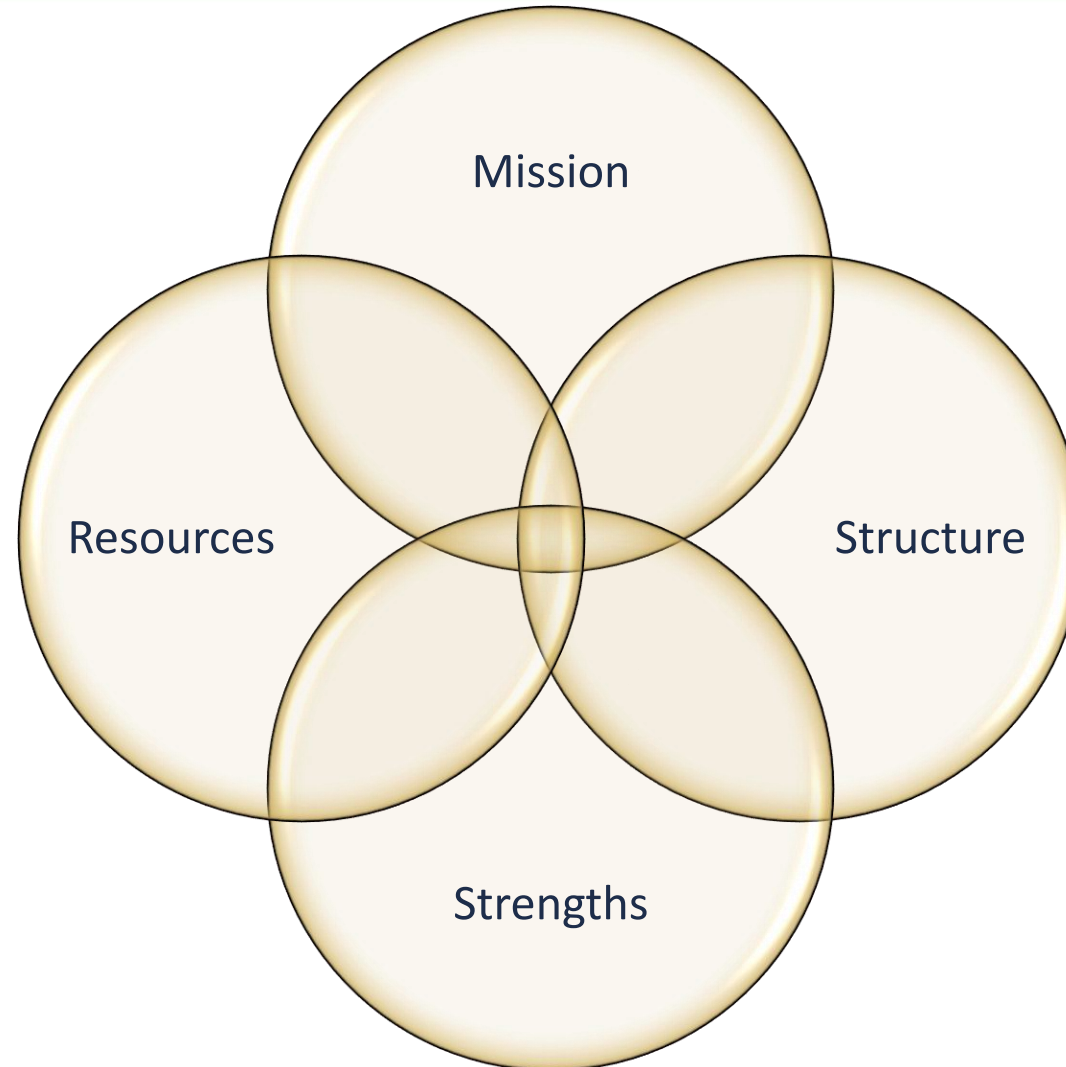


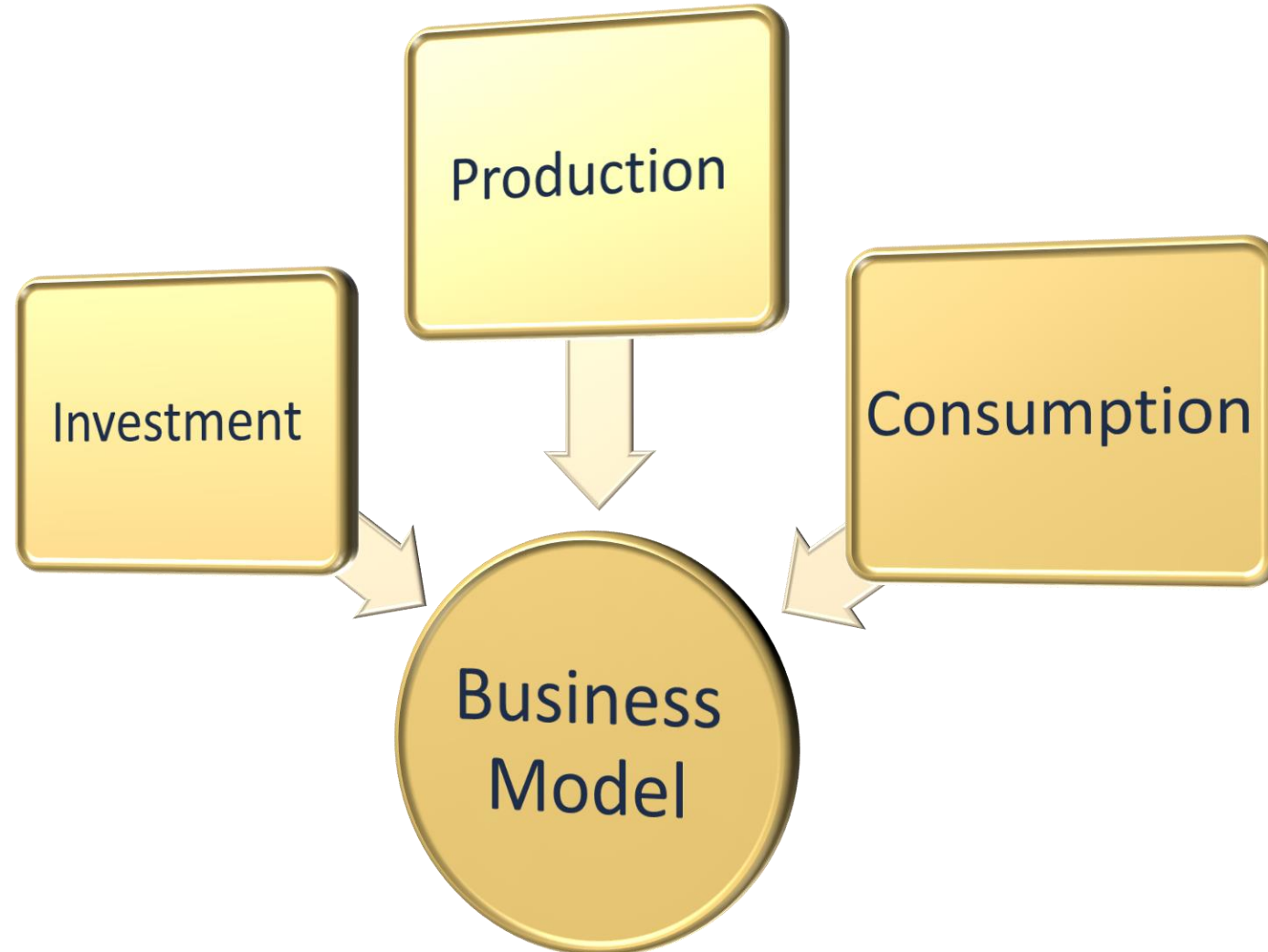
The background features a dark blue field with several thin, light blue diagonal lines. On the left side, there is a complex pattern of many thin, yellow, curved lines that overlap and create a sense of depth and movement. A few thicker, solid yellow lines also cross the frame diagonally.

