Badges Certificates Short, targeted of completion/ Zone of growing exec. ed. convergence Professional certifications "Micromasters" Certificate programs MOOC-based "Nanodegrees" Credential length/depth certificates University partnerships Associate degrees Master's degrees Bachelor's degrees **Doctoral** Long, broad degrees Orientation to market Noninstitutional providers Traditional, accredited institutions

Figure I.1 The credential landscape: Market size and orientation and credential duration

Source: Sean R. Gallagher. 2016. The Future of University Credentials: New Developments at the Intersection of Higher Education and Hiring. Harvard Education Press.