

About Gray Associates

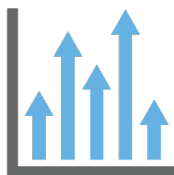


Gray Associates, Inc. is a data analytics, software, and strategy consulting firm focused on higher education. We help colleges and universities develop data-informed academic program strategies that maximize outcomes for students, institutions, and their constituencies.

We offer a comprehensive suite of Program Evaluation Software, Strategy, and Services (PES+) that consider four dimensions of an academic program:

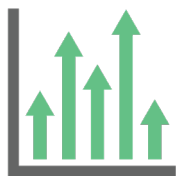
Mission Fit, Academic Standards, Margins, and Markets. We also include the people and processes that enable collaborative program decision-making, on-going program management, and program portfolio planning.

PES+ Markets



PES+ Markets combines public and proprietary data sources, sophisticated crosswalks, and robust business intelligence (BI) software to track market demand for academic programs and predict enrollment. We include over 40 metrics on Student Demand, Employment Opportunities, and Competitive Intensity. Data is compiled at the census tract level so institutions can pull data for their specific geographic markets. Custom scoring capabilities let institutions assign weights to every metric so programs can be evaluated in the context of unique priorities. Users can screen hundreds of programs at a time or drill down on individual programs for in-depth analysis.

PES+ Economics



PES+ Economics software calculates the economics of individual programs using direct variable economics so institutions can understand and predict which programs produce margin and how much. The model provides a detailed financial scorecard for each program and course, including revenue, direct instructional costs, and contribution margin, as well as student and credit hour data. The system also provides summary views for portfolio-level analysis, custom data tables to allow deep dives on specific metrics, and downloads directly to Excel.

PES+ Strategy



PES+ Strategy workshops combine market, financial, and workload data with institutional judgment to evaluate current and new programs. Data from PES+ Markets and PES+ Economics systems is available to workshop participants, who are also encouraged to include mission, academic, and strategic priorities in their considerations. In a facilitated workshop, faculty and administrators review the course data and use their judgment to identify opportunities.