Financial Strategies That Reflect Current Trends in Higher Education

New England Commission of Higher Education
December, 2019



WHAT IS AN INSTITUTIONS ECONOMIC MODEL?





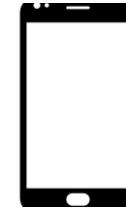
DEMOGRAPHIC SHIFTS

Midwest and
Northeast
Hardest Hit



NET TUITION

Discount Up
Unmet Need Up



GENERATION Z

Overconnected
Overwhelmed



Using data



New programs and services through diverse delivery methods



Focus on net revenue versus headcount



Build new partnership and sponsorship opportunities



Budget Projection Model linked to ROI

REVENUE – EXPENSE = MARGIN / NET REVENUE

**WHAT PROGRAMS CURRENTLY PRODUCE HIGHER
NET REVENUE?**

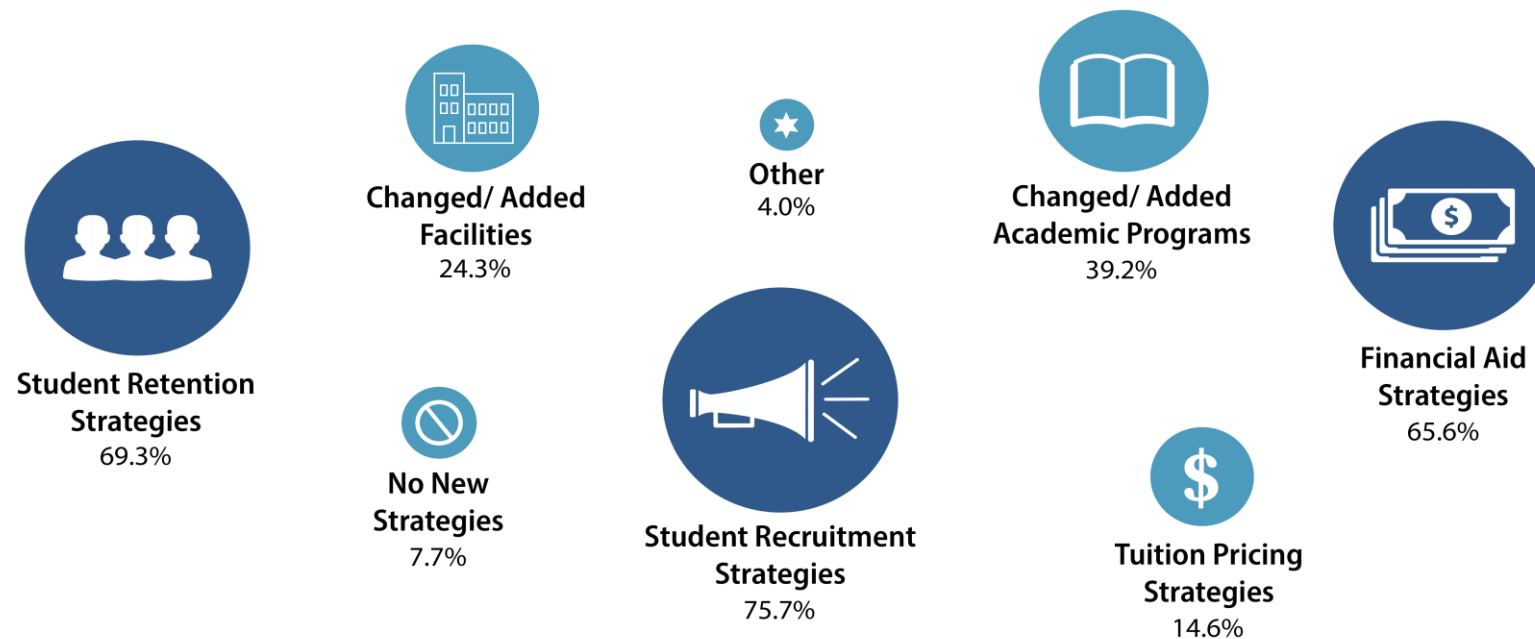


DO THEY LINK WITH MARKET OPPORTUNITIES?

