CRJ	CRJ-246	4	2	2	100%	3	$7,600	$2,208	-$5,392	-$2,696
Special Projects in Business	BUS-268	6	2	3	100%	3	$7,600	$3,312	-$4,288	-$2,144
Infants and Toddlers With Spec	ECD-207	7	2	4	100%	3	$7,600	$3,864	-$3,736	-$1,868
Ana Geo & Calc II	MAT-141	3	2	2	50%	4	$5,700	$2,208	-$3,492	-$1,746
Aircraft Electricity-Avionics	AVT-105	11	3	4	100%	4	$11,400	$8,096	-$3,304	-$1,101
Aircraft Navigation Systems	AVT-150	1	1	1	100%	3	$3,800	$552	-$3,248	-$3,248
Microcomputer Spreadsheets	CPT-174	1	1	1	100%	3	$3,800	$552	-$3,248	-$3,248
Curriculum Issues	ECD-200	1	1	1	100%	3	$3,800	$552	-$3,248	-$3,248
Medical Systems and Procedures	AOT-252	2	1	2	100%	3	$3,800	$1,104	-$2,696	-$2,696
Criminal Justice Internship I	CRJ-250	2	1	2	100%	3	$3,800	$1,104	-$2,696	-$2,696
Methods and Materials	ECD-237	9	2	5	100%	3	$7,600	$4,968	-$2,632	-$1,316
Intro to Biotechnology & Lab I	BTN-103	2	1	2	100%	4	$3,800	$1,472	-$2,328	-$2,328
Implement Network Dir Serv	IST-165	3	1	3	100%	3	$3,800	$1,656	-$2,144	-$2,144
Latent Print Dev. & Collection	CRJ-200	24	4	6	100%	3	$15,200	$13,248	-$1,952	-$488
Hydraulics	CET-218	7	3	2	0%	3	$5,700	$3,864	-$1,836	-$612
Technical Troubleshooting	EEM-275	8	2	4	50%	3	$5,700	$4,416	-$1,284	-$642
Design Network Security	IST-263	8	2	4	50%	3	$5,700	$4,416	-$1,284	-$642
Geographic Info Systems	GMT-210	1	1	1	0%	4	$1,900	$736	-$1,164	-$1,164
Seminar in Criminal Justice	CRJ-260	5	1	5	100%	3	$3,800	$2,760	-$1,040	-$1,040
Residential Design I	AET-124	12	2	6	100%	3	$7,600	$6,624	-$976	-$488
Customer Service	AOT-180	2	1	2	0%	3	$1,900	$1,104	-$796	-$796
Data Communications	IST-220	2	1	2	0%	3	$1,900	$1,104	-$796	-$796
Pest Management	AGR-205	3	1	3	0%	3	$1,900	$1,656	-$244	-$244

What about net revenue per course?

Top 25 Most Profitable Courses
3 Hours or More

Course Name	Course	Count of Students	# Unique Courses	# Students/Course	% Courses taught by Ft Faculty	Course Hours	Net/Course	Student Breakeven
Contemporary Nursing Pract III	NUR-275	118	6	20	67%	6	$18,545	3
Nursing Concepts & Clinical	NUR-265	165	10	17	50%	6	$15,366	3
Hair Shaping	COS-114	112	5	22	0%	4	$14,586	3
Hair Styling I	COS-116	112	5	22	0%	4	$14,586	3
College Chemistry I	CHM-110	126	6	21	0%	4	$13,556	3
Biological Science I	BIO-101	217	10	22	50%	4	$13,121	4
Anatomy & Physiology II	BIO-211	333	16	21	44%	4	$12,587	4
Basic Anatomy and Physiology	BIO-112	620	30	21	47%	4	$12,424	4
Microbiology	BIO-225	209	10	21	60%	4	$12,342	4
General Anthropology	ANT-101	75	3	25	0%	3	$11,900	3
Beginning Nursing Skills	NUR-134	170	10	17	100%	5	$11,840	4
Anatomy & Physiology I	BIO-210	484	25	19	48%	4	$11,437	4
Elementary Spanish I	SPA-101	326	16	20	100%	4	$11,196	5
Intro to Surgical Techniques	SUR-101	69	5	14	0%	5	$10,796	2
Contemporary Nur Practice I	NUR-155	130	10	13	100%	6	$10,552	3
Fundamentals of Cosmetology	COS-101	112	5	22	0%	3	$10,465	3
Facials and Make-Up	COS-106	112	5	22	0%	3	$10,465	3
Scalp and Hair Care	COS-110	112	5	22	0%	3	$10,465	3
Introduction to Sociology	SOC-101	290	13	22	0%	3	$10,414	3
Intro to Surgical Practicum	SUR-110	66	5	13	0%	5	$10,244	2
Introduction to Geography	GEO-101	109	5	22	0%	3	$10,134	3
Basic Nursing Care Skills	NUR-102	189	10	19	100%	4	$10,110	5
Introduction to Theatre	THE-101	107	5	21	0%	3	$9,913	3
Issues in Nursing Practice	NUR-274	117	5	23	60%	3	$9,877	6
Medical Office Management	MED-107	64	4	16	0%	4	$9,876	3

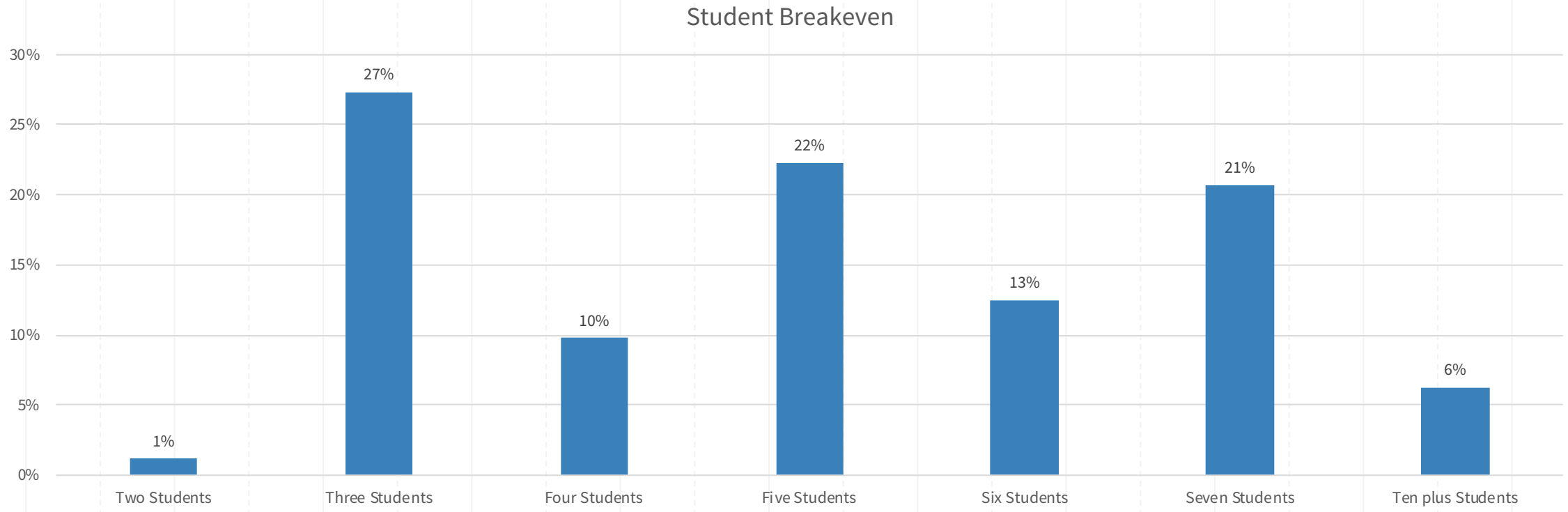
Top 25 Courses with Greatest Losses
3 Hours or More

Course Name	Course	Count of Students	# Unique Courses	# Students/Course	% Courses taught by Ft Faculty	Course Hours	Net/Course	Student Breakeven
Aircraft Navigation Systems	AVT-150	1	1	1	100%	3	-$3,248	7
Microcomputer Spreadsheets	CPT-174	1	1	1	100%	3	-$3,248	7
Curriculum Issues	ECD-200	1	1	1	100%	3	-$3,248	7
Finite College Mathematics	MAT-122	2	2	1	100%	3	-$3,248	7
Medical Systems and Procedures	AOT-252	2	1	2	100%	3	-$2,696	7
Criminal Justice Internship I	CRJ-250	2	1	2	100%	3	-$2,696	7
Special Problems in CRJ	CRJ-246	4	2	2	100%	3	-$2,696	7
Intro to Biotechnology & Lab I	BTN-103	2	1	2	100%	4	-$2,328	5
Implement Network Dir Serv	IST-165	3	1	3	100%	3	-$2,144	7
Special Projects in Business	BUS-268	6	2	3	100%	3	-$2,144	7
Implement Network Infrastructu	IST-164	7	3	2	67%	3	-$1,879	6
Infants and Toddlers With Spec	ECD-207	7	2	4	100%	3	-$1,868	7
Ana Geo & Calc II	MAT-141	3	2	2	50%	4	-$1,746	4
Methods and Materials	ECD-237	9	2	5	100%	3	-$1,316	7
Geographic Info Systems	GMT-210	1	1	1	0%	4	-$1,164	3
Aircraft Electricity-Avionics	AVT-105	11	3	4	100%	4	-$1,101	5
Seminar in Criminal Justice	CRJ-260	5	1	5	100%	3	-$1,040	7
Customer Service	AOT-180	2	1	2	0%	3	-$796	3
Data Communications	IST-220	2	1	2	0%	3	-$796	3
Technical Troubleshooting	EEM-275	8	2	4	50%	3	-$642	5
Design Network Security	IST-263	8	2	4	50%	3	-$642	5
Hydraulics	CET-218	7	3	2	0%	3	-$612	3
Residential Design I	AET-124	12	2	6	100%	3	-$488	7
Latent Print Dev. & Collection	CRJ-200	24	4	6	100%	3	-$488	7
Pest Management	AGR-205	3	1	3	0%	3	-$244	3

What is the Breakeven value for a given course, on average? And what courses are performing well?

Net Revenue Breakeven Distribution

The median breakeven value for a given course is five. Note the caveat from the beginning of this section regarding faculty spend/course hours.



The Breakeven for a Full-Time Faculty Course @ 3 Credit Hours = **Seven Students** (6 Students @ 4 Credit Hours)

The Breakeven for a Part-Time Faculty Course @ 3 Credit Hours = **Four Students** (3 Students @ 4 Credit Hours)

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.

