

**STREAMLINING ADMINISTRATIVE FUNCTIONS AT MASTER'S INSTITUTIONS:  
Case Study**

**University of Maryland Eastern Shore**

**In the face of budgetary cuts, what is the University of Maryland Eastern Shore  
(UMES) doing differently to reduce costs and establish priorities?**



**Presenter  
Jennifer Keane-Dawes, Dean  
Graduate School  
University of Maryland Eastern Shore  
CGS Annual Meeting December 6, 2013**



## **Overview**

The University of Maryland Eastern Shore (UMES) is the doctoral research degree granting institution on the Eastern Shore of Maryland. It is designated as a 1890 land-grant institution.

## **Ph.D. Programs**

Food Science and Technology

Marine-Estuarine Environmental Sciences

Organizational Leadership

Toxicology

## **ED.D. Program**

Education Leadership

## **Doctorate in Physical Therapy**



## **Overview (Continued)**

The University of Maryland Eastern Shore (UMES) is the doctoral research degree granting institution on the Eastern Shore of Maryland. It is designated as a 1890 land-grant institution.

### **Master's Programs**

Master of Arts in Teaching

Career and Technology Education

Counselor education

Special Education

Physician Assistant

Applied Computer Science

Chemistry

Criminology and Criminal Justice

Food and Agricultural Sciences

Rehabilitation Counseling

Toxicology

Professional Science Master's in Quantitative Fisheries and Resource Economics

## Overview (Continued)

The University of Maryland Eastern Shore (UMES) is the doctoral research degree granting institution on the Eastern Shore of Maryland. It is designated as a 1890 land-grant institution.

In Fall 2008 the Board of Regents of the University of Maryland froze hiring and increased class sizes in response to the state's budget cuts. Approximately 22,000 employees in the state's 15 individual campuses were scheduled to be furloughed in order to save \$16 million across the System.

UMES' Strategic Plan includes the objective of Carnegie re-classification from a master's to a doctoral research university.

The Graduate School had to determine how to promote research activities in the face of budget cuts:

- **Solution I**  
*Utilize Available Resources*

The Department of Natural Sciences had a departmental research day activity. The Graduate Dean asked for and received permission from the department chair to expand the activity to include all departments on campus.

## ➤ **Solution II**

Work with individuals who share and support your vision.

Graduate Council Research Committee, Faculty and support staff members have been volunteering to work on the Research Symposium since spring 2010.

The University-wide symposium is now in its fifth year and has expanded to include the following:

### PARTICIPANTS and AFFILIATES:

Howard University Cancer Center, College of Medicine (District of Columbia)

Johns Hopkins University Institute of Genetic Medicine (Baltimore, MD)

Morgan State University, the Graduate School (Baltimore, MD)

National Cancer Institute, Laboratory of Cell Biology and Genetics (Bethesda, MD)

National Oceanic and Atmospheric Administration's Cooperative Oxford Laboratory (Oxford, MD)

Salisbury University (Salisbury, MD)

1. Department of Psychology
2. Department of Conflict Analysis and Dispute Resolution

United States Department of Agriculture, Penn State University (University Park, PA)

United States Food and Drug Administration (College Park, MD)

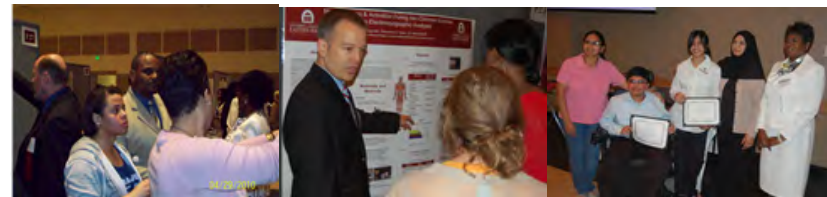
University of Maryland Eastern Shore (Princess Anne, MD)

1. Department of Agriculture, Food and Resource Sciences
2. Department of Business Management and Accounting
3. Department of Computer Sciences
4. Department of Education
5. Department of Natural Sciences
6. Department of Pharmaceutical Sciences

University of Maryland Baltimore County (Baltimore, MD)

University of Maryland Extension-Wye Research and Education Center (Queenstown, MD)

Virginia Tech, Seafood AREC (Hampton, VA)



04/29/2011

➤ Solution III

Find sponsors where there is no line-item budget

*Office of the President*

*Research and Economic Development*

*Institutional Advancement*

*Student Affairs*

*School of Graduate Studies*

*CREST Program*

*Title III Activities Office*

*Exhibitors*

*Morgan State University*

*University of Maryland Eastern Shore*

*Villanova University*

*LabRepCO*



## ➤ **Solution IV**

Always build in a reward system. The Book of Abstracts was published. It included the names and/or photographs of everyone who had worked on the symposium. Awards and certificates and tokens of appreciation were presented to volunteers and participants. The Department of Natural Sciences has been recognized every year as the original departmental home of the research activity.

