

TWENTY INDICATORS OF AT-RISK COLLEGES

1. Tuition discounting more than 35 percent.
2. Tuition dependency more than 85 percent.
3. Student default rate above 5 percent.
4. Debt service more than 10 percent of annual operating budget.
5. Less than one-to-three ratio between endowment and operating budget.
6. Average tuition increase greater than 8 percent for five years.
7. Deferred maintenance at least 40 percent unfunded.
8. Short-term bridge financing required in the final quarter of the fiscal year.
9. Less than 10 percent of operating budget dedicated to technology.
10. Average alumni gift less than \$75, less than 20 percent of alumni give annually.
11. Institutional enrollment of 1000 students or fewer.
12. Application conversion yield is 20 percent behind that of primary competitors.
13. Student retention is 10 percent behind that of primary competitors.
14. The institution is on probation, warning, or financial watch with an accreditor or specialty degree licensor.
15. The majority of faculty members do not hold terminal degrees.

16. Average age of full-time faculty is 58 or older.
 17. The leadership team averages more than 12 years or fewer than 3 years of service at the institution.
 18. No complete online program (major) has been developed.
 19. No new degree or certificate program has been developed for at least two years.
 20. Academic governance and curriculum development systems require more than one year to approve new degree program,
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*The twenty indicators of at-risk colleges are cited in *Turnaround: Leading Stressed Colleges and Universities to Excellence* by James Martin and James Samels (editors).