**WHAT TARGETED MARKETING AND RECRUITMENT
ACTIVITIES CAN BE DONE?**

Independent Institutions Used Many Strategies to Increase Net Tuition Revenue in FY 2018

Percent of institutions that used or implemented strategies to increase net tuition revenue in FY 2018, by strategy type

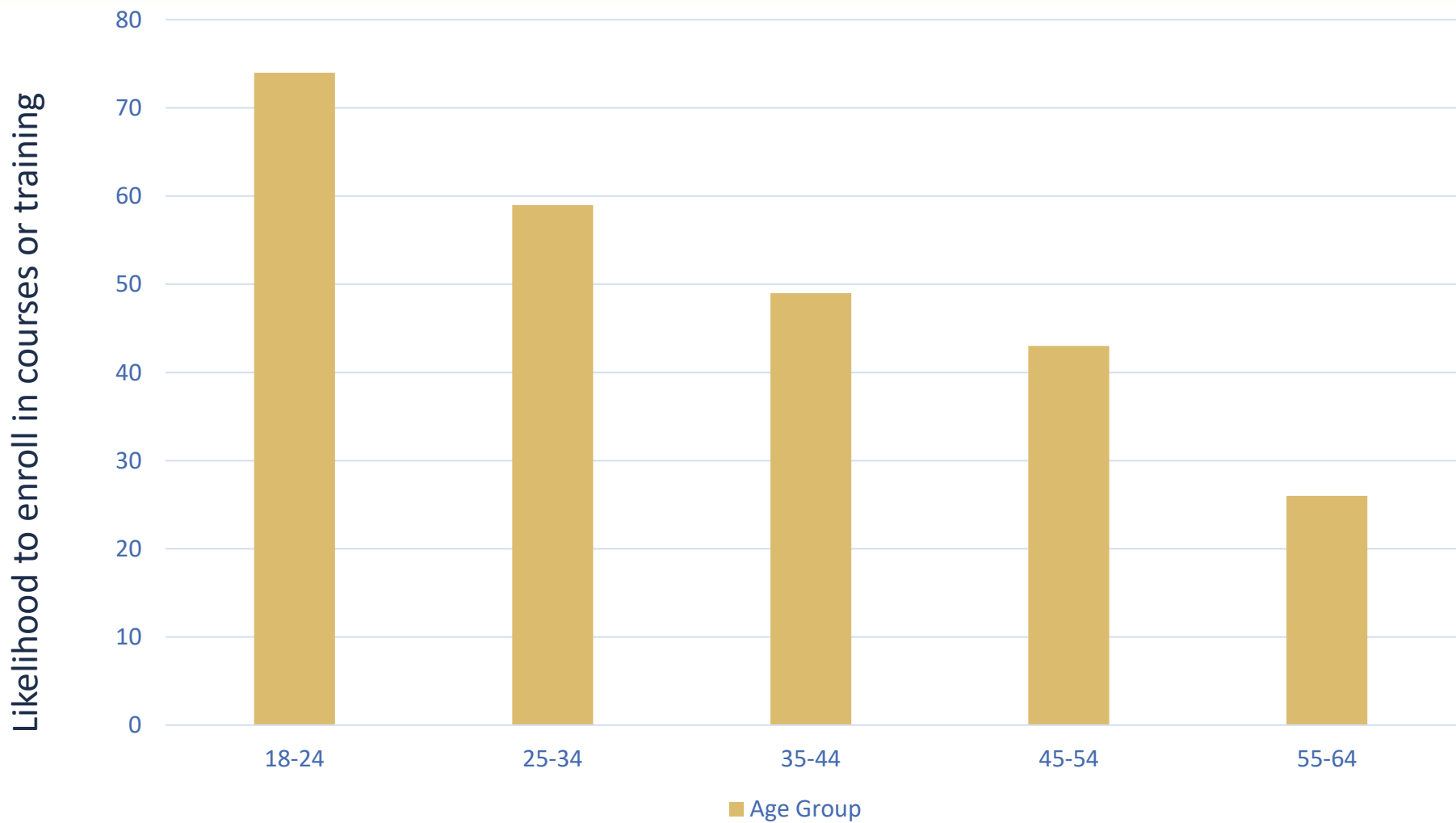


Source: "2018 NACUBO Tuition Discounting Study," National Association of College and University Business Officers, 2019.