Programs with Course Share Greater than 50%

Associates Degrees

	Number of >50% Course	Course	Course Name	Percent in Program	# Unique Courses	# Students per Course	% Courses by FT Faculty
Associate in Arts - Early Childhood, Elem Ed., Special Ed	1	AOT-180	Customer Service	50%	1	2	0%
Associate in Arts, Humanities, Social Sciences	1	BTN-103	Intro to Biotechnology & Lab I	50%	1	2	100%
Associate in Science - Science & Mathematics	1	PHY-201	Physics I	50%	1	4	0%
Civil Engineering Technology	3	CET-215	Soil Mechanics Fundamentals	74%	2	10	0%
Civil Engineering Technology	3	CET-218	Hydraulics	86%	3	2	0%
Civil Engineering Technology	3	CET-242	Concrete Design	78%	2	5	0%
Computer Technology	10	AVT-150	Aircraft Navigation Systems	100%	1	1	100%
Computer Technology	10	AVT-165	Avionics General Regulations	67%	1	3	100%
Computer Technology	10	CPT-168	Programming Logic & Design	50%	7	17	14%
Computer Technology	10	CPT-172	Microcomputer Database	47%	6	19	50%
Computer Technology	10	CPT-212	Visual Basic Programming	44%	6	15	100%
Computer Technology	10	CPT-237	Advanced JAVA Programming	50%	2	7	50%
Computer Technology	10	CPT-238	Internet Scripting	50%	1	4	0%
Computer Technology	10	CPT-267	Technical Support Concepts	56%	1	18	100%
Computer Technology	10	EEM-275	Technical Troubleshooting	63%	2	4	50%
Computer Technology	10	IST-103	Security Awareness	67%	1	3	100%
Computer Technology	10	IST-164	Implement Network Infrastructure	43%	3	2	67%
Computer Technology	10	IST-220	Data Communications	100%	1	2	0%
Computer Technology	10	IST-236	Mobile & Wireless Appliances	100%	1	4	0%
Criminal Justice Technology	2	CRJ-200	Latent Print Dev. & Collection	46%	4	6	100%
Criminal Justice Technology	2	CRJ-246	Special Problems in CRJ	50%	2	2	100%
Criminal Justice Technology	2	CRJ-250	Criminal Justice Internship I	50%	1	2	100%
General Technology	4	ACM-270	Advanced General A&P Tech.	54%	3	9	0%
General Technology	4	ACM-271	Adv. Airframe A&P Tech.	63%	3	8	0%
General Technology	4	ACM-272	Advanced Powerplant A&P Tech.	65%	3	6	0%
General Technology	4	EEM-265	FCC General License Prep	70%	3	7	0%
Industrial Electronics Technology - Biomedical Pathway	1	BMT-220	Bio-Instrumentation I	60%	1	5	100%

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.

Programs with Course Share Greater than 50%
Certificates & Diplomas

	Number of >50% Course	Course	Course Name	Percent in Program	# Unique Courses	# Students per Course	% Courses by FT Faculty
CERTIFICATE - Agriscience	2	AGR-205	Pest Management	67%	1	3	0%
CERTIFICATE - Agriscience	2	HRT-241	Turf Management	67%	1	3	0%
CERTIFICATE - Pre-Allied Health Studies	2	MAT-122	Finite College Mathematics	50%	2	1	100%
CERTIFICATE - Pre-Allied Health Studies - LPN	1	BTN-103	Intro to Biotechnology & Lab I	50%	1	2	100%
CERTIFICATE - Pre-Allied Health Studies - NUR	1	MAT-122	Finite College Mathematics	50%	2	1	100%
CERTIFICATE - Pre-Allied Health Studies - PTH	1	ECD-200	Curriculum Issues	100%	1	1	100%
CERTIFICATE - Pre-Allied Health Studies - RAD	3	RAD-101	Introduction to Radiography	53%	5	16	0%
CERTIFICATE - Pre-Allied Health Studies - RAD	3	RAD-130	Radiographic Procedures I	53%	6	13	0%
CERTIFICATE - Pre-Allied Health Studies - RAD	3	RAD-150	Clinical Applications I	53%	8	10	0%
CERTIFICATE - Pre-Health Sciences	1	AOT-252	Medical Systems and Procedures	50%	1	2	100%
DIPLOMA - Cosmetology	5	COS-101	Fundamentals of Cosmetology	52%	5	22	0%
DIPLOMA - Cosmetology	5	COS-106	Facials and Make-Up	52%	5	22	0%
DIPLOMA - Cosmetology	5	COS-110	Scalp and Hair Care	52%	5	22	0%
DIPLOMA - Cosmetology	5	COS-114	Hair Shaping	52%	5	22	0%
DIPLOMA - Cosmetology	5	COS-116	Hair Styling I	52%	5	22	0%

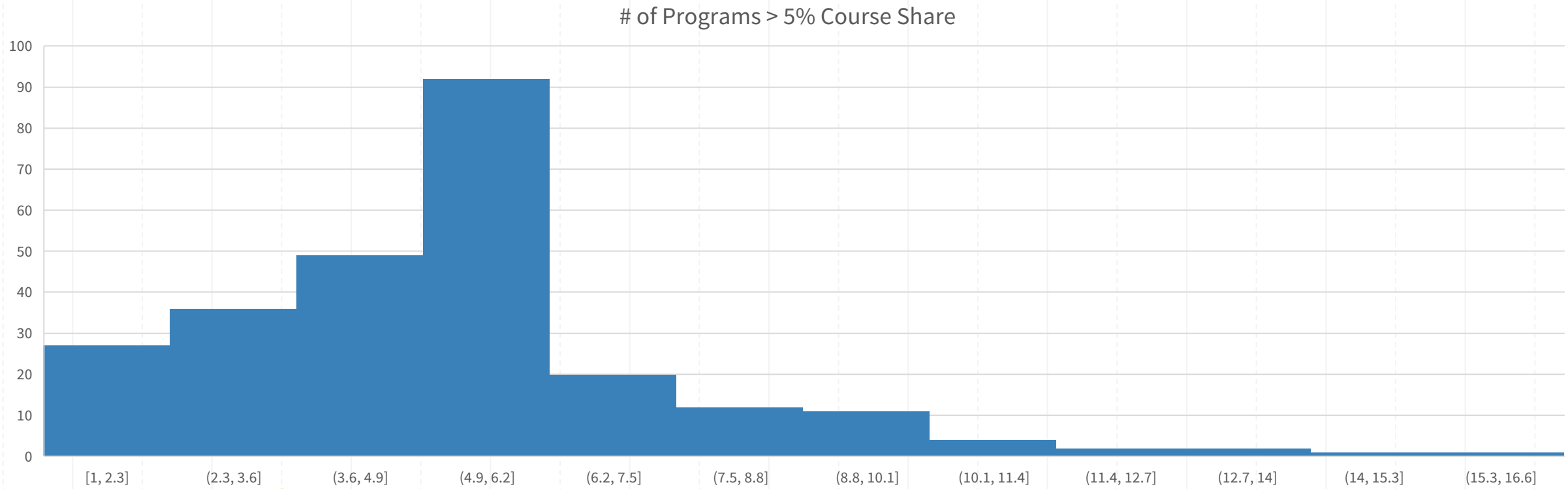
Programs with Course Share Greater than 50%

Non-Degree/Dual Enroll

	Number of >50% Course	Course	Course Name	Percent in Program	# Unique Courses	# Students per Course	% Courses by FT Faculty
NON-DEGREE DUAL ENROLLED - Career Development	7	AOT-252	Medical Systems and Procedures	50%	1	2	100%
NON-DEGREE DUAL ENROLLED - Career Development	7	AVT-102	Introduction to Avionics	64%	2	6	50%
NON-DEGREE DUAL ENROLLED - Career Development	7	CPT-174	Microcomputer Spreadsheets	100%	1	1	100%
NON-DEGREE DUAL ENROLLED - Career Development	7	ENG-201	American Literature I	96%	7	14	71%
NON-DEGREE DUAL ENROLLED - Career Development	7	GMT-210	Geographic Info Systems	100%	1	1	0%
NON-DEGREE DUAL ENROLLED - Career Development	7	HIS-201	American History: Disc to 1877	51%	13	17	85%
NON-DEGREE DUAL ENROLLED - Career Development	7	MAT-111	College Trigonometry	65%	7	8	57%

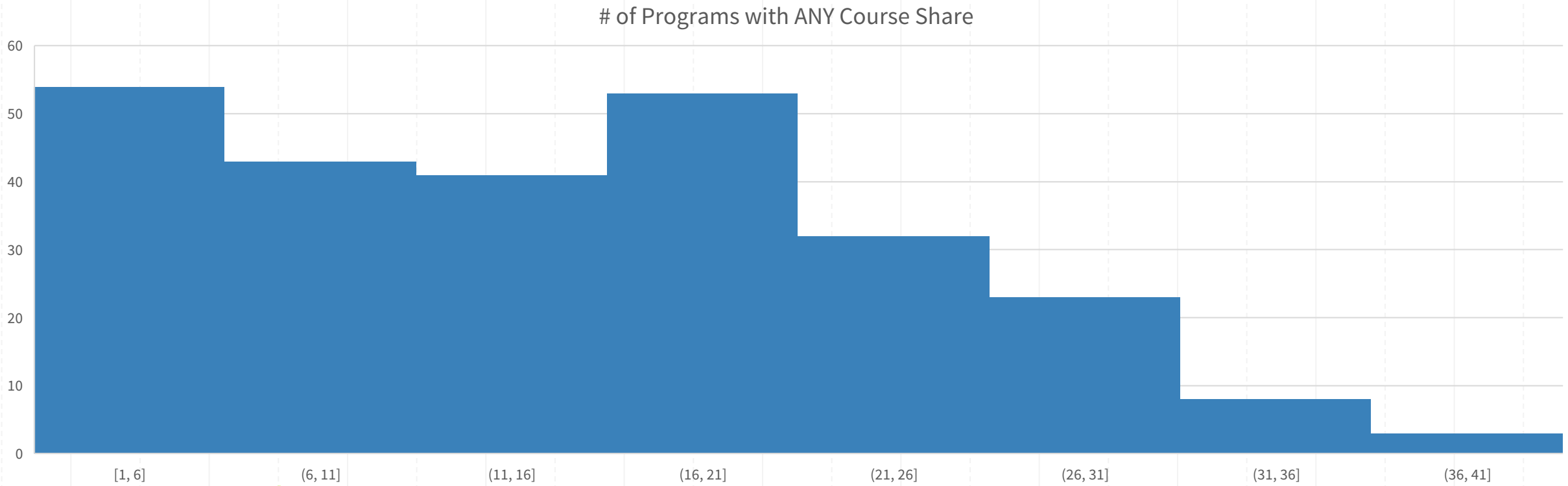
of Programs with 5%+ share per course

The median number of programs with 5% or greater share of a program is **five**. We don't see a large number of courses monopolizing programs, meaning the courses are spread out in service fairly well.



of Programs with ANY share per course

The median number of programs with ANY share of a program is **fifteen**. Loosely translated, a majority of courses have versatility across programs.



NOW THE REALLY TOUGH QUESTION...

What about the courses losing money? Are we really losing money? Are we? Can you answer me? Hello!

How'd you do this one?