### **Graduate Program Coordinators**

Applied Computer Sciences, M.S. – Dr. Albert Casavant

Career & Technology Education – Dr. Thomas Loveland

Chemistry, M.S. – Dr. Deborah Sauder

Counselor Education, M.Ed. – Dr. Cheryl Bowers

Criminology and Criminal Justice, M.S. – Dr. David Spinner

Educational Leadership, Ed.D. – Dr. Derry Stufft

Food & Agricultural Sciences, M.S. – Dr. Robert Dadson

Food Science and Technology, Ph.D. – Dr. Jurgen Schwarz

Master of Arts In Teaching, M.A.T. – Dr. Mary Agnew

Marine Estuarine Environmental Sciences, Ph.D. and M.S. – Dr. Douglas Ruby

Organizational Leadership, Ph.D. – Dr. Todd Matthews

Physical Therapy, D.P.T. – Dr. Raymond Blakely

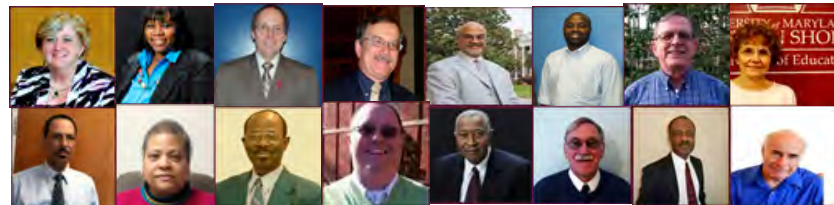
Physician Assistant, M.M.S. – Mr. Peter Stanford

Professional Science Masters In Quantitative Fisheries, P.S.M. – Dr. Paulinus Chigbu

Rehabilitation Counseling, M.S. – Dr. Lakeisha Harris

Special Education, M.Ed. – Dr. Karen Verbeke

Toxicology, Ph.D. and M.S. – Dr. Ali Ishaque



## ➤ **Solution IV (Continued)**

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### **Symposium Committees**

#### Symposium Convener

Dr. Jennifer Keane-Dawes, Dean, School of Graduate Studies

#### Registration

Mrs. Donna Price, Graduate Studies, UMES

Mr. David Ari Dinbanimibofa, Graduate Studies, UMES

Mr. Preston Gross, Graduate Studies, UMES

Ms. Wele Elangwe, Graduate Studies, UMES

#### Faculty Awards

Dr. Paulinus Chigbu, Chair, Graduate School Faculty Excellence Awards, Agricultural & Natural Sciences, UMES

Dr. Maryam Rahimi, Pharmacy and Health Professions, UMES

Dr. Dia-eldin Elnaiem, Agricultural and Natural Sciences, UMES

Dr. Eric May, Agricultural & Natural Sciences, UMES

Dr. Anthony Nyame, Agricultural & Natural Sciences, UMES

Dr. Karen Verbeke, Chair, Department of Education, Arts & Professions, UMES

#### Information Technology

Mr. Torrey Brown, Information Technology, UMES

Mr. Eric Williams, Information Technology, UMES

#### Book of Abstracts

Ms. Amelia Potter, Producer, Agricultural & Natural Sciences, UMES

Ms. Wele Elangwe, Reviewer, Graduate Studies, UMES

Dr. Jacqueline Brice-Finch, Reviewer, Chair, Department of English and Modern Languages, Arts & Professions, UMES

#### Support Services

Undergraduate Students

Graduate Students Association

#### Moderators

Dr. LaKeisha Harris, Committee Chair, Pharmacy & Health Professions, UMES

#### Judges

Dr. Andrea Johnson, Committee Chair, Agricultural & Natural Sciences, UMES

#### Logistics

Dr. Eric May, Committee Chair, Agricultural & Natural Sciences, UMES

Ms. Amelia Potter, Event Sessions Organizer & Program, Agricultural & Natural Sciences, UMES

Mrs. Donna Price, Event Planner, Graduate Studies, UMES



*Our enrollment drives the budget allocation. When there is a shortfall in enrollment, there is a corresponding revenue shortfall in state budget. The Graduate School does not have a recruiter.*

➤ ***Solution I***

*Use available resources*

*The Student Services Coordinator's job description has been revised to include 50% recruitment activity*

➤ ***Solution II***

*Develop a team approach. Remove the "I" and give the staff the credit.*

The Graduate Dean is a recruiter

The Student Services Coordinator recruits

The Administrative Assistant to the Graduate Dean recruits

The Administrative Assistant in charge of processing applications makes phone calls to prospective students

*Outcome: The Graduate School reported the highest enrollment in the University's history (475-696 fall 2012)*

*Source: Office of Institutional Research*

*The Graduate Office saves on stationary cost by importing the university's logo to regular paper.*



Child and Family Development Center, Suite 1137, Princess Anne, MD 21853, Tel: (410) 651-6507, Fax: (410) 651-7571



## Key Points

- *Use Existing Resources*
- *Get Institutional and external support through sponsorships*
- *Identify people who share your vision and are willing to work*
- *Reward Effort*
- *Remove the “I” from your efforts and give away the credit to those who work with you.*

### Contact

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