Graduate Programs
Enrollment Overview
Enrollment & Revenue

Fall 2012-13

Headcount Enrollment

- Undergrad: 13,413
- Grad (excluding Law): 1,782
- Total: 15,195

FTE (12 hrs) Enrollment

- Undergrad: 11,465
- Grad (excluding Law): 874
- Total: 12,339

Gross Tuition Revenue

- Undergraduate: 82%
- Graduate: 11%
- Law: 8%
<table>
<thead>
<tr>
<th>Program Entitlements</th>
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<tbody>
<tr>
<td>2001-01 (Extant)</td>
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<tr>
<td>Education</td>
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<tr>
<td>Business Administration</td>
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<tr>
<td>Public Administration</td>
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<tr>
<td>Nursing</td>
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<tr>
<td>Technology</td>
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<tr>
<td>Accountancy</td>
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<tr>
<td>Computer Science</td>
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<tr>
<td>2001-02</td>
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<tr>
<td>Information Systems (now Business Informatics)</td>
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<tr>
<td>Teaching</td>
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<tr>
<td>Instructional Leadership (now Educational Specialist)</td>
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<td>2002-03</td>
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<td>2003-04</td>
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<tr>
<td>2004-05</td>
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<tr>
<td>Industrial/Organizational Psychology</td>
</tr>
<tr>
<td>Liberal Studies (now Integrative Studies)</td>
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<tr>
<td>2005-06</td>
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<tr>
<td>School Counseling</td>
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<tr>
<td>Community Counseling (now Clinical Mental Health Counseling)</td>
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<tr>
<td>2006-07</td>
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<tr>
<td>Communication</td>
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<tr>
<td>Executive Leadership &amp; Organizational Change</td>
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<tr>
<td>Technology is closed</td>
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<tr>
<td>2007-08</td>
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<tr>
<td>Health Informatics</td>
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<td>2008-09</td>
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<tr>
<td>English</td>
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<td>Doctor ate in Educational Leadership</td>
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<td>2009-10</td>
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<tr>
<td>Computer Information Technology</td>
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<tr>
<td>Public History</td>
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<td>2010-11</td>
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<tr>
<td>Social Work</td>
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<tr>
<td>2011-12</td>
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<tr>
<td>Doctorate of Nursing Practice</td>
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<tr>
<td>2012-13</td>
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<tr>
<td>Health Science</td>
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</tbody>
</table>
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

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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-imbursement
- Knowledge of market, brand, pricing

STRATEGIC INITIATIVES
1. Market Opportunity Study (Competitive Advantage, Program Demand, Employer Cultivation)
2. Establish unique value proposition across programs (Professional Development, Competency-based, Innovative Experiential Education)
3. Grow internal & external funds (scholarships, stipends, GAs for the purposes of program support, recruitment, student professional development programming)
4. Grow enrollment via international students, employer cohorts

OPERATIONAL NEEDS