We utilized the following course enrollments, calculations, and cross-matrix calculations to come up with the following:

- Fall 2017 Course Enrollments per course
- Courses were tied to revenues and net revenues were generated based on shares of FT/PT * Costs
- Course net revenues were aligned with courses that were taken alongside courses to account for total revenue and net revenue associated with the course

Here are the relevant definitions we need to assess total revenues associated with courses:

- **2017 Net Revenue** = (2017 Course Revenue) – (2017 Faculty Costs)
- **2017 Net Revenue per Student** = (2017 Net Revenue) / (# Students enrolled in all courses matching code in 2017)
- **Total Revenue among those taking course** = Total Revenue achieved among those that took the course (so, may have lost money on one course, but made up for it on a few others)
- **Total Earnings outside of Course Taken** = (Total Rev among those taking course) – (2017 Course Net Revenue)

Of the 195 courses offered in Fall 2017, 158 had positive net revenue, with a mean of $15.5K among those with positive net revenue

Of the 158 with positive net revenue, the mean value net earnings outside of the course was $32.5K, which is more than 2X the net revenue per winning course

Top 25 Total Earnings with Course Association

3 Hours or More

Course Name	Course	25th percentile - 5-yr Net Rev	Median - 5-yr Net Rev	75th percentile - 5-yr Net Rev	2017 Count of Students	F17 Course Count	2017 Course Revenue	2017 Faculty Costs	Total Rev among those taking course	2017 Course Net Revenue	Total Additional Earnings w Course Taken
English Composition I	ENG-101	$17,827	$19,493	$34,172	552	25	$304,704	$77,541	$634,485	$227,163	$407,322
General Psychology	PSY-201	$18,939	$27,679	$35,842	411	17	$226,872	$52,292	$521,648	$174,580	$347,068
Introduction to Computers	CPT-101	$22,783	$30,637	$35,931	214	10	$118,128	$30,897	$284,295	$87,231	$197,065
College Algebra	MAT-110	$17,827	$25,159	$34,684	225	10	$124,200	$35,973	$272,186	$88,227	$183,959
Western Civilization to 1689	HIS-101	$16,865	$24,523	$35,316	219	12	$120,888	$38,208	$266,604	$82,680	$183,924
English Composition II	ENG-102	$17,404	$26,152	$33,840	187	9	$103,224	$28,713	$238,017	$74,511	$163,506
Public Speaking	SPC-205	$20,457	$27,838	$34,896	179	10	$98,808	$28,553	$233,444	$70,255	$163,189
College Skills	COL-103	$17,494	$23,557	$29,547	201	11	$110,952	$33,794	$227,707	$77,158	$150,549
Intermediate Algebra	MAT-102	$19,240	$26,784	$34,485	171	10	$94,392	$32,000	$205,461	$62,392	$143,069
Probability and Statistics	MAT-120	$20,630	$28,132	$36,013	152	6	$83,904	$22,800	$197,808	$61,104	$136,704
Western Civilization Post 1689	HIS-102	$24,892	$31,449	$35,744	120	6	$66,240	$15,485	$170,684	$50,755	$119,929
Beginning Algebra	MAT-101	$17,729	$26,099	$33,313	142	8	$78,384	$23,977	$169,903	$54,407	$115,497
Human Growth & Development	PSY-203	$19,308	$27,997	$34,013	124	7	$68,448	$15,874	$164,447	$52,574	$111,873
Basic Anatomy and Physiology	BIO-112	$21,804	$30,070	$38,132	131	6	$96,416	$17,231	$189,180	$79,185	$109,995
DE Mathematics	MAT-032	$18,083	$25,674	$32,168	103	5	$56,856	$9,500	$133,885	$47,356	$86,529
Critical Reading	RDG-100	$16,519	$23,557	$27,615	113	9	$62,376	$24,666	$120,803	$37,710	$83,094
Intro to Composition	ENG-100	$14,909	$23,013	$24,720	114	8	$62,928	$19,333	$123,026	$43,595	$79,432
Anatomy & Physiology I	BIO-210	$19,501	$26,914	$34,915	109	6	$80,224	$21,650	$132,932	$58,574	$74,358
Music Appreciation	MUS-105	$18,871	$29,040	$37,180	74	4	$40,848	$7,600	$106,464	$33,248	$73,216
American Government	PSC-201	$21,620	$30,381	$35,411	77	4	$42,504	$7,600	$107,847	$34,904	$72,943
Art History and Appreciation	ART-101	$16,714	$26,267	$36,119	78	5	$43,056	$9,500	$97,391	$33,556	$63,835
Introduction to Sociology	SOC-101	$20,274	$27,674	$37,785	70	3	$38,640	$5,700	$96,136	$32,940	$63,196
Elementary Spanish I	SPA-101	$21,330	$35,176	$38,539	55	3	$40,480	$11,400	$82,485	$29,080	$53,405
Macroeconomics	ECO-210	$20,636	$28,444	$35,950	52	3	$28,704	$5,700	$69,950	$23,004	$46,946
Fundamentals of Cosmetology	COS-101	$60,567	$60,567	$60,567	20	1	$11,040	$1,900	$54,746	$9,140	$45,606

Of the 38 courses with a negative course net revenue, the average net loss is a little less than $2K
(median ~$2.8K)

Only 12 total courses 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

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

Courses with Negative Net Revenue/Negative Total Additional Associated Revenue

Course Name	Course	25th percentile - 5-yr Net Rev	Median - 5-yr Net Rev	75th percentile - 5-yr Net Rev	2017 Count of Students	Total Rev among those taking course	2017 Course Net Revenue	Total Additional Earnings w Course Taken	Top Adjoining Course 1	Top Adjoining Course 2	Top Adjoining Course 3	Top Adjoining Course 4	Top Adjoining Course 5
Introduction to Avionics	AVT-102	-$75	$3,442	$6,328	4	-$6,824	-$1,592	-$5,232	**AVT-170**	**AVT-105**	**AVT-102**	**EEM-244**	**EEM-201**
Aircraft Electricity-Avionics	AVT-105	-$915	$3,442	$6,537	6	-$7,444	-$3,184	-$4,260	**AVT-170**	**AVT-105**	**AVT-102**	**EEM-244**	**EEM-243**
Avionics Program & Test Review	AVT-170	$6,537	$6,537	$6,537	1	-$4,043	-$3,616	-$427	**AVT-170**	**AVT-105**	**AVT-102**	**EEM-201**	PSY-201
Latent Print Dev. & Collection	CRJ-200	$2,601	$7,142	$18,325	3	-$2,159	-$2,144	-$15	CRJ-207	CRJ-200	CRJ-115	CRJ-242	CRJ-222
Curriculum Issues	ECD-200	-$5,116	-$5,116	-$5,116	1	-$3,646	-$3,248	-$398	ECD-200	ECD-207			
Infants and Toddlers With Spec	ECD-207	-$3,492	-$1,868	-$191	4	-$4,605	-$1,592	-$3,013	ECD-200	ECD-207	ECD-107		
Electronic Devices I	EEM-201	$3,239	$7,460	$14,941	8	-$6,192	$616	-$6,808	**AVT-170**	IST-164	EEM-275	**AVT-105**	**AVT-102**
Microprocessors I	EEM-241	$10,588	$10,588	$10,588	1	-$4,204	-$3,248	-$956	EEM-241	**EEM-275**	SPC-205		
Technical Troubleshooting	EEM-275	$2,564	$6,576	$10,588	2	-$8,463	-$2,696	-$5,767	EEM-241	**EEM-241**	**EEM-275**	**EEM-201**	CPT-212
Implement Network Infrastructu	IST-164	$2,564	$2,564	$2,564	1	-$4,259	-$3,248	-$1,011	IST-164	**EEM-275**	**EEM-201**	CPT-212	
Civil Litigation	LEG-201	$2,216	$8,730	$10,384	7	-$4,924	-$3,736	-$1,188	LEG-201	**LEG-132**	**LEG-233**	BUS-123	**LEG-135**
Special Projects for Paralegal	LEG-244	$2,750	$10,370	$19,611	7	-$455	$64	-$519	LEG-132	**LEG-201**	**LEG-233**	**LEG-135**	**LEG-244**

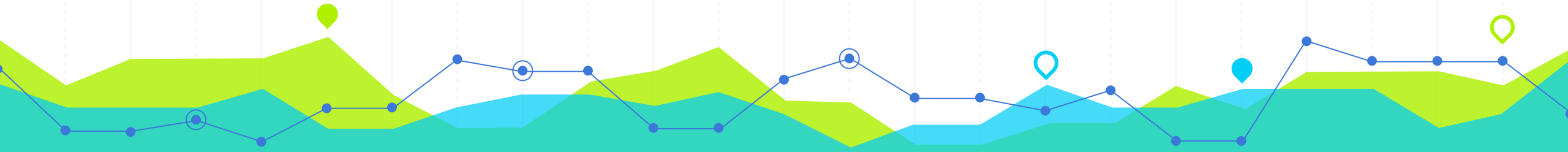
Courses with Negative Net Revenue/Negative Total Additional Associated Revenue

Course Name	Total Additional Earnings w Course Taken	Top Adjoining Course 1	Top Adjoining Course 2	Top Adjoining Course 3	Top Adjoining Course 4	Top Adjoining Course 5	Course 1 Returns	Course 2 Returns	Course 3 Returns	Course 4 Returns	Course 5 Returns
Introduction to Avionics	-$5,232	AVT-170	AVT-105	AVT-102	EEM-244	EEM-201	$ (3,616.00)	$ (2,122.67)	$ (1,592.00)	$ (714.67)	$ 154.00
Aircraft Electricity-Avionics	-$4,260	AVT-170	AVT-105	AVT-102	EEM-244	EEM-243	$ (3,616.00)	$ (3,184.00)	$ (1,592.00)	$ (714.67)	$ 77.00
Avionics Program & Test Review	-$427	AVT-170	AVT-105	AVT-102	EEM-201	PSY-201	$ (3,616.00)	$ (530.67)	$ (398.00)	$ 77.00	$ 424.77
Latent Print Dev. & Collection	-$15	CRJ-207	CRJ-200	CRJ-115	CRJ-242	CRJ-222	$ (2,298.00)	$ (2,144.00)	$ 239.45	$ 314.50	$ 344.00
Curriculum Issues	-$398	ECD-200	ECD-207				$ (3,248.00)	$ (398.00)			
Infants and Toddlers With Spec	-$3,013	ECD-200	ECD-207	ECD-107			$ (3,248.00)	$ (1,592.00)	$ 235.33		
Electronic Devices I	-$6,808	AVT-170	IST-164	EEM-275	AVT-105	AVT-102	$ (3,616.00)	$ (3,248.00)	$ (1,348.00)	$ (1,061.33)	$ (796.00)
Microprocessors I	-$956	EEM-241	EEM-275	SPC-205			$ (3,248.00)	$ (1,348.00)	$ 392.49		
Technical Troubleshooting	-$5,767	EEM-241	EEM-241	EEM-275	EEM-201	CPT-212	$ (3,248.00)	$ (3,248.00)	$ (2,696.00)	$ 77.00	$ 259.69
Implement Network Infrastructu	-$1,011	IST-164	EEM-275	EEM-201	CPT-212		$ (3,248.00)	$ (1,348.00)	$ 77.00	$ 259.69	
Civil Litigation	-$1,188	LEG-201	LEG-132	LEG-233	BUS-123	LEG-135	$ (3,736.00)	$ (1,601.14)	$ (832.00)	$ (81.33)	$ 9.14
Special Projects for Paralegal	-$519	LEG-132	LEG-201	LEG-233	LEG-135	LEG-244	$ (2,134.86)	$ (533.71)	$ (416.00)	$ 9.14	$ 64.00

An additional 27 courses had negative course revenues, but with positive Total Additional Earnings Associated with the course

