

Excerpts, selected by the HELP Committee, from a larger document
produced by the company



Operating in the New World

June 2010

Rasmussen - Proprietary & Confidential

- Times of “crisis” or challenge create an extraordinary need for effective leadership
- During these periods, a number of constituents may need to be led:
 - Employees
 - Shareholders
 - Industry colleagues
 - Trade associations
 - Press
 - Politicians
- Unique opportunity for you to see lessons put to work



School	Avg. Salary
School of Allied Health	\$27,042
School of Business	\$29,838
School of Justice Studies	\$27,907
School of Technology and Design	\$29,377
School of Education	\$23,676
School of Nursing	\$30,648
Other	\$24,960
All Programs	\$28,131



- Rapid expansion of institutional research office, government relations and public advocacy efforts. We will redeploy resources from other key areas. Nothing more important.
- Preparing letter to Rasmussen community and presentation for public consumption. Don't engage at the campus level with press but rather refer to marketing department, who will coordinate response. Assume you are being shopped by a reporter looking to play "gotcha."
- Ensure we are 100% compliant, code of ethics reinforcing culture, recording phone calls and doing what is right for the student like investments in placement.
- Deliver superior outcomes: graduation rate, default rate and overall ROI of debt taken on with salary earned after graduation.
- **Significantly reduce growth in expenses** to provide flexibility for more restrictive enrollment and price decreases, which will mean lower revenue line. Evaluating new campus launch plan. Delaying expansion of current facilities



- Targeted plan for First time/Full time (active and drops).
- Mandatory completion of EEC. 6% of May start. Will be denied entry in July.
- No Foundations English 2 students at ROL (30% of start historically), no FE 1 students in MN
- July introduction of questions regarding commitment into EEC
- October introduction of College Experience course.
- Opening up Appleton and Mokena/Tinley Park with qualified enrollment requirement
- Programmatic focus on Nursing, Business, Bachelors and Technology & Design
- Introduce laddering of curriculum with milestones of success at Certificate / Associate and Bachelor graduation point



- Part of programmatic strategy
 - Highest salaries in technology & design
 - High salaries in nursing
 - High salaries for bachelor grads but need to balance with debt load by getting stronger into the bachelor completter market
- Teach out programs with lower value add like massage
- Help graduates negotiate salaries
- Use alumni program to keep track of the graduates



- Engage students in forbearance/deferment to work on payment possibilities
- Reduce bachelor and nursing prices in MN
- Eliminate excess funds
- Tap more corporate reimbursements
- Get students through quicker with bigger on-time graduation scholarships
- Use scholarships to reduce effective price, debt load and improve gainful employment ratios
- Deny admittance to prospective students bringing in large debt balances



- Position the College for another 110 years
- Must move quickly; no time for debate
- Funding institutional research and government relations means other things will not be funded
- Candid communication embracing transparency and leading the way (institutional report card)
- Time to be leaders: on message, positive, strong, action-oriented