60 MILLION ADULTS WITHOUT DEGREES LIKELY TO ENROLL WITHIN 5 YEARS



CONSULTING

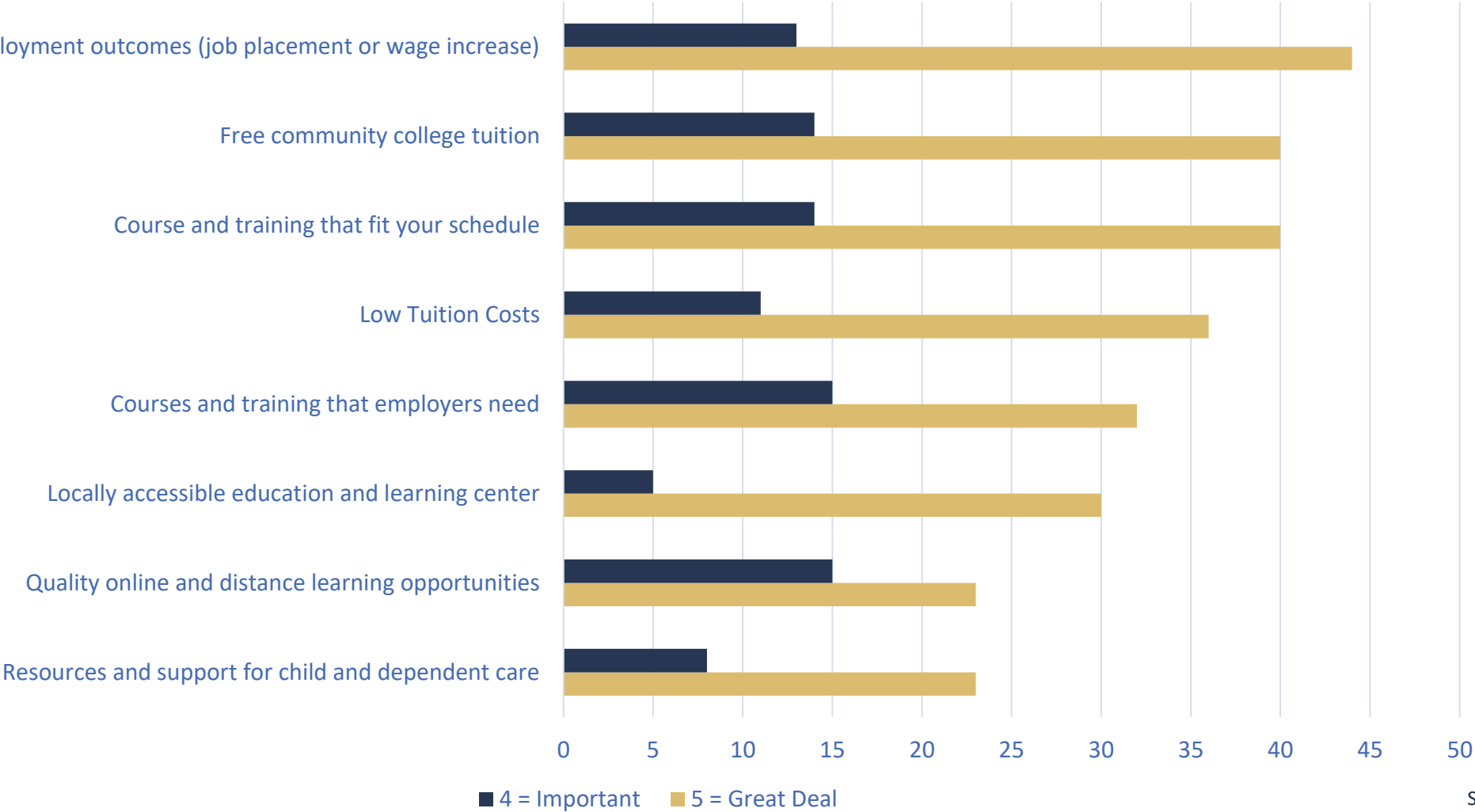


Strada – Gallop, 2019

CONNECTION WITH EMPLOYERS

5 = Great Impact; 1 = no or low impact

Likely to enroll



Strada – Gallop, 2019



NACUBO
CONSULTING

Sacred Heart University



Contemporary in spirit and thinking and rooted in the liberal arts and Catholic intellectual traditions, with a mission to educate the whole person while preparing students to lead and serve in the world today

- Located in Fairfield, CT with campuses in Luxembourg and Dingle, Ireland
- 8,958 students:
 - 5,974 undergraduates
 - 2,984 graduate students
- More than 80 undergraduate, graduate, doctoral and certificate programs, including online degree programs, in six distinct colleges and two schools



Sacred Heart
UNIVERSITY

Growth Initiative

- Build and maintain an entrepreneurial culture
- Faculty engagement- communication
- Strategy to develop new graduate programs
- SHU Online, Strategic acquisition of a 2-yr college
- Investment in faculty and facilities to support quality programs
- Graduate programs becoming a draw for undergraduate applicants
- iHUB / TechStars – building an ecosystem
- Student Activities/engagement

Easier said than done...

- Funding mechanism exempt from budget pressure
- Field of Dreams fallacy
- Timing is everything
- Shelf life is shortening
- Barriers to entering the market aren't what they used to be
- Institutionalized sustainability metrics