Courses with Negative Net Revenue/Positive Total Additional Associated Revenue

Course Name	Course	25th percentile - 5-yr Net Rev	Median - 5-yr Net Rev	75th percentile - 5-yr Net Rev	2017 Count of Students	Total Rev among those taking course	2017 Course Net Revenue	Total Additional Earnings w Course Taken	Top Adjoining Course 1	Top Adjoining Course 2	Top Adjoining Course 3	Top Adjoining Course 4	Top Adjoining Course 5
Advanced Powerplant A&P Tech.	ACM-272	$9,511	$9,511	$9,511	1	-$527	-$1,164	$637	ACM-272	ACM-270	ACM-271		
Building Systems I	AET-101	$10,460	$10,460	$10,460	6	$4,464	-$488	$4,952	AET-101	ENG-101	EGT-151	EGT-151	EGT-252
Bio-Medical Vocabulary	AHS-103	$14,043	$22,056	$30,637	6	$4,656	-$1,592	$6,248	AHS-103	AHS-102	SPC-205	ENG-102	ART-101
Document Formatting	AOT-110	$17,220	$21,945	$26,915	6	$4,862	-$488	$5,350	AOT-110	LEG-135	AOT-220	AOT-135	AHS-102
Office Accounting	AOT-137	$10,175	$19,085	$23,841	11	$5,529	-$1,528	$7,057	AOT-137	BUS-123	LEG-135	AHS-102	AOT-105
Medical Systems and Procedures	AOT-252	$1,370	$2,983	$4,595	2	-$2,246	-$2,696	$450	AOT-252	LEG-135	AOT-220	AHS-102	
Green Plumbing Concepts	BCT-245	$6,282	$9,330	$11,922	6	$4,430	-$488	$4,918	BCT-245	BCT-224	SOL-120	EEM-105	BCT-240
Bio-Instrumentation I	BMT-220	$3,914	$6,025	$12,165	5	$3,177	-$120	$3,297	BMT-220	EEM-201	EEM-201	IST-163	MAT-102
Business Law II	BUS-123	$8,321	$13,420	$22,749	6	$1,194	-$488	$1,682	LEG-132	LEG-132	BUS-123	LEG-233	AOT-137
Criminalistics	CRJ-202	$4,325	$13,383	$22,440	2	$501	-$796	$1,297	CRJ-202	BUS-121	CRJ-130	SPC-205	PSY-201
Crime Scene Investigation Wksp	CRJ-207	$3,750	$6,020	$12,734	4	-$2,395	-$3,064	$669	CRJ-207	CRJ-200	CRJ-242	CRJ-222	MAT-110
Principles of Ethics & Leader	ECD-201	$14,116	$16,439	$16,891	6	$4,320	-$488	$4,808	ECD-201	ECD-132	SAC-101	ECD-135	MAT-102
Methods and Materials	ECD-237	$4,786	$4,786	$7,687	3	-$1,093	-$2,144	$1,051	ECD-237	ECD-135	ECD-132	ECD-107	ECD-105
Computer Servicing Troubleshoo	EEM-244	$6,118	$11,799	$17,130	3	-$1,147	-$2,144	$997	EEM-244	AVT-105	AVT-102	EEM-201	EEM-243
DE English Workshop	ENG-012	$15,453	$18,777	$23,557	52	$45,656	-$6,436	$52,092	ENG-012	RDG-012	MAT-102	MAT-012	MAT-101
The Hospitality Industry	HOS-140	$6,575	$10,637	$17,724	6	$2,283	-$488	$2,771	HOS-140	MGT-120	BAF-101	MGT-150	MGT-201
Intro to Industrial Maintenanc	IMT-101	-$3,672	$4,076	$17,140	7	$487	-$1,224	$1,711	IMT-101	IMT-101	IMT-101	EGT-151	EGT-109
Industrial Safety	IMT-102	-$3,672	$4,076	$17,140	7	$487	-$1,224	$1,711	IMT-101	IMT-101	IMT-101	EGT-151	EGT-109
Precision Measuring Instrument	IMT-103	-$3,672	$4,076	$17,140	7	$487	-$1,224	$1,711	IMT-101	IMT-101	IMT-101	EGT-151	EGT-109
Legal Bibliography	LEG-132	$2,750	$5,070	$16,240	7	-$3,501	-$3,736	$235	LEG-132	LEG-201	LEG-233	BUS-123	LEG-244
Wills, Trusts, and Probate	LEG-233	$9,697	$10,698	$14,271	10	-$1,368	-$2,080	$712	LEG-201	LEG-233	LEG-132	BUS-123	LEG-244
College Trigonometry	MAT-111	$24,740	$24,740	$32,626	8	$5,671	-$3,184	$8,855	MAT-111	ECO-210	MUS-105	BIO-210	CHM-110
Ana Geo & Calc I	MAT-140	$8,742	$10,269	$32,972	3	$757	-$1,592	$2,349	MAT-140	ART-105	ENG-102	CPT-101	BIO-210
Ana Geo & Calc II	MAT-141	$25,249	$25,249	$25,249	1	-$1,801	-$3,064	$1,263	MAT-141	CPT-101	PSY-201	ART-101	
Small Business Management	MGT-120	$13,721	$18,993	$27,278	6	$4,294	-$488	$4,782	MGT-120	HOS-140	BAF-101	ACC-102	MGT-150
Massage Therapy Seminar	MTH-132	$15,680	$24,168	$24,168	8	$10,994	-$428	$11,422	MTH-132	PSY-203	BIO-112	MTH-120	MTH-120
Developmental Reading Workshop	RDG-012	$11,739	$18,505	$18,777	18	$15,539	-$488	$16,027	ENG-012	RDG-012	MAT-012	MAT-101	MAT-032



ACADEMIC PROGRAM 3

We are on the hunt for new program opportunities across five categories of programs going forward

We will do so empirically

We have five categories of programs going forward in order of **priority, feasibility, and optimization**

Category #1:
We already have this program

Category #1a:
We already have a version of this program, but are calling it something else

Category #2:
A program that branches from an existing program easily with minimal changes to the curriculum

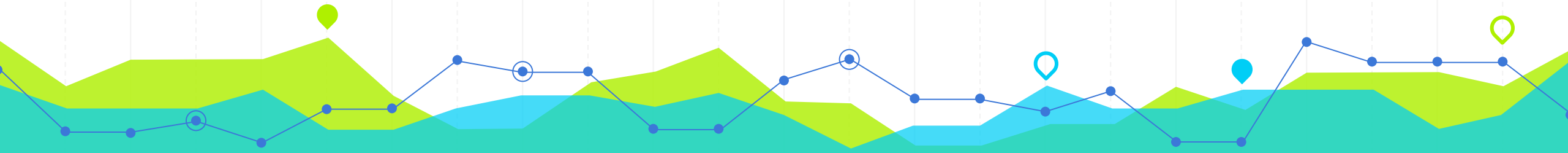
Category #3:
Programs with adjacencies to our current offerings but require additional consideration and investment

Category #4:

Programs with minimal-to-no adjacencies to current offerings and would be viewed as a new venture, *but are offered by someone, somewhere*

Category #5:
Programs with minimal-to-no adjacencies to current offerings and are not currently offered anywhere.

We have entered a Brave New World! These programs do not exist. We might be anticipating a market change, a unique need, or a specialized problem to solve. We are pioneers now!



PROGRAM RECOMMENDATIONS 4

Category #1:
We already have this program

Category #1 Programs

You already own these.

- Child Care Provider/Assistant.
- Radiologic Technology/Science - Radiographer.
- Physical Therapy Technician/Assistant.
- Registered Nursing/Registered Nurse.
- Industrial Electronics Technology/Technician.
- Liberal Arts and Sciences/Liberal Studies.
- Cooking and Related Culinary Arts, General.
- Nursing Science.
- Business/Commerce, General.
- Criminal Justice/Police Science.

Category #1 Programs

Programs that Finished in Top Tier Performance Categories

	CIP Family	Count of Jobs	Program Trend - US	Program Trend- SC	Program Demand - US	Program Demand - SC	Winning Peer Program	Jobs >= Programs	No SC Degrees, but Jobs	MSA > 50 jobs	MSA > 100 Jobs	MSA Quotient > 1.5	MSA Quotient >2	Sav. MSA > 100 jobs	13.5% or more growth - US	13.5% or more growth - SC	NOT Auto. Risk	>25% assume Assoc.	>25% have Assoc.	>50% have Assoc.	Associate Typical Entry
Child Care Provider/Assistant.	19	1	Growth		90-100		No	100%	Yes	100%	100%	100%	100%	100%	0%	0%	100%		100%	0%	0%
Radiologic Technology/Science - Radiographer.	51	1	Growth		90-100		Yes	0%	Yes	0%	0%	100%	100%	0%	0%	100%	100%		100%	100%	100%
Physical Therapy Technician/Assistant.	51	1	Growth	Steady	90-100	75-89		100%		0%	0%	0%	0%	0%		100%	100%		100%	100%	100%
Registered Nursing/Registered Nurse.	2	2	Decline	Steady	90-100	90-100	N/A	0%	N/A	50%	50%	0%	0%	50%	N/A	100%	No Risk	100%	50%	0%	0%
Industrial Electronics Technology/Technician.	2	1	Growth	Erratic	75-89	75-89	N/A	100%	N/A	0%	0%	0%	0%	0%	N/A		Risk		100%	0%	0%
Liberal Arts and Sciences/Liberal Studies.	1	1	Growth	Growth	90-100	90-100	N/A	0%	N/A	0%	0%	0%	0%	0%	N/A			0%	0%	0%	0%
Cooking and Related Culinary Arts, General.	12	5	Growth		75-89		No	100%	Yes	40%	40%	60%	40%	60%	0%	100%	0%	67%	67%	0%	0%
Nursing Science.	51	2	Growth		75-89		No	0%	Yes	50%	50%	0%	0%	50%	50%	100%	100%	100%	50%	0%	0%
Business/Commerce, General.	52	12	Growth	Steady	90-100	90-100		83%		8%	0%	0%	0%	42%		75%	75%	50%	40%	0%	0%
Criminal Justice/Police Science.	43	5	Growth		90-100	0-25		20%		0%	0%	20%	20%	0%		0%	100%		100%	50%	0%

Category #1a:
We already have a version of this program, but are calling it something else

Category #1a - Truly Timeless (many Original Liberal Arts) Programs

- Economics
- Mathematics
- Physics
- Psychology
- Sociology
- Spanish
- English
- Creative Writing
- Biology
- Philosophy
- Political Science
- Music
- History
- Chemistry

Y tho?

Remember our Demand/Growth Matrix?

