



The Catholic  
University of  
America

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Reason.

Faith.

Service.

# Financing Graduate Education

## Council of Graduate Schools

### December 2, 2010

**James F. Brennan, Provost**  
**The Catholic University**  
**of America**

# A Problematic Business Model

- **Undergraduate: 83 programs, Fall 2010:  
Headcount, 3,573; FTE, 4,490.**
  
- **Graduate**
  - ◆ **90 Masters Programs, Fall 2010, Headcount, 1,611; FTE, 1,502.**
  - ◆ **40 Doctoral Programs, Fall 2010, Headcount, 922; FTE, 410.**
  - ◆ **Law, Fall 2010, Headcount, 861; FTE, 914.**



# Enrollment Challenges

- **Limited traditional undergraduate growth – Undergraduate Enhancement Plan aimed at retention.**
- **Combine baccalaureate/masters programs with seamless transitions.**
- **New or redesigned terminal master degrees that are (a) market focused, (b) cohort driven, and (c) financially viable.**
- **Right size doctoral programs with student support resources.**



# **Masters Level Initiative: Preliminary**

- **New or redesigned terminal master degrees that are (a) market focused, (b) cohort driven, and (c) financially viable.**
- **Market study of regional opportunities: career changers, career enhancers.**
- **Federal employers and employees.**

