

Master's Admissions Processes: Thriving in a Decentralized Model

Susan Morgan, Ph.D., P.E.
Associate Dean of the Graduate School



Institution Snapshot

- Public; PUI; Large Masters Granting Classification
- College of Arts & Science, School of Engineering, School of Nursing, School of Business, School of Education, School of Pharmacy, School of Dental Medicine
- 48 Master's programs, EDD, DNP, 3 cooperative PhD programs
 - Undergraduate Enrollment: 14,265
 - Graduate Enrollment & Professional Doctorate: 2,485
- \$30+ million in sponsored projects
 - \$8+ million is research

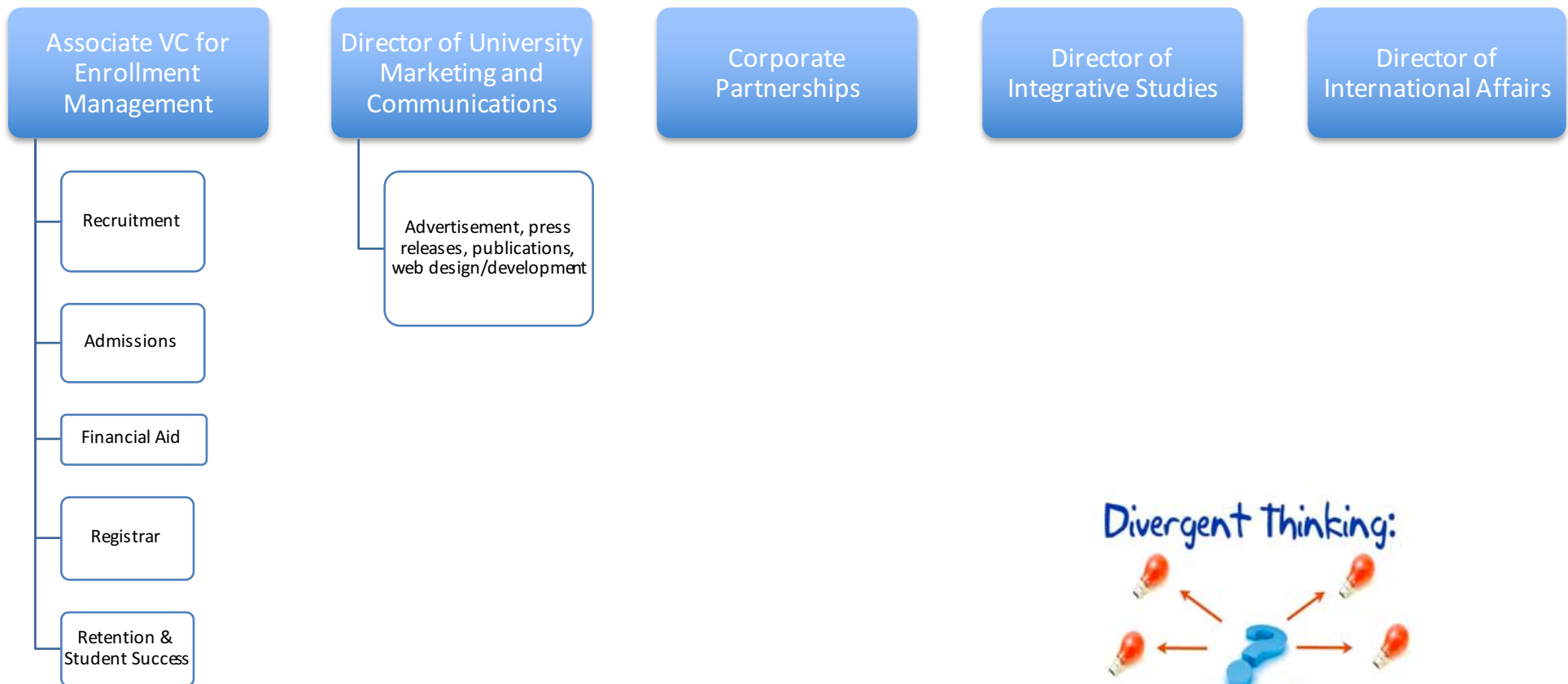
Continuing decline of state appropriations over the last decade create a continuing higher reliance on tuition to cover operating costs



- Associate Provost for Research & Graduate Dean
 - Office Manager
- Associate Dean for Research & Graduate Studies
 - Director of Graduate Education
 - Two Chief Clerks



Other Parts of the Organization



Divergent Thinking:



The Dysfunction

NO coordinated effort, NO strategic planning, NO “group think” for improvement

- Marketing making decisions on how to spend the VERY few dollars set aside for graduate program recruitment
- Recruitment deciding on how and on what programs to use their limited resources
- No leveraging of undergraduate recruitment for graduate recruitment
- New program development, major program changes, new initiatives were always a surprise
- No academic or student life initiatives to support graduate students

Finding Function & Support

- Bring all the pieces together at a regularly set meeting regardless of the current hot topic
 - “Recruitment Group” meets bi-weekly
- Insist on a seat at standing committees that set institutional priorities
 - Enrollment Management Committee
 - University Quality Committee
 - Senior Staff Committee(s)
 - Budget planning committee