NACUBO
CONSULTING

Northern Essex Community College

FAST FACTS 2019



TOTAL 1,051

NUMBER & TYPE OF COLLEGES (2019)¹

Public	Tribal	Independent
941	35	75

AVERAGE:28
MEDIAN:24

51%

<21

39%

22-39

10%

40+



FAST FACTS 2019

FAST FACTS 2019

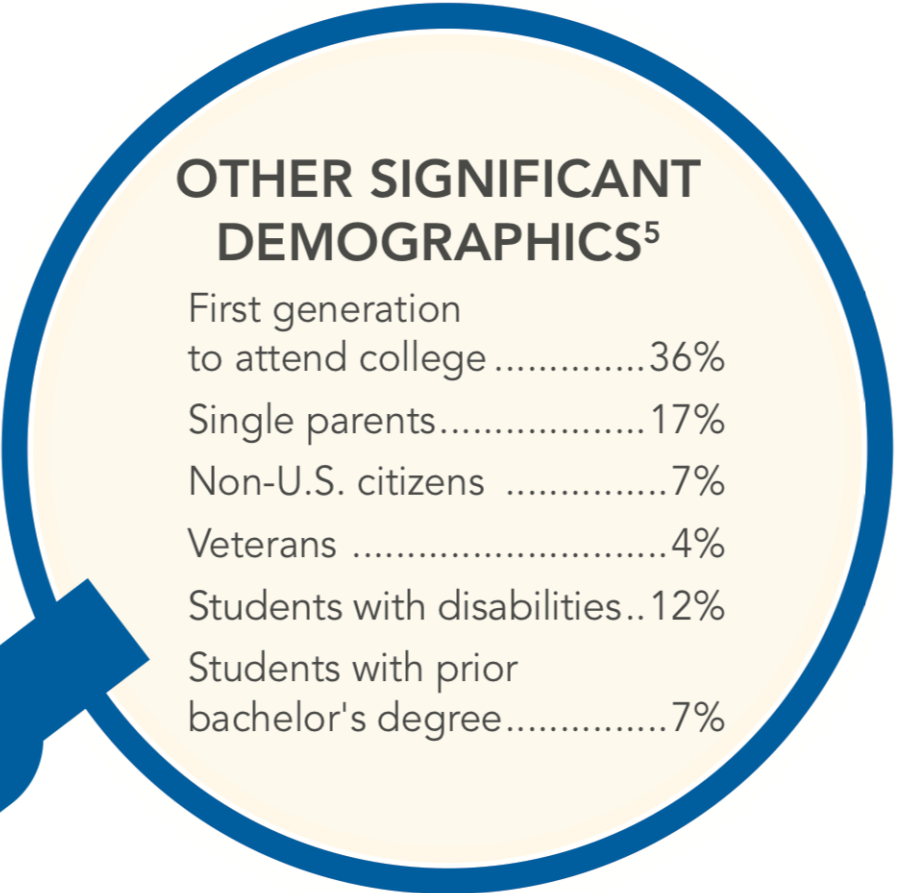
FULL TIME
2.6M 37%



PART TIME
4.5M 63%

FAST FACTS 2019

OTHER SIGNIFICANT DEMOGRAPHICS⁵



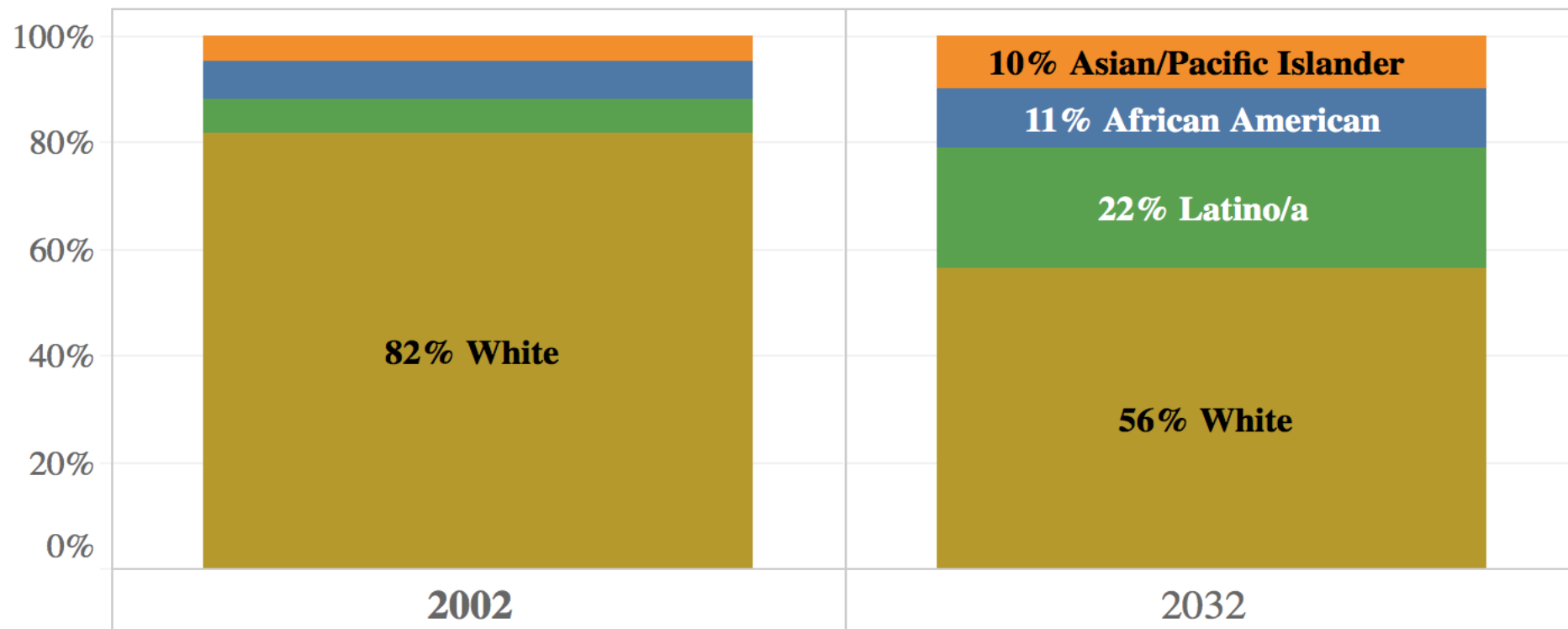
First generation to attend college	36%
Single parents.....	17%
Non-U.S. citizens	7%
Veterans	4%
Students with disabilities..	12%
Students with prior bachelor's degree.....	7%

DEMOGRAPHICS OF STUDENTS ENROLLED FOR CREDIT²

HISPANIC.....	24%
BLACK	13%
WHITE.....	47%
ASIAN/PACIFIC ISLANDER.....	6%
NATIVE AMERICAN	1%
2 OR MORE RACES.....	3%
OTHER/UNKNOWN....	4%
NONRESIDENT ALIEN.....	2%

