

Attachment 3--Graduate Enrollment Issues

Institutional Strategies

Continuum of Institutional Graduate Strategies

	Convenience		Mixed		Highly Selective
Market	Working Adult		Part-time/ Full-time Student, Greater local orientation		Full-time Graduate
Programs	Degrees for Occupational advancement		Professional degrees, including masters, doctoral & 1 st Professional		Major Top 40 Doctoral/ 1 st Professional Degree
Providers	For Profits & Smaller Not for Profits		Public and Private national universities/Doctoral Research Intensives, Masters 1		Tier I National Research Universities, Doctoral Research Extensive
Sponsored Research	Little or None		Less than \$20 million annually, use of Centers and Institutes for research		More than \$40 million annually
Big Science Programs	Usually none		Limited		Extensive, including medical school
Teaching Approach	Online and Multiple Sites		Generally campus based, some offsite		On-campus and executive
Program Approach	Highly Structured, discrete programs Mass market related		More structured, fewer degree programs offered, market related.		Broad based degree programs, extensive development. Faculty driven
Faculty Approach	Part-time or full-time no tenure		Full-time tenured, Part-time specialty		Full-time tenured, postdocs, and research faculty
Financial Approach	Low cost, low facilities investments, low margin programs designed to		Mixed cost structure, significant facilities investments, Credit hour tuition pricing, Fixed and marginal expenditure		High cost structure, high facilities investments, high research investment,

	Convenience		Mixed		Highly Selective
	provide economic return		management		Highly subsidized programs

Commentary:

The table above identifies three “ideal types” for graduate degree granting institutions. There are obviously certain specialized graduate institutions that do not fit well into any of these categories, but the majority of universities will fall along this continuum. Some mixed institutions are closer to the convenience based institutions and some mixed institutions have attempted major moves toward the highly selective category. Major moves toward the highly selective require very significant investment in facilities, research and research infrastructure, faculty and typically in graduate fellowships.

In general, part-time degree programs are facing new competition from convenience based programs, while doctoral programs require some form of national competitiveness.