This is Why…

Aggregate Trend

Aggregate Demand

	Growth	Steady	Erratic	Decline	Unknown
Pinnacle (90th to 100th percentile demand)	14 Programs				
High (75th to 89th percentile demand)					
Medium (50th to 74th percentile demand)					
Low (26th to 49th percentile demand)					
Scarce (0 to 25th percentile demand)					

Category #2:
A program that branches from an existing program easily with minimal changes to the curriculum

Category #2 Program Recommendations

- Occupational Therapy Assistant
- Phlebotomy
- Retail Management/**Customer Success Management**
- Human Resource Development
  - Note – didn't grade off the charts, but did emerge as a tough-to-fill job, and we have followed the HR trend, which has gone similar to the paralegal emergence from several decades ago

We grouped 1a and 2 together given the narrow distance and/or uncertainties around the requirements for investment and growth

Category #1a & #2 Programs

Programs that Finished in Top Tier Performance Categories

	CIP Family	Count of Jobs	Program Trend - US	Program Trend- SC	Program Demand - US	Program Demand - SC	Winning Peer Program	Jobs >= Programs	No SC Degrees, but Jobs	MSA > 50 jobs	MSA > 100 Jobs	MSA Quotient > 1.5	MSA Quotient >2	Sav. MSA > 100 jobs	13.5% or more growth - US	13.5% or more growth - SC	NOT Auto. Risk	>25% assume Assoc.	>25% have Assoc.	>50% have Assoc.	Associate Typical Entry
Retail Management.	52	3	Steady		25-49		No	0%	Yes	67%	33%	33%	0%	67%	33%	67%	100%	0%	67%	0%	0%
Occupational Therapist Assistant.	51	2	Growth	Erratic	90-100	75-89		50%		0%	0%	0%	0%	0%		100%	100%		50%	50%	50%
Physical Therapy Technician/Assistant.	51	1	Growth	Steady	90-100	75-89		100%		0%	0%	0%	0%	0%		100%	100%		100%	100%	100%
Spanish Language and Literature.	16	3	Growth		75-89		Yes	0%	Yes	0%	0%	33%	33%	0%	33%	67%	100%		33%	0%	0%
Psychology, General.	42	5	Growth		90-100		Yes	20%	Yes	0%	0%	0%	0%	20%	20%	100%	100%		0%	0%	0%
Drama and Dramatics/Theatre Arts, General.	50	4	Growth		75-89		Yes	25%	Yes	0%	0%	0%	0%	0%	0%	50%	100%		50%	0%	0%
Liberal Arts and Sciences/Liberal Studies.	24	1	Growth	Growth	90-100	90-100		0%		0%	0%	0%	0%	0%				0%	0%	0%	0%
Mathematics, General.	27	6	Growth		90-100		Yes	0%	Yes	0%	0%	0%	0%	0%	33%	50%	100%		0%	0%	0%
Political Science and Government, General.	45	3	Growth		90-100		Yes	0%	Yes	0%	0%	0%	0%	33%	0%		100%		0%	0%	0%
Art/Art Studies, General.	50	5	Growth		90-100		Yes	0%	Yes	0%	0%	0%	0%	0%	0%	0%	100%		50%	0%	0%
Music, General.	50	2	Growth		75-89		Yes	0%	Yes	0%	0%	0%	0%	0%	0%	0%	100%		50%	0%	0%
Speech Communication and Rhetoric.	9	5	Growth		90-100		Yes	40%	Yes	0%	0%	0%	0%	0%	0%	0%	100%		0%	0%	0%
Sociology.	45	3	Growth		90-100		Yes	0%		0%	0%	0%	0%	33%	0%						0%

Category #3:
Programs with adjacencies to our current offerings but require additional consideration and investment

Category #3 Program Recommendations

- CADD & 3D Printing Technology/Digital Design – Hard to fill jobs in the area and a growing area, specifically in medicine
  - Note: There is no direct 3-D printing degree, but the stars align here with the trend, with what it is and will be doing in medicine, and what medicine is doing in your DMA
- Drafting/Design Engineering Technology
- Digital Media (can partner with Digital Design, but focus on Photoshop, Web, etc.)
- Human Computer Interaction (30.3101) – New and Emerging Field
- Media Studies (09.0102) or Digital Comm & Media/Multimedia (09.0702)
- Public Health (51.2201)
- Dietetics/Dietician (51.3101) & Dietician Assistant (51.3104)
- Radiographer (Radiologic Technology/Science – Radiographer – 51.0911)
- Sonography (Diagnostic Medical Sonography/Sonographer and Ultrasound Technician – 51.09100)

Category #3 Programs

Programs that Finished in Top Tier Performance Categories

	CIP Family	Count of Jobs	Program Trend - US	Program Trend- SC	Program Demand - US	Program Demand - SC	Winning Peer Program	Jobs >= Programs	No SC Degrees, but Jobs	MSA > 50 jobs	MSA > 100 Jobs	MSA Quotient > 1.5	MSA Quotient >2	Sav. MSA > 100 jobs	13.5% or more growth - US	13.5% or more growth - SC	NOT Auto. Risk	>25% assume Assoc.	>25% have Assoc.	>50% have Assoc.	Associate Typical Entry
Drafting/Design Engineering Technologies/Technicians, Other.	15	1	Growth		50-74		No	0%	Yes	0%	0%	0%	0%	0%	0%	100%	0%		100%	100%	100%
Public Health, General.	51	4	Growth		50-74		Yes	0%	Yes	0%	0%	0%	0%	25%	75%	100%	100%	0%	50%	0%	0%
Radiologic Technology/Science - Radiographer.	51	1	Growth		90-100		Yes	0%	Yes	0%	0%	100%	100%	0%	0%	100%	100%		100%	100%	100%
Diagnostic Medical Sonography/Sonographer and Ultrasound Technician.	51	2	Growth	Steady	90-100	25-49		50%		0%	0%	0%	0%	0%		100%	100%		50%	50%	50%
Dietetic Technician.	51	1	Steady		50-74		No	0%	Yes	0%	0%	100%	100%	0%	0%	100%	100%		100%	100%	100%
Dietetics/Dietitian.	51	2	Growth		50-74		Yes	0%	Yes	0%	0%	50%	50%	0%	0%	100%	100%	0%	50%	50%	50%

Category #4:

Programs with minimal-to-no adjacencies to current offerings and would be viewed as a new venture, *but are offered by someone, somewhere*

Category #4 Program Recommendations

- Automation, specifically focused in Business (Business/Office Automation/Technology/Data Entry – 52.0407)
  - Other Options: Automation Engineer Technology/Technician (15.0406) & Mechatronics, Robotics, and Automation Engineering (14.4201)
- Health Services Technology (focused on Counseling and Prevention Tech) – New and emerging trend and high demand in hospitals; erratic production, much to do with an institutions ability to run an efficient program
  - Substance Abuse/Addiction Counseling
  - Mental Health Counseling
  - Health Prevention
  - Health Work Professional

Category #4 Programs

Programs that Finished in Top Tier Performance Categories

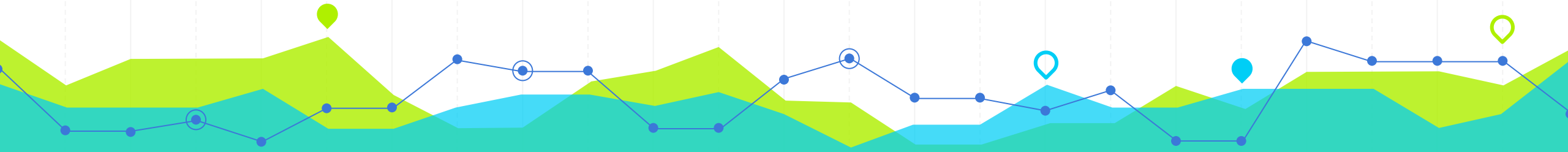
	CIP Family	Count of Jobs	Program Trend - US	Program Trend- SC	Program Demand - US	Program Demand - SC	Winning Peer Program	Jobs >= Programs	No SC Degrees, but Jobs	MSA > 50 jobs	MSA > 100 Jobs	MSA Quotient > 1.5	MSA Quotient >2	Sav. MSA > 100 jobs	13.5% or more growth - US	13.5% or more growth - SC	NOT Auto. Risk	>25% assume Assoc.	>25% have Assoc.	>50% have Assoc.	Associate Typical Entry
Mental Health Counseling/Counselor.	51	1	Growth		50-74		Yes	0%	Yes	0%	0%	0%	0%	0%	100%	100%	100%	0%	0%	0%	0%
Automation Engineer Technology/Technician.	15	1	Growth		75-89		Yes	0%	Yes	0%	0%	0%	0%	0%	0%	100%	0%		100%	100%	100%
Robotics Technology/Technician.	15	1	Steady		50-74		No	0%	Yes	0%	0%	0%	0%	0%	0%	100%	0%		100%	100%	100%

Category #5:
Programs with minimal-to-no adjacencies to current offerings and are not currently offered anywhere.

We have entered a Brave New World! These programs do not exist. We might be anticipating a market change, a unique need, or a specialized problem to solve. We are pioneers now!

Category #5 Programs

Yeah, we just aren’t here yet…



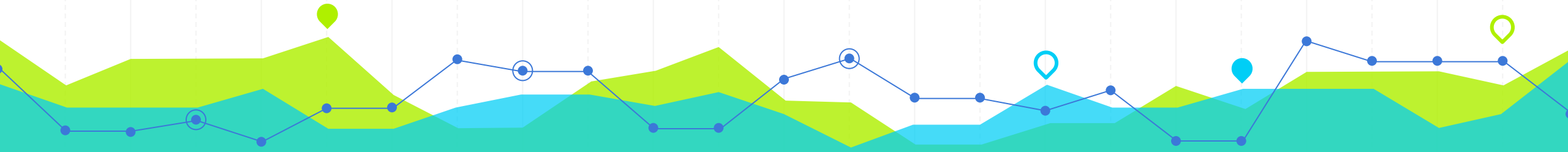
FINDING A SUSTAINABLE ENROLLMENT NUMBER

5

This tends to be the peace-making question once the answer comes to fruition

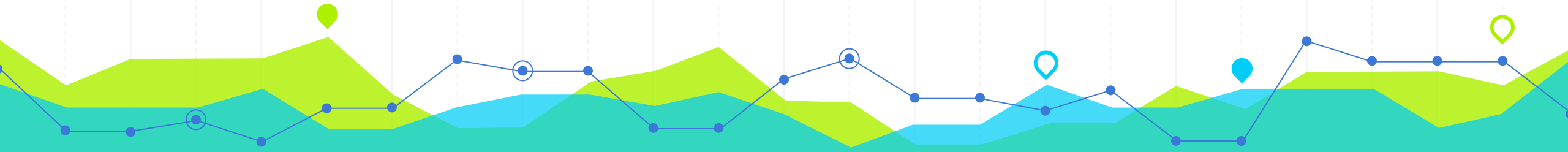
We run this model about fifteen different ways. Sometimes, the numbers come up with high variance, other times, the writing is on the wall.

This situation is the latter.



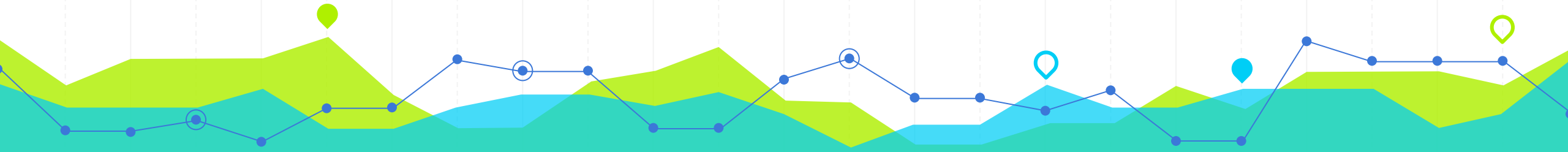
2,140

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.