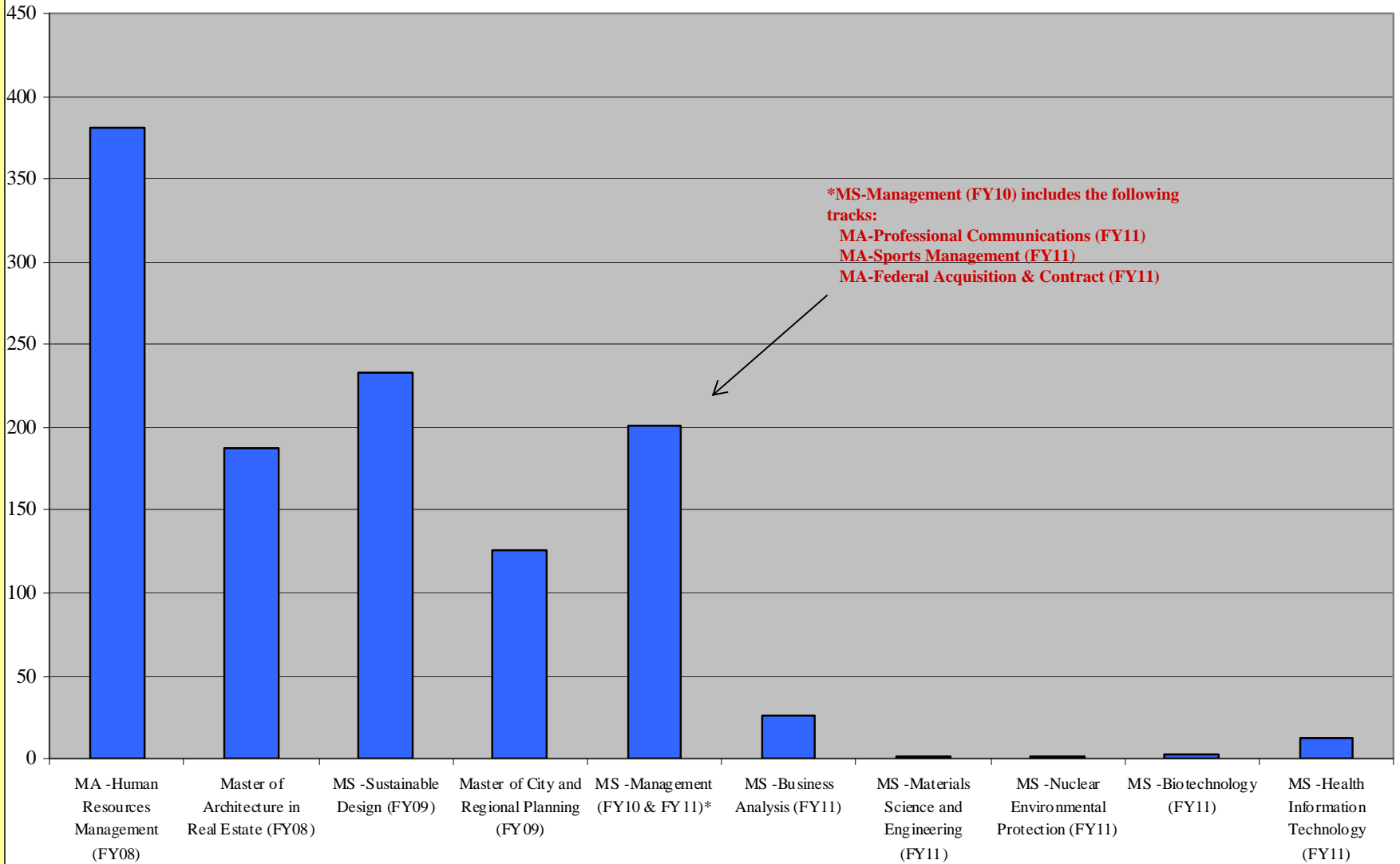


# **Masters Level Initiative: Infrastructure**

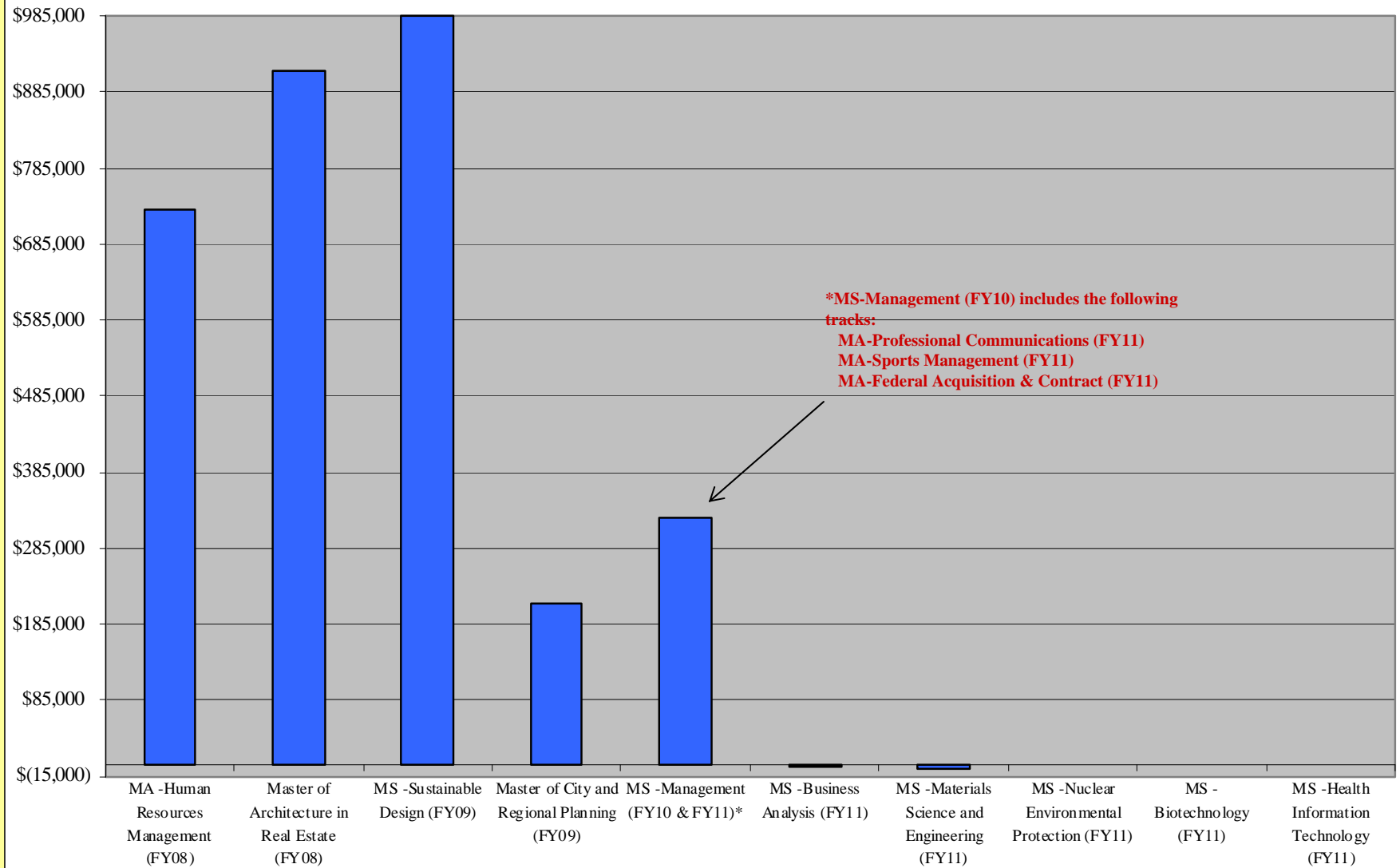
- **Leadership: Associate Provost for New Program Development; School Coordinators, Faculty.**
- **Financial Incentive: Profit Sharing.**
- **Marketing.**



# Cumulative FTE Enrollment Since Inception: New Master's Programs



# Cumulative Program Operating Net Since Inception: New Master's Program



# Educational Revenue Enhancement.

- Online Masters Programs
- Extension Studies
- Lifetime “Academy” for Alumni
- Corporate Training Partnerships
- Executive Education
- Summer Programs
- Undergraduate Expansion
- Transfer Student Recruitment





# Some Questions

- **Financial Attractions, but risks?**
- **Should we search for a common umbrella model?**
- **Dilution of quality and the ‘brand.’**
- **Firewalls – will they reassure; will they work?**

