Financing Graduate Education
Council of Graduate Schools
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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

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- 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

*MS-Management (FY10) includes the following tracks:
  MA-Professional Communications (FY11)
  MA-Sports Management (FY11)
  MA-Federal Acquisition & Contract (FY11)
Cumulative Program Operating Net Since Inception: New Master's Program

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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?