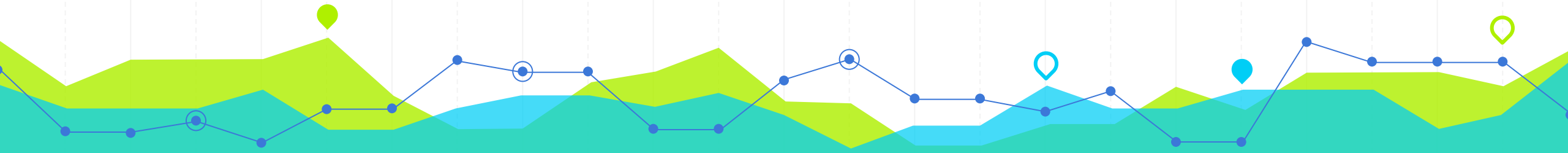
2,320

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 fairly comfortably.



2,740

Is the **Feasible Enrollment** number. This will require careful calculation, a **strategic planning committee with a strong strategic planning committee chair**, 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.



MARKETING STRATEGY 6

Executive Summary

Marketing Goal: To drive student application and enrollment conversions as well as retention rates at TCL.

Messaging: TCL offers guided career pathways through 1) 2-year associate degrees for in-demand jobs and 2) a bridge to transfer and complete a 4-year degree.

Audience: Millennial Melvin & Malorie, Pivoting Paul & Patty, Transitioning Trevor & Tina, Basement Bryan and Bridget

Marketing Mix: SEO, SEM, Content Marketing, OTT, Social Media Marketing, PPC, Email Marketing, Personal Outreach, Public Relations, Direct Mail, TV, Radio, Print

Journey & Content Alignment: Unique journey per persona

- Attract – make them aware and introduce to school and program(s)
- Inquire – nurture to request information by educating on program offerings, benefits, FAQs, and testimonials - all personalized as best as possible using data we know about them
- Apply/Enroll – nurture to complete admissions form with more information on personal benefits to degree, benefits of program, testimonials, personal calls to answer questions, etc.
- Register – encourage to register for classes with personal calls and emails from student success team to move student through process to enroll

Marketing Mix

Public Relations

Content Marketing
- Videos
- Photos
- News Articles
- Tips/Guides
- Blog Posts
- Infographics
- Ads

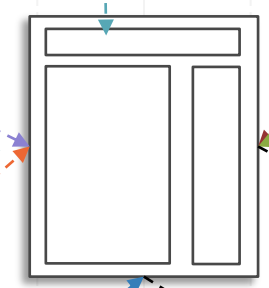
"Traditional"
- Radio
- TV
- Print
- Direct Mail

Social Media Marketing
- Facebook
- Instagram
- YouTube
- Twitter

Search Engine Marketing
- Google Display Network
- Google Ads

Search Engine Optimization
- Content Marketing
- On-page SEO
- Off-page SEO
  - Link Building
  - Social Sharing
- Guest Posting
- Keyword Optimization
- Page Performance Optimization

Website / Landing Page



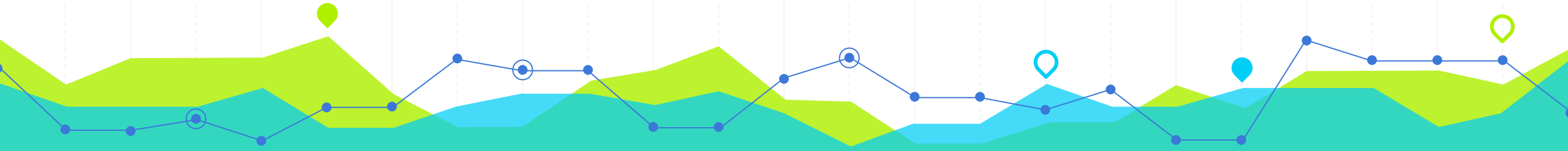
Over-The-Top (Streaming)
- Amazon Prime
- Hulu
- Pandora

Pay Per Click
- Google
- Facebook
- Instagram
- YouTube

Email Marketing
- Nurture
- Retention
- Systematic/ Transactional

Personal Outreach

Tracking
- Clicks
- Conversions
- Traffic
- Pageviews
- Bounce rates



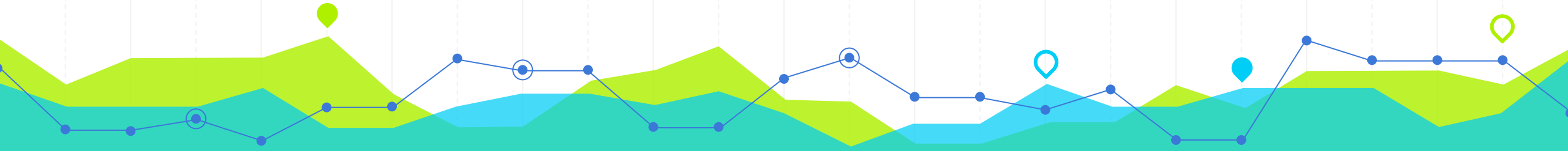
Content, Channel & Campaign Strategy

Content Messaging Strategy

	Attract	Inquire	Apply/Enroll	Register	Retain
Journey Questions	• Who is TCL? • What are they offering? • Why do I need this/care/value to me? • How can I get an education online at an affordable cost? • What degrees offer good jobs in my area? • How do I know I'll get a job? • What is the quickest way to a better career? • How do I get a degree with my busy schedule?	• Why is TCL right for me? How can I trust them? • Do I qualify for this program? • Which degree is best for me? • How is TCL's offering different? • Will this fit in my schedule? • What are the advantages of a 2-yr vs. a 4-yr degree? • Will my credit transfer? • What if I only want to take one or two courses?	• How does this process work? • What information is needed from me? • How do I apply for Financial Aid? • Am I really going to benefit from this? • How can I get answers to my questions? • What happens if/when I enroll? • Will my credits transfer?	• How does this process work? • When do I need to pay? • What if I want to switch a course? • When do I need to have certain documents to TCL? • What if I can only go part-time? • Am I really sure I want to do this?	• What's the latest news on TCL? • Anything important I need to know about? • Any changes to my degree I should be aware of?
Messages	• Make a change / make the next move • In-demand jobs • Accredited and Not-for-Profit • 2-year associates degree • Bridge to a 4-year degree • Scientifically selected degrees based on job demand in your area	• Accredited and Not-for-Profit • In-demand jobs • Online classes for flexible schedule • Scientifically selected degrees based on job demand in your area • 2-year associates degree • Bridge to 4-yr degree • Credit transfer available	• Easy enrollment and registration • Financial Aid / Tuition FAQs • Future employment benefits stats • Checklist of required documents • Student success stories • Answers to FAQs • Credit transfer available	• Easy registration • Timeline and checklist of required documents • Future employment benefit stats • Answers to FAQs	• Newsletters • Reminders of important events and milestones • TCL updates • Happy Birthday emails • Holiday emails • Updates on job outlook / degree-industry news • Tips & Tricks / Did You Know / Helpful support

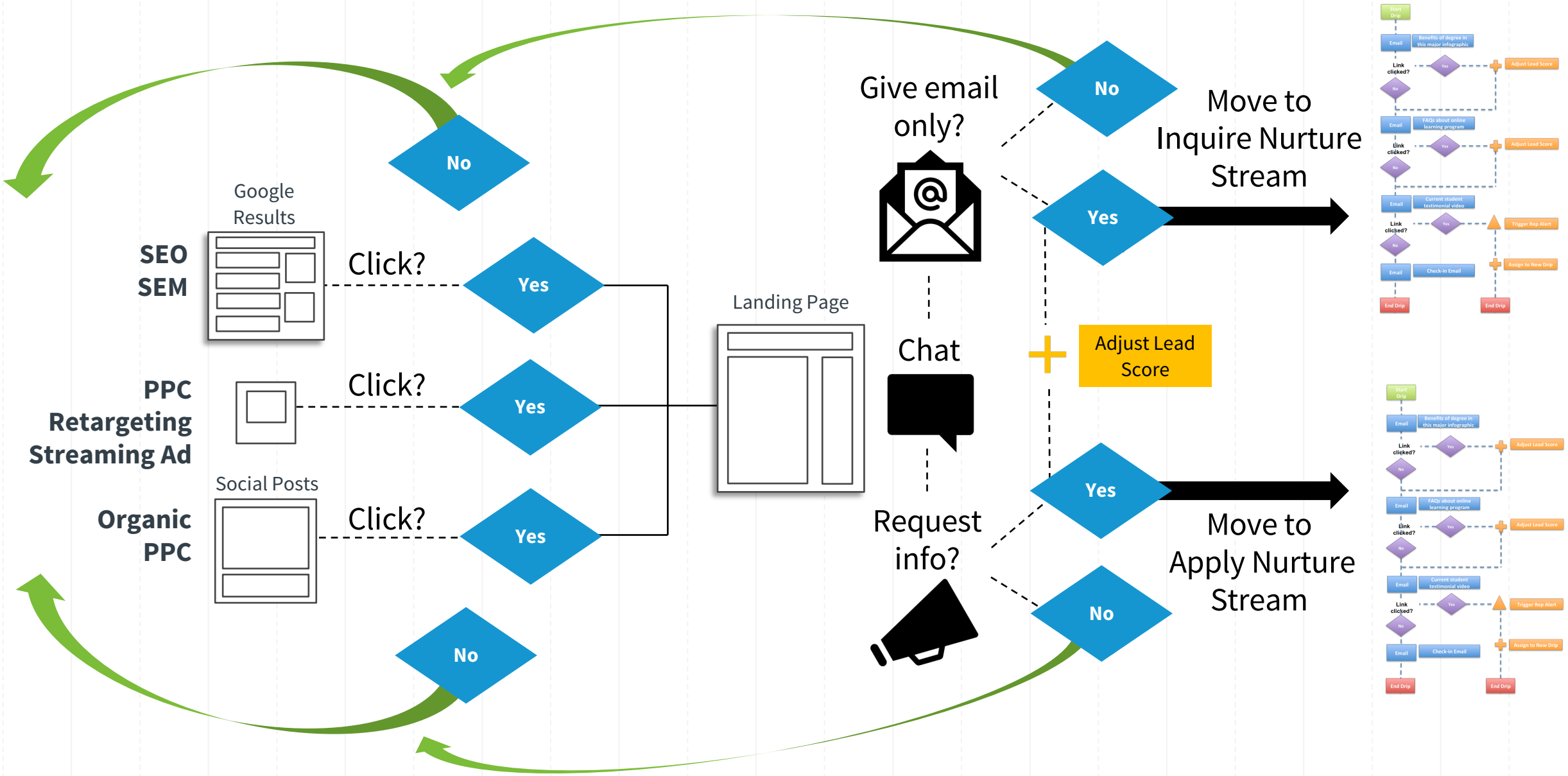
Content-Channel Strategy

	Attract	Inquire	Apply/Enroll	Register	Retain
Content Medium	Videos Social Media Posts Social Photos New Articles Assessments PDFs (Tip Sheets / Checklists / Guides / FAQs) Blog Posts Infographics Ads	Videos Social Media Posts Social Photos New Articles Assessments PDFs (Tip Sheets / Checklists / Guides / FAQs) Blog Posts Infographics Ads Email	Videos PDFs (Tip Sheets / Checklists / Guides / FAQs) Email	Videos PDFs (Tip Sheets / Checklists / Guides / FAQs) Email	Videos PDFs (Tip Sheets / Checklists / Guides / FAQs) Email
Channels & Tactics	1. Facebook • Organic & PPC 2. Instagram • Organic & PPC 3. YouTube • Organic 4. Google • SEM, PPC (Google Ads, Display, Retargeting) 5. OTT • Paid streaming ads 6. Chat 7. Public Relations	1. Facebook • Organic & PPC 2. Instagram • Organic & PPC 3. YouTube • Organic 4. Google • SEM, PPC (Google Ads, Display, Retargeting) 5. Chat 6. Direct Mail	1. Facebook • Organic 2. Instagram • Organic 3. YouTube • Organic 4. Chat 5. Email • Nurture Campaigns 6. Personal Outreach • Call & Text	1. Chat 2. Email • Nurture Campaigns 3. Personal Outreach • Call & Text 4. Direct Mail	1. Facebook • Organic 2. Instagram • Organic 3. YouTube • Organic 4. Chat 5. Email • Retention Campaigns 6. Personal Outreach • Call & Text 7. Public Relations 8. Direct Mail

