

Table 1: Description of Categories of Colleges and Universities based on Kenne and Price’s disruptive innovation and the higher education ecosystem post-2012

Categories	Unique Features	Value Proposition
Ivy League Independent (Q1)	<ul style="list-style-type: none"> • Elite, most selective group of colleges and universities • Admissions rates of 33 percent or less • High academic standards and strict admissions requirements • Cross-disciplinary education • Provide the key link between global science and scholarship and a nation’s scientific and knowledge system. • Produce much of the new information and analysis that leads to important advances in technology and contributes to better understanding of the human condition through the social sciences and humanities • Contribute to culture, technology, and society and international institutions that link to global intellectual and scientific trends. • Offer four-year and graduate education 	??
The Very Lucky Few (Q2)	<ul style="list-style-type: none"> • Highly selective admissions • Research intensive institutions • Competitive environment • Public, offer lower tuition, especially for students who are residents of the state where a college is located • Private, rely mainly on tuition, fees and private sources of funding • Produce much of the new information and analysis that leads to important advances in technology and contributes to better understanding of the human condition through the social sciences and humanities • Contribute to culture, technology, and society and international institutions that link to global intellectual and scientific trends. • Mostly four-year and graduate education 	??
The vertically integrated (Q3)	<ul style="list-style-type: none"> • Competitive • Open access and/or content, learning focused • Prioritize the knowledge and skills they teach students based on reflection and feedback • Two-year, four-year, post-graduate 	??

	<ul style="list-style-type: none"> • Public, offer lower tuition, especially for students who are residents of the state where a college is located • Private, rely mainly on tuition, fees and private sources of funding • Both, liberal arts and technical education • Offer specialized training in particular industry or career • Responsible for the largest increases in graduation rates across the states over the past decade • Faculty engage students in creative thinking and encourage interaction and debate • Offer two-year, four-year, graduate education 	
The networked for profits (tuition-based) (Q4)	<ul style="list-style-type: none"> • Operate as business ventures – making profits for shareholders and providing education for students • Moderately competitive • Open access and/or content, learning focused • Only rely on tuition, fees and private sources of funding • Offer a variety of degree programs which typically prepare students for a specific career • Tend to have higher costs • Credits earned may not transfer to other institutions 	??
Undifferentiated Centre	<ul style="list-style-type: none"> • 40 to 50 percent of institutions? • Increasingly squeezed but not always uncomfortable. • Mobility to Q1-Q4 is questionable, so then what? 	??