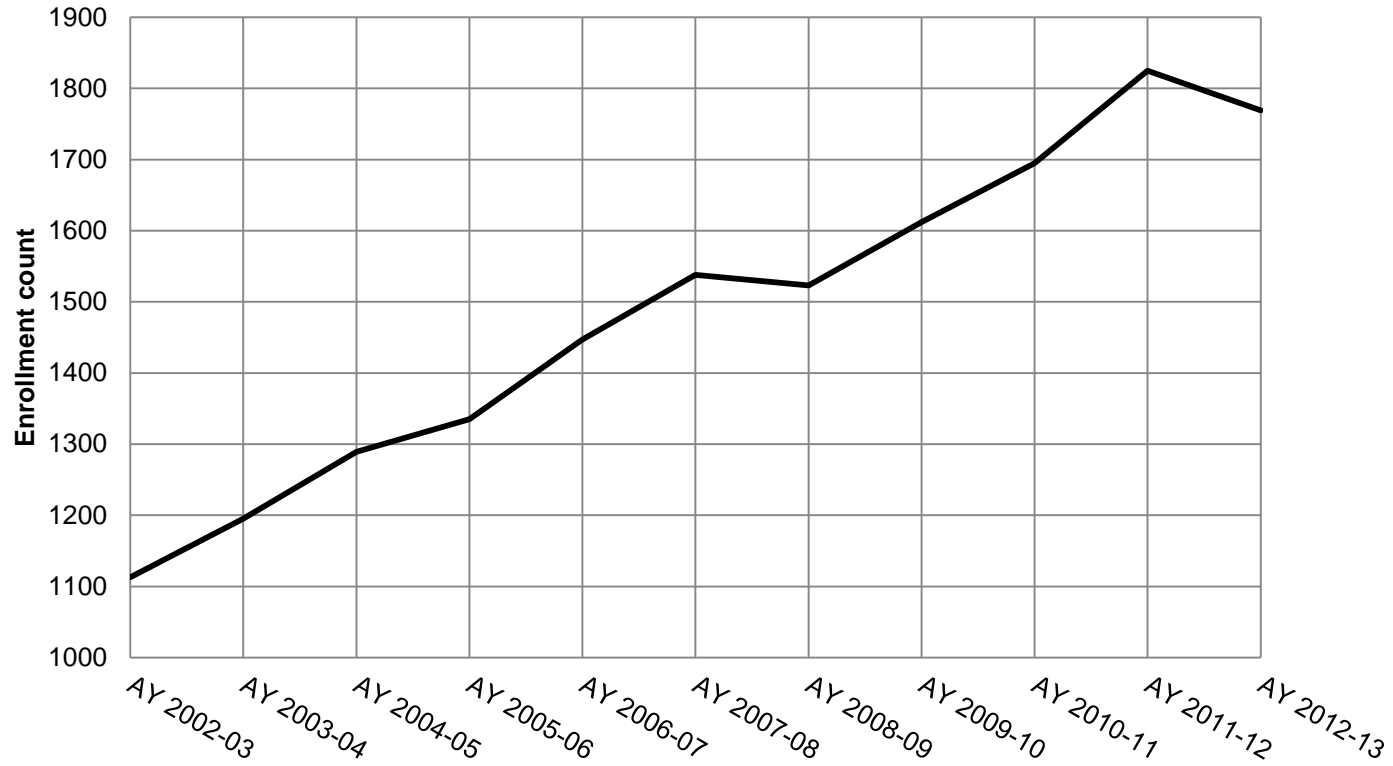


# Graduate Programs Enrollment Overview

## Total Graduate Enrollment (Headcount / Fall semester census)



# Enrollment & Revenue

Fall 2012-13

## Headcount Enrollment

Undergrad	13,413	
Grad	1,782 (excluding Law)...	11.6%
Total	15, 195	

## FTE (12 hrs) Enrollment

Undergrad	11,465	
Grad	874 (excluding Law).....	7%
Total	12,339	

## Gross Tuition Revenue

Undergraduate	82 %	
Graduate	.....	11%
Law	8 %	

<b>Program Entitlements</b>	
2001-01 (Extant)	Education Business Administration Public Administration Nursing Technology Accountancy Computer Science
2001-02	Information Systems (now Business Informatics) Teaching Instructional Leadership (now Educational Specialist)
2002-03	
2003-04	
2004-05	Industrial/Organizational Psychology Liberal Studies (now Integrative Studies)
2005-06	School Counseling Community Counseling (now Clinical Mental Health Counseling)
2006-07	Communication Executive Leadership & Organizational Change <i>Technology is closed</i>
2007-08	Health Informatics
2008-09	English Doctor ate in Educational Leadership
2009-10	Computer Information Technology Public History
2010-11	Social Work
2011-12	Doctorate of Nursing Practice
2012-13	Health Science