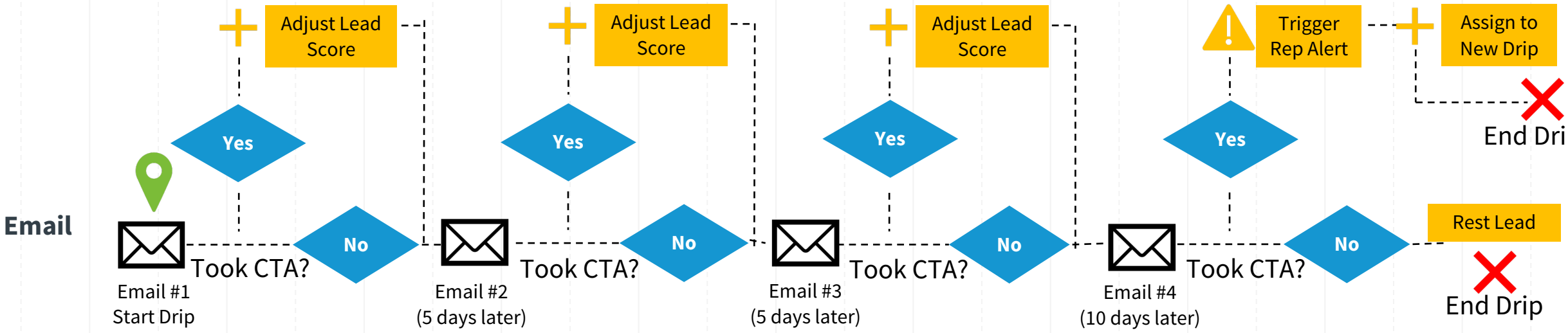


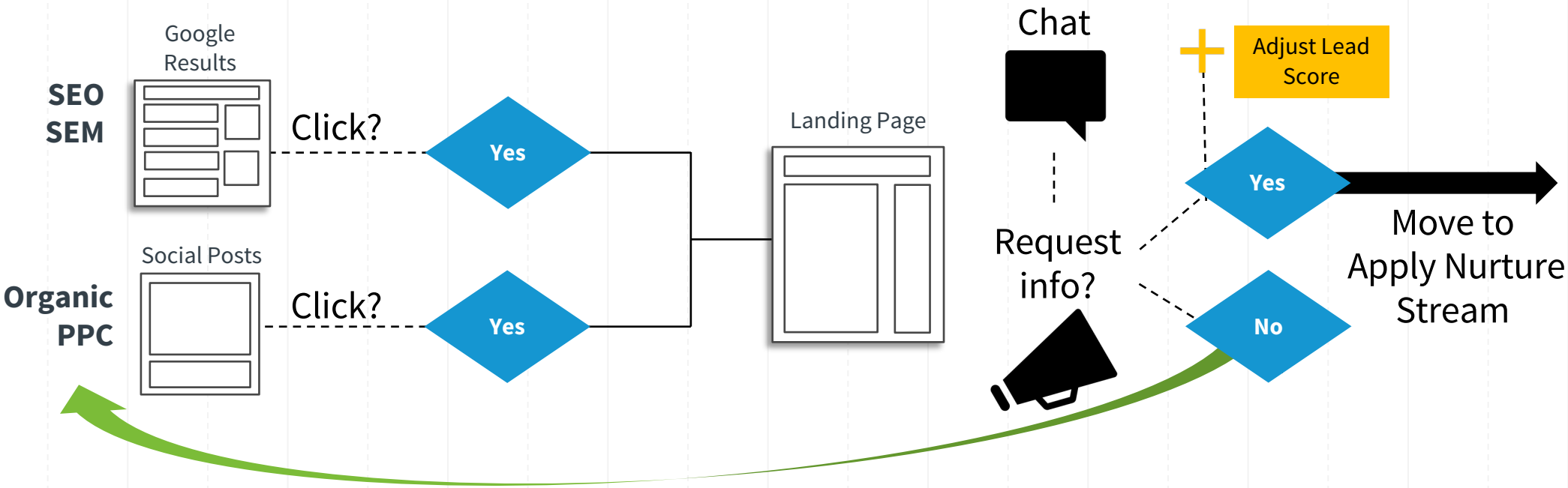
Student Journey Framework

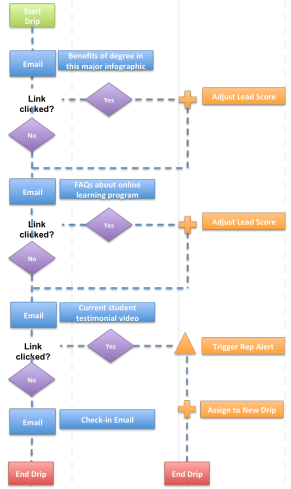
Attract


Google Results
SEO
SEM
Click?
Yes
No
PPC
Retargeting
Streaming Ad
Click?
Yes
Social Posts
Organic
PPC
Click?
Yes
No
Landing Page
Give email only?
No
Move to Inquire Nurture Stream
Yes
Chat
Adjust Lead Score
Request info?
Yes
Move to Apply Nurture Stream
No

Inquire


Email
Adjust Lead Score
Yes
No
Took CTA?
Email #1
Start Drip
Email #2
(5 days later)
Email #3
(5 days later)
Email #4
(10 days later)
Trigger Rep Alert
Assign to New Drip
End Drip
Rest Lead
End Drip


SEO
SEM
Google Results
Click?
Yes
Organic
PPC
Social Posts
Click?
Yes
Landing Page
Chat
Request info?
Adjust Lead Score
Yes
No
Move to Apply Nurture Stream



Apply/Enroll

SEO
SEM

Google Results

Click?

Yes

Organic
PPC

Social Posts

Click?

Yes

Landing Page

Chat

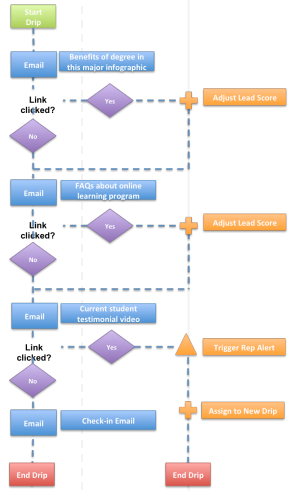
Apply?

Trigger Rep Alert

Yes

No

Move to Register Nurture Stream



Email

Adjust Lead Score

Yes

No

Took CTA?

Email #1
Start Drip

Email #2
(3 days later)

Email #3
(5 days later)

Email #4
(5 days later)

Trigger Rep Alert

Assign to New Drip

End Drip

Rest Lead

End Drip

Register

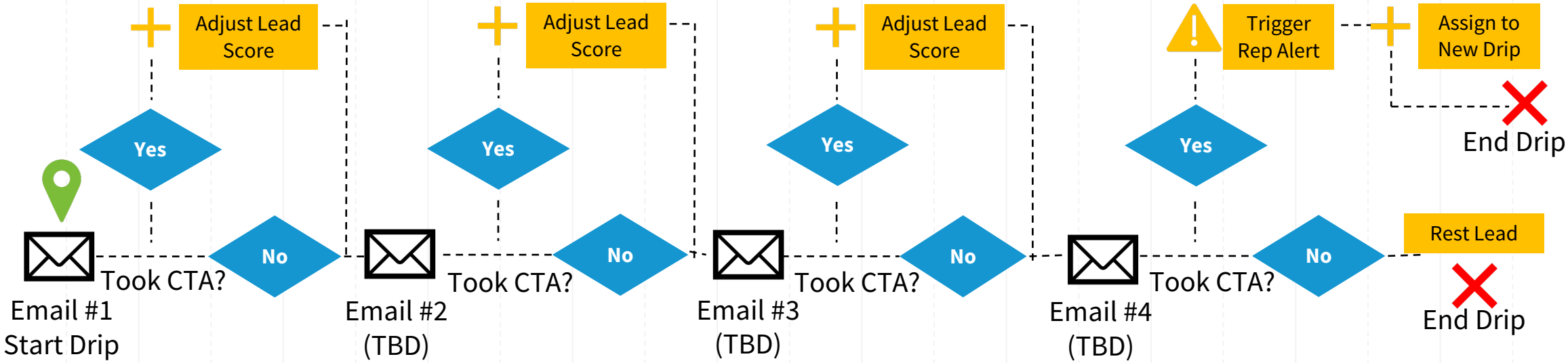
Text

Need process mapping

Call

Need process mapping

Email



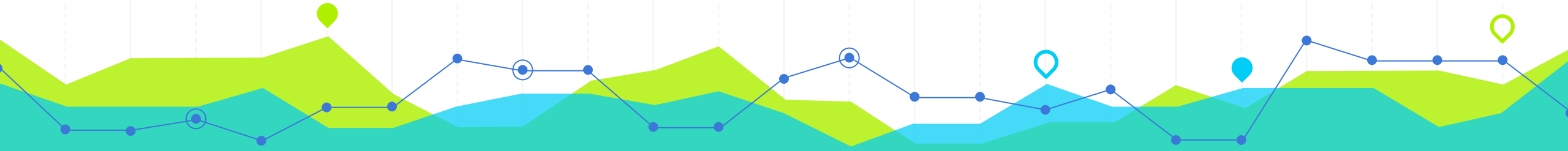
Retain

Upon successful enrollment and registration, students will continue to be communicated to with content valuable to them at this phase via social media, email and personal outreach to keep them engaged with TCL throughout their student experience.

The students will be moved into a Retention email campaign to receive content such as:

- Newsletters
- Reminders for important events and milestones
- TCL updates
- Happy Birthday emails
- Holiday emails
- Updates on job outlooks and degree-industry related news
- Tips & Tricks / Did You Know / Helpful support information

Layered on top of these emails will be any systematic or transactional email notifications (e.g. deadlines, financial aid, bills, sign up reminders, etc.).