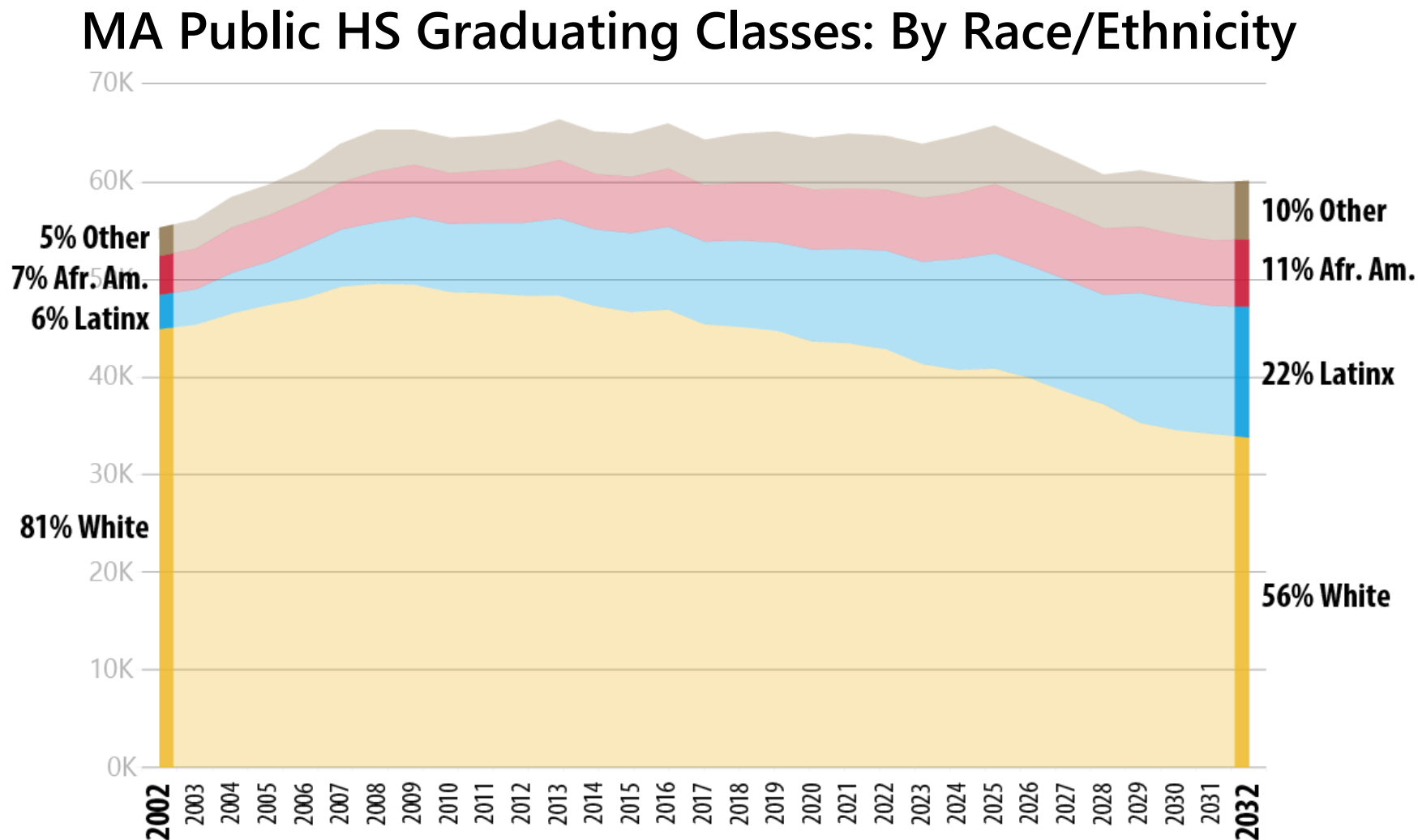
Closing the Gap: Latino/a Success

Demographics of New Massachusetts Public High School Graduates—2002 vs. 2032

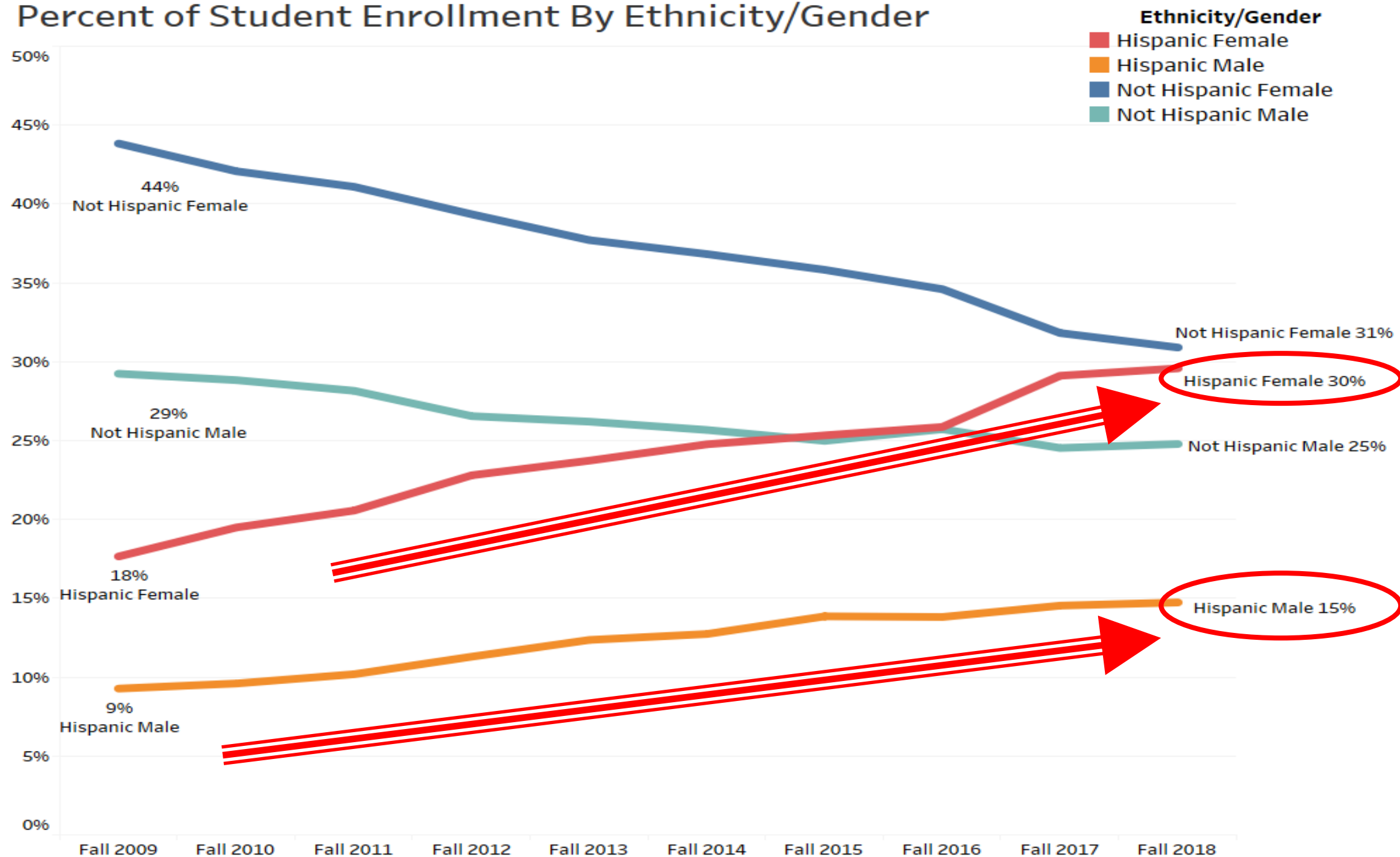


Source: Western Interstate Commission on Higher Education, "Knocking at the College Door: Projections of High School Graduates Through 2032." <https://knocking.wiche.edu/>

By 2032, nearly 1 in 4 students in the pipeline will be Latino



Percent of Student Enrollment By Ethnicity/Gender



The Equity Imperative:

1. Massachusetts has one of the worst Latino-White college attainment gaps in the nation
2. NECC serves one of the largest Latino populations in Massachusetts
3. That population is *growing*, at a time when every other student demographic is shrinking

NECC is uniquely positioned to ***close the student success gap between Latino and white students***

When we close the gap:

- Each 5% improvement in Latino student retention and completion means approximately **100 additional students** and **\$250,000** in revenue
- Improving our overall student success rate by 5% *and* closing the gap means an increase in enrollment of **more than 300 students** and over **\$600,000** in revenue