## External Factors Driving Enrollment Decline:

- Recession
- Reduced or no employer tuition reimbursement
- Decision to delay graduate education
- Questions about the value of graduate education
- Reductions & requirements related to student loans (9 hrs per semester)
- Competition
  - Pricing (corporate universities)
  - Convenience (on-line programs)
  - Brand (various value propositions)

## Efforts Underway to Grow Graduate Enrollment

- Developing a unique value proposition(s) overall and for individual programs
- Assessment of NKU's competitive advantage / disadvantage (as seen by current students, those who applied but did not enroll, alumni, employers)
- Exploring national & regional data on fast-growing careers that require graduate degrees
- Conducting a regional employer study of demand for programs & certificates using a competency-based approach overcoming lack of familiarity with degrees
- Cultivating employer-based student cohorts (secure contractual commitments)
- Developing a 'Grow Your Own' program
  - \* Senior, undergraduate students enrolling in identified graduate courses for programs they are interested in
  - \* Expansion of 3+2 programs
- Grow international student enrollment
- Develop new programs & certificates with optimally high demand / not available in the region / limited new resource requirements / unique value)
- Assessing enrollment yield gaps (especially admitted to not enrolled)

## Graduate Programs Strategic Visioning 2012-14

### **Participants:**

Members of the Graduate Council  
Graduate Program Directors  
Staff  
Associate Provost Hillard

### **Goals:**

Identify Strengths, Problems, Opportunities, Threats associated with our graduate programs

Identify 4-5 Key Initiatives that will strengthen graduate programs

Identify foundational, operational needs to accomplish key initiatives

Develop initiative game plans to support implementation (quarterly milestones, success factors)

Foster collaboration, strengths-based problem solving, a proactive orientation

Inform the current strategic planning process

### **Structure:** Survey of Program Directors / Graduate Council (Aggregate & Program level SPOT)

Review of NKU & national trend data

Review of national monographs, articles, Council for Graduate Studies

3 Evening Sessions

# NKU Graduate Programs 2012-13

## STRENGTHS

- Competitive tuition
- Responsive to regional needs
- Location
- Quality of programs
- Quality of graduates & placements
- Applied, experiential, public engagement emphasis
- Flexibility to meet student needs
- Growing, positive reputation
- Eager to innovate

## OPPORTUNITIES

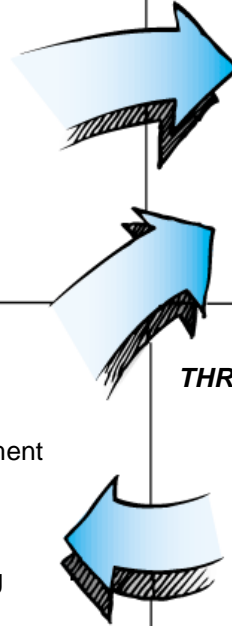
- Targeted new programs & certificates
- Evaluation of new applied doctorate
- Additional on-line & hybrid programs
- Stronger employer relations, cohort contracts
- Demand & pricing study
- Grow international student enrollment
- Inter-disciplinary programs
- Additional accreditations
- GAs, Scholarships, tuition discounts to support recruitment high quality students
- Grow your own (Bridge classes, 3+2)
- Professional development co-curriculum
- Establish a School of Graduate Studies

## PROBLEMS

- Refresh strategic vision plans (2 year cycle)
- Establish growth plan
- Match funding for GA positions to program enrollment targets
- Establish employer cohorts
- Establish market demand certificates
- Limited support for marketing & branding & pricing
- Functioning of Grad Council (curricular matters)
- Policies need review, application to doctoral programs?
- Attracting and retaining high quality adjunct faculty
- Missing connection to alumni

## THREATS

- Increasing regional competition, for profit on-line providers
- Competition for high quality undergraduates
- Cumulative impact of limited marketing resources
- Dwindling employer tuition support
- Public perception of limited value of grad degrees
- Knowing & leveraging our competitive advantage
- Obstacles to competing for quality undergraduates
- State and institutional budget retrenchment
- Changing demographics





# NKU Graduate Programs Strategic Visioning 2012-14

## VISION

*To deliver graduate programs that offer our students exceptional applied curricula and professional competencies, and are responsive to identified needs across all economic sectors.*

### SUPPORTS

- NKU Entrepreneurial culture
- Committed faculty
- General regional support
- Metro location
- Current tuition flexibility
- Program Directors Team
- NKU Strategic Plan Development

### CHALLENGES

- Increasing competition
- Establish unique value proposition
- Resources to compete for students
- Employer tuition re-imbusement
- Knowledge of market, brand, pricing