Lead Scoring & Tracking

Lead Scoring & Tracking

Lead Scoring Metrics

Demographics, actions and behaviors flagged:

- Social interactions
- PPC interactions
- Website visits
- Website pageviews
- Website form fill outs
- Website videos watched
- Content consumed
- Emails opened
- Emails clicked
- Personal outreach responses

CRM Integrations

Lead handoff from Marketing to Student Success:

- Lead score thresholds – when to pass off
- Content and lead information – what the team has to help the student (knowledge about the student and content topic for the student)
- Interactions with student and thresholds for activity – when to send a lead back to Marketing for further nurturing
- Conversion rates (applications and enrollments) – feeds back to CRM to mark lead as closed and move to appropriate email stream

Content & Website Metrics

- Conversion tracking and Google Analytics goal completions
- Pageviews
- Bounce rates
- Traffic (direct, referral)
- Keyword ranking
- Blog subscribers
- Blog views and blog conversions
- Top-performing video assets - views
- Top-performing offers - clicks
- Landing page performance – conversion rates

MILLENNIAL MELVIN & MALORIE

persona 1

MARKETING CONSIDERATIONS

Channels

Digital Ads (mobile)

Text

Social – Facebook

OTT Streaming Services (i.e. Pandora, Hulu, Amazon Prime)

Ideas for Creative

Gaming/Sports

Hanging out with friends or roommates

Cooking at home

BIO

Most likely living alone (67%). Markedly lower income and net worth. Living paycheck-to-paycheck. Some college (47%) and high school (39%). Lower Beaufort – 65% Beaufort County; 11% Jasper; 9% Hampton

More likely to work for a small company. Job switchers. Not retired and not military. Highly price conscious. Future investors. Online degree seekers.

Technologically savvy and heavy mobile. Lives online. Heavy social and highly active on Facebook.

AGE

22 (25th percentile) | 28 (median) | 33 (75th percentile)

STATUS

SINGLE

80% unmarried

GENDER

77% | 23%

HOME

LIVING ALONE

63% SFDU • 20% Mobile

DIVERSITY

FINANCIAL

LOW INCOME & NET WORTH

Living paycheck-to-paycheck

Variable Debt / Heavy Student Loans

SHARE

38% of target population

Largest Persona

TECH

HEAVY SOCIAL & MOBILE

Facebook Brand Active;

Streamers & Cord Cutters

PIVOTING PAUL & PATTY

persona 2

MARKETING CONSIDERATIONS

Channels

OOH (i.e. Billboards)

Radio

TV

Ideas for Creative

Cooking at home

Congregating with Church friends (i.e. reading devotion, singing or listening to gospel or Christian music

BIO

Markedly lower income and net worth. Variable debt. Living paycheck-to-paycheck.
Healthy mix of Blue and White Collar work. More likely to work for a smaller company.
Not retired, not military.
At the household level, 60% high school and 25% some college. Lowest Beaufort – 49% Beaufort County; 20% Hampton; 15% Jasper; 10% Colleton.
Big into church and Christian music. Price conscious. Balance of cooking at home and fast food restaurants.

AGE

21 (25th percentile) | 34 (median) | 52 (75th percentile)

STATUS

50:50 SINGLE to MARRIED

50:50 kids, but largely child of another within household

GENDER

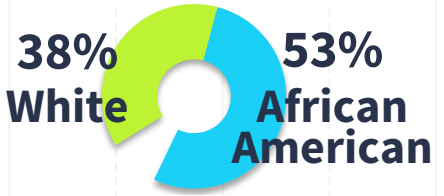
72% | 28%

HOME

MOBILE HOME

Highest mobile home 34% | 58% SFDU

DIVERSITY



FINANCIAL

LOW INCOME & NET WORTH

Living paycheck-to-paycheck
Variable Debt / Heavy Student Loans

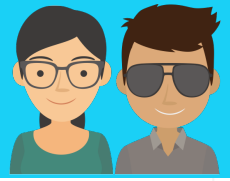
SHARE

15% of target population

TECH

UNKNOWN ONLINE ACTIVITY

Tech is lower in association than any other group by far.



TRANSITION TREVOR & TINA

persona 3

MARKETING CONSIDERATIONS

Channels

Digital Ads (mobile)

Social – Facebook, Twitter and Pinterest

TV

Radio

Ideas for Creative

Reading

Watching sports, especially football

Engaging in DIY projects at home

Volunteering in the community with children or cancer causes

Cooking at home

Pets

BIO

Showing signs of moving up financially and predicted to continue. Some later starter families. Higher proportion of White Collar work at larger company if not Small Business Owner. Higher percentage of Military and Retired Military. Some college (38%) and high school (35%). Lower Beaufort – 70% Beaufort County and spread out at 5%-6% among the other four primary counties.

Technologically savvy and heavy mobile. No preference of social platforms. NOT cord cutters. Avid readers. Price conscious. Gamers and pet owners.

AGE

22 (25th percentile) — 27 (median) — 37 (75th percentile)

STATUS

LARGELY MARRIED

Or living with partner and heavily children households.

GENDER

72% | 28%

HOME

HOMEOWNERS

80% SFDU • 15% Mobile homes

DIVERSITY

FINANCIAL

MIDDLE TO UPPER MIDDLE CLASS

Median income $90K

SHARE

16% of target population

TECH

HEAVY SOCIAL & MOBILE

NOT Cord Cutters

BASEMENT BRYAN & BRIDGET

persona 4

MARKETING CONSIDERATIONS

Channels

Digital Display (Amazon, Uber and Lyft)

Text

Social

OTT Streaming Services (i.e. Pandora, Hulu, Amazon Prime)

Ideas for Creative

Use technology and wearables (i.e. show someone wearing Apple Watch or Air Pods)

Future traveling for work

BIO

Most likely living at home with parents. Parents make highest income of all persona groups. Used to the finer things from mom and dad: early tech adopter, wearables, digital subscriber.

Technologically savvy and heavy mobile. Not as active on social. Heavy apps uses like Uber, Lyft and Amazon Prime. Highest Beaufort – 84% Beaufort County with another 5% out of state.

AGE

20 (25th percentile) | 27 (median) | 39 (75th percentile)

STATUS

PARENTS MARRIED

While kids largely single or living with partner.

GENDER

52% | 48%

HOME

LIVING WITH PARENTS

95% SFDU

DIVERSITY

FINANCIAL

UPPER-MIDDLE CLASS INCOME

Mainly parents' income
Highest net worth and investments

SHARE

31% of target population

TECH

MOBILE EVERYTHING

Wearables.
Heavy Early Tech Adopters.

Marketing Considerations for University Transfer Program

The “University Transfer” target is very narrow

Let’s break down the numbers

Consumer knowledge has caught up to knowledge and relevance of price point

It is common that resources are spent each year on people who already know of the options of the local technical college and if it is a fit for their goals

A little more than 3 million students graduated high school in 2018

Source: BLS.gov

~70% went off to college the following fall

Source: BLS.gov

Among those ~70% enrolling in college, two of three enrolled in a four-year institution

(Note: this matches up closely with IPEDS as well)

Source: BLS.gov

So, roughly 45% of students are going to end up at a four-year institution anyway

(which is up from 39% the last time we did this assessment)

Source: BLS.gov

There are roughly 3,200 current HS Juniors and Seniors enrolled in Beaufort County

Source: Beaufort County Schools

Assuming they all graduate, more than 1,400 will go off to a four-year college

Source: BLS.gov

In the same equation, about 475 will end up at a two-year college.

Close to 200 ended up here from a traditional HS age (16 - <20) in this same window, which means the remaining will show up eventually.

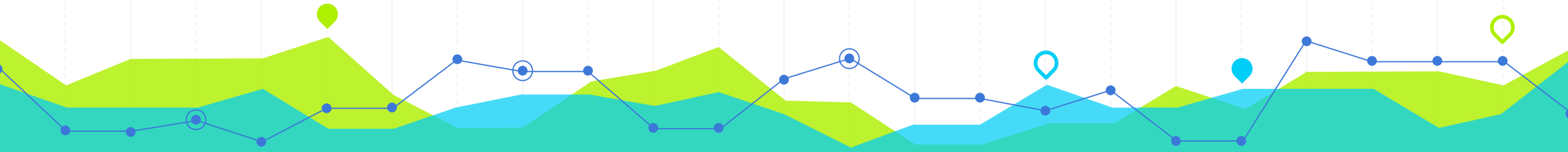
But, the roughly 200 is only 20% of your current two-year degree enrollment in the same time window.

So, if of 3,200, ~1,400 are going to end up at a four-year school out of the gate, and you likely serve about 300 of them in dual enroll as it were (in essence, servicing the two-to-four for one-in-five anyway), and only about a quarter of everyone who will end up eventually aren't getting there yet, is this the right target?

Oh, and then there's this...

While those that need you the most aren't targeted at all

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?

The following populations exist in TCL footprint by age range:

20-24

- ~3,650 total population • Enrolled 290 (Fiscal 2018) » ~8% of this age group.
- This has the potential to reach ~15% based on national data.

25-29

- ~8,600 total population • Enrolled 153 (Fiscal 2018) » ~2% of this age group.
- Possibly reach ~8%, so to grow would require offering specialized degree offerings.
- Position in lifecycle creates more of a challenge. Pivot and/or growth potential to desired future state.

30-34

- ~11,500 total population • Enrolled 98 (Fiscal 2018) » <1% of this age group.
- Getting to ~6% is feasible, but has to be fit for their needs and where they are in career lifecycle.
- Public Two-Year College Enrollment accounts for roughly **28%** of all undergraduate student enrollment in the 30+ age bracket.

Schools with greatest decline have a more common message than other two-year colleges (among Matching Schools)

Marketing Recommendations

- Hire a Communications Coordinator with strong writing abilities to assist with webpage and other marketing copywriting, social media marketing, email marketing, etc.
- Hire professional public relations expertise to overcome barrier with local media
- Incorporate landing pages with tracking pixels into enrollment campaigns (Google Ads, OOH, etc.)
- Ensure Google Analytics is correctly tracking the source of engagements across campaigns and channels
- Setup lead scoring to automatically move prospects through nurture drip campaigns
- Build out Retention campaign and schedule of communication
- Consider installing chatbot
- Consider consolidation of department websites (the college vs tutoring and the library who have a lot of content the college doesn't)
- Create workflows with new technology system to consolidate student data into one system of record
  - Needs to function as CRM for entire student journey
- Work with platform admin to create HTML nurture emails in the communication management
- A/B Test ads to optimize effectiveness of ad efforts
- Strategic Marketing Committee to advise, optimize and expand efforts

Recommendations

- Advisory committees for marketing, enrollment and program
- Build data culture with technology platforms that connect for streamlined student journey
- Test, learn, optimize and expand efforts
- Optimize course offerings around profitable but high value paths
- Optimize faculty (part-time versus full-time)
- Optimize course delivery (modality; course times) around target students
- Know your audience
- Offer students a degree they're proud to tell others about (brand value of offerings)
- Fix your leavers – predict who they are, then watch them
  - Same with prospects
- Drop unnecessary certifications
- Mind the magic window
- Health, Tech and Business
- Cyber / 3D Printing / Customer Service / Office Management
- Don't overspend on dual enroll and University Transfer program
- "Advanced Associate" path – dual degree path with minimal additional courses in complementary fields (i.e., STEM plus business)

THANKS!

Any questions?

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