

Nuts & Bolts of Graduate Administration

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East Carolina University

- Large, regional serving institution
- Total enrollment: 28,000
- Graduate student enrollment: 4,700.
 - 78 Master's programs
 - 16 Doctoral programs
- 8 academic colleges plus a medical school and dental school



Graduate School - Staff

- 15 full time employees with 6 direct reports
 - Associate Deans (2)
 - Director of Graduate Admissions
 - Budget officer
 - Executive assistant
 - Tech support / analyst



Graduate Council (GC)

- Large body with 36 faculty representatives
 - Chair and officers elected by and from the GC , dean is ex-officio
 - Executive committee sets agenda, chaired by Dean
- Graduate Curriculum Committee (GCC)
 - Reports to Graduate Council (and Dean)
 - Dean is ex-officio member
- GCC is integrated into robust procedures for development of new programs through provost's office



Challenges

- Declining graduate enrollment in 4 of the past 5 years
 - Teacher preparation program in significant decline
 - ECU was an early adopter of online delivery
 - increased competition
- Changing the campus culture
 - More effective utilization of students funded from instructional funds
 - Greater reliance on grant support for students
- Disposition of low enrollment graduate programs



Dean's Leadership Roles and Responsibilities

- Strategic planning & enrollment management
- Central marketing, recruiting and graduate admissions
- Oversight of academic quality
 - Academic program review – 7 year cycle
 - Graduate faculty appointments
 - Thesis and dissertation review
 - Registrar office does degree certification
 - Data driven assessment,
 - student demand, selectivity, retention, degree completion, time to degree, student satisfaction, scholarship
- Professional and career development workshops for students
- Resource allocation – assistantships and tuition scholarship



How do we accomplish all of this?

- Establish effective working relationships with large numbers of stakeholders
- Relationships must be based on trust and mutual respect
 - Establish yourself as an effective listener
 - Be transparency in conduct of ALL processes
 - Demonstrate flexibility of mind
 - But do not compromise academic rigor and quality
 - Establish yourself as a strong advocate for graduate education



Partnerships!

- Academic deans: a collegial group that meets regularly with the provost
 - Deans also meet informally once a month for lunch (without the provost)
- Associate deans
- Graduate program directors
 - Constant turn over
 - Meet one-on-one with new, introduce them to staff
 - Conduct training workshops
- Campus marketing & communications office
- Institutional research and planning
- Student affairs & career services
- Office of Faculty Excellence
- Office of Financial Aid
- Cashier's Office



Frist 90 days

- Visit with each dean & their associate dean(s)
 - Learn about their college and graduate programs
 - Listen to their accounts of strengths, weaknesses, challenges
 - Listen to their suggestions where the Graduate School can improve its service to the college
- Follow up with group meetings of college chairs & graduate program directors
- Develop a short term plan & roll it out for comment by all stakeholders