Finding Function & Support

- Volunteer for ad hoc committees that impact the institution
 - President, chancellor, provost search committees
 - Strategic planning committee
 - Long & short term mission/vision committee
 - Program prioritization steering committee

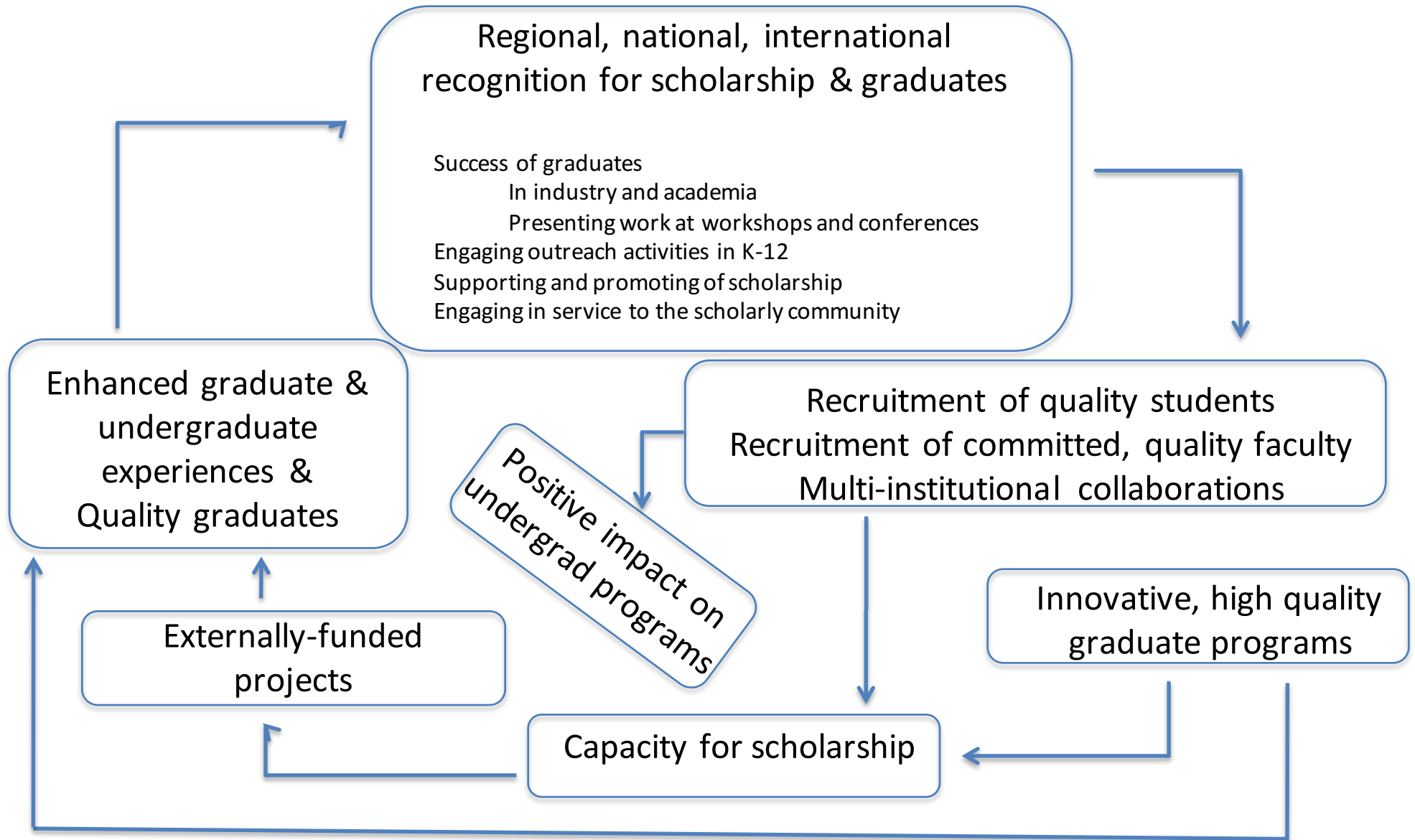
Finding Function & Support

- Help each part of the organization connect graduate studies to the driving forces of the institution through the institution's:
 - Mission
 - Vision
 - Long and short term goals
 - Long and short term planning

Connecting to Institutional Mission

- Previous mission statement: “Southern Illinois University Edwardsville is a public comprehensive university dedicated to the communication, expansion and integration of knowledge through excellent **undergraduate education as its first priority and complementary excellent graduate and professional academic programs**”
- Current mission statement: “Southern Illinois University Edwardsville is a student-centered educational community dedicated to communicating, expanding and integrating knowledge. In a spirit of collaboration enriched by diverse ideas, our **comprehensive and unique array of undergraduate and graduate programs** develops professionals, scholars and leaders who shape a changing world.”

Connecting to Vision & Undergraduate Focus



Connect to Planning

- Projected decline in Illinois high school graduates
 - Need to develop new potential student pools
 - Three new FTE's for international & graduate recruitment
 - Funds for online graduate application software