The American Dream Is Harder To Find In Some Neighborhoods

October 1, 2018 · 5:01 AM ET

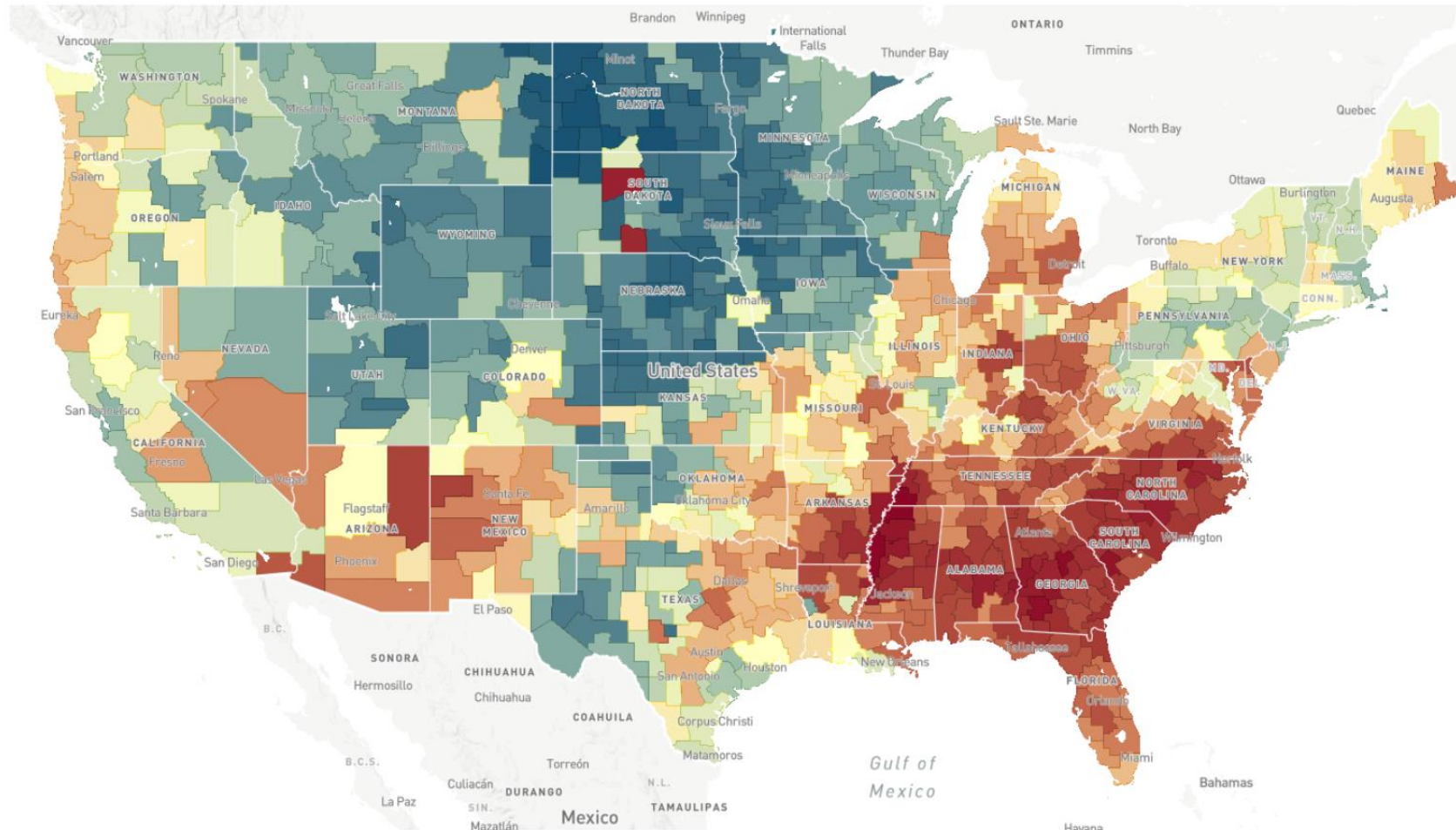
Heard on [Morning Edition](#)



JOHN YDSTIE

What is the
greatest
predictor of
socioeconomic
success in
America?

***Socioeconomic
Success
(Zip Code)***



Overall mobility index

This measure reflects both access and outcomes, representing the likelihood that a student at Northern Essex C.C. moved up two or more income quintiles.

COMPARE TO: **Massachusetts** | Two-year | All colleges

14th out of 76 colleges in Massachusetts

No. 12 Worcester Polytechnic Institute 20%	No. 13 Regis College 20%	No. 14 Northern Essex C.C. 20%	No. 15 College of Our Lady of the Elms 20%	No. 16 Quinsigamond C.C. 20%	No. 17 Springfield Technical C.C. 19%	No. 18 Quincy College 19%	No. 19 Northeastern 19%	No. 20 Nichols 19%
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HIGHEST [MCPHS](#) 38%

LOWEST (NO. 76) [Berklee College of Music](#) 7.1%

When we close the gap:

We will achieve *equity*, and a measure of social justice, for *all* of the students and communities we serve.



FAST FACTS 2019

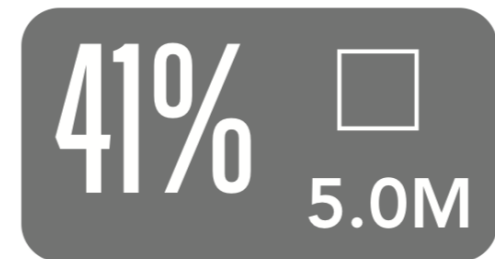
HEADCOUNT ENROLLMENT (FALL 2016)

Estimated change
Fall 2016 - Fall 2017: -1.7% ⁽⁴⁾

CREDIT



NON CREDIT⁽³⁾



TOTAL 12.1M

“Non-Credit”

A.K.A. Continuing/Community/Corporate Education

HOME » CAMPUS & COMMUNITY, HEADLINE, MOBILE

NECC/Methuen Police Academy Graduates 56

Submitted by Ellen Small-Davis on February 26, 2018 – 8:05 pm

Attending the Northern Essex Community College/Methuen Police Academy is like earning your associate degree, playing a varsity sport, and being in the military all at once, said Thomas Fleming, director of the academy as he addressed the 56 student officers and their families and friends during Friday, February 23, graduation in the NECC Sport & Fitness Center.



Student Officers marched into the NECC Sport & Fitness Center during the police academy graduation.

The class, which included a former flight attendant, a DJ, a minister, a correctional officer, and an accountant, was the fifth class to graduate since the inception of the academy on NECC's Haverhill campus.



HOSPITALITY AND CULINARY ARTS INSTITUTE

A satellite campus in downtown Haverhill is planned to house our Hospitality and Culinary Arts Institute. The Commonwealth has provided \$3 million to create new instructional facilities. An additional \$1 million investment is critical to program support and facility infrastructure.



Andreas Fleckenstein
Coordinator of NECC's Culinary
& Hospitality Programs

NECC Program PIÉS Latinos de NECC Wins 2019 Patrick Prize for Community Colleges

Submitted by Ernie Greenslade on May 2, 2019 – 1:08 pm

Boston – [The Boston Foundation](#) is pleased to announce that Northern Essex Community College has been selected as the recipient of the 5th Annual Deval Patrick Prize for Community Colleges. The College was selected for the \$50,000 award in recognition of [PIÉS Latinos de NECC](#), a program established in 2016 to help immigrants with college credits and/or high school diplomas with additional certifications/training from other countries to reach their professional potential.



Rosalin Acosta (right in photo), MA secretary of labor and workforce development and former NECC trustee, presented the Patrick Award to NECC President Lane Glenn and NECC Vice President Noemi Custodia-Lora.

Adult Education

NECC Home / Academics / Innovative Programs / Academic Preparation / Adult Education

ACADEMIC PREPARATION

Adult Education

- HiSET High School Equivalency
- English Literacy ESOL
- ABE Transition to College Program
- ESOL Career Programs
- Contact
- Mathematics
- Preparing for Classes in English – Academic ESL

Take Advantage of Free Classes to Build Your Skills

Need to strengthen your English speaking or writing skills? Want to improve your understanding of mathematics or basic computer skills so you can pursue further education, training or higher paying jobs? Ready to earn a high school equivalency certificate – and maybe even go on to college? NECC can help you do it all!

Programs Offered

Our programs will help you develop the skills, knowledge, and confidence that will help you in your education, your career, and in your role as family member, parent, and community member.

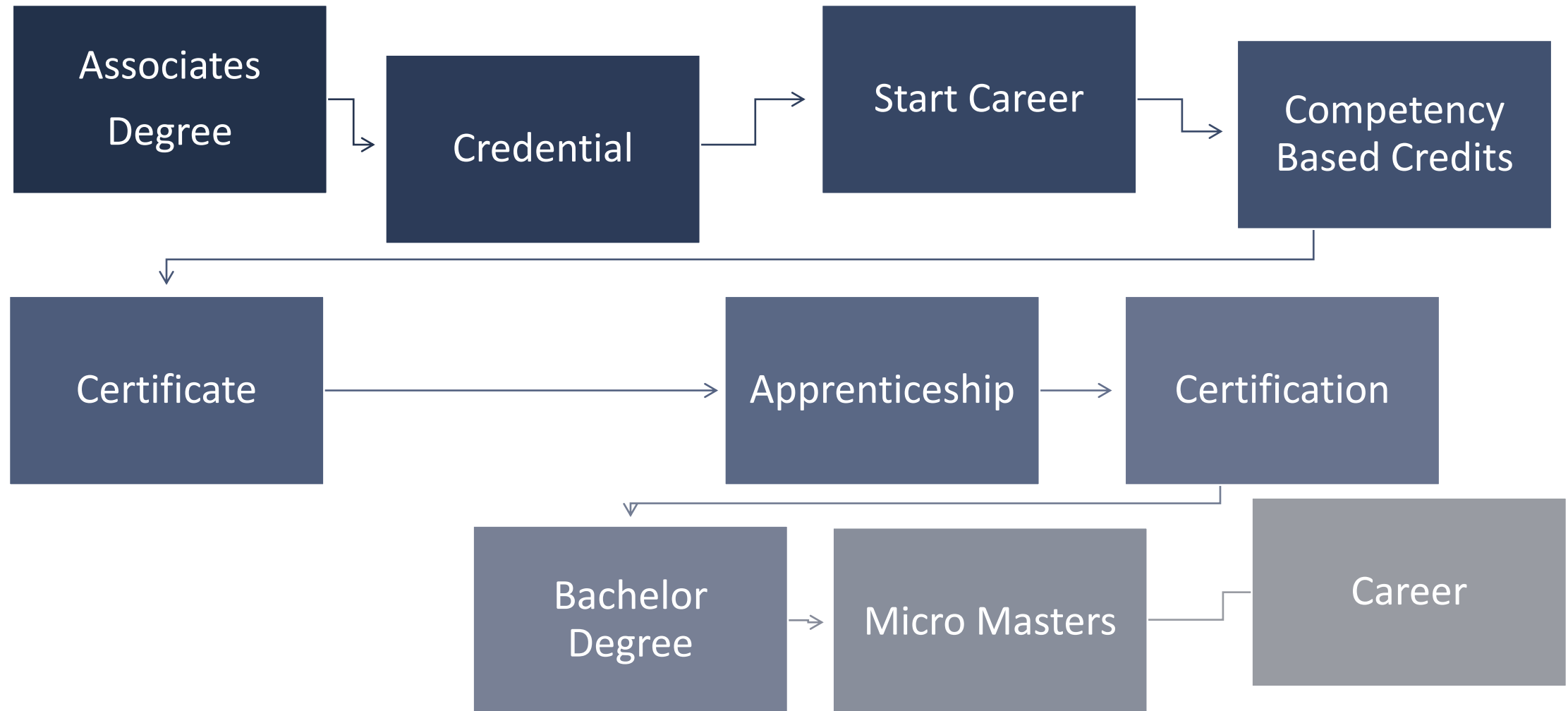
High School Equivalency Test Prep (GED and HiSET)

The High School Equivalency Test (for GED and HiSET) prep program provides basic skill instruction in Language Arts Reading and Writing, Science, Social Studies, and Math to prepare you to obtain your high school credentials and to succeed in your next steps. [MORE](#)

Transition to College

The Transition to College program prepares you to transition into and complete college education or training through academic instruction, advising, a three-credit college success course, and two three-credit computer courses. [MORE](#)

PATHWAYS AND ON-RAMPS





NACUBO
CONSULTING

Panel Discussion

Thank you!

Jim Hundrieser, Ph.D.
Vice President, Consulting Services

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