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)
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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)
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.

<table>
<thead>
<tr>
<th>Graduate Program Coordinators</th>
<th>Marine Estuarine Environmental Sciences, Ph.D. and M.S. – Dr. Douglas Ruby</th>
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<tr>
<td>Applied Computer Sciences, M.S. – Dr. Albert Casavant</td>
<td>Organizational Leadership, Ph.D. – Dr. Todd Matthews</td>
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<td>Career &amp; Technology Education – Dr. Thomas Loveland</td>
<td>Physical Therapy, D.PT. – Dr. Raymond Blakely</td>
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<td>Chemistry, M.S. – Dr. Deborah Sauder</td>
<td>Physician Assistant, M.M.S. – Mr. Peter Stanford</td>
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<tr>
<td>Counselor Education, M.Ed. – Dr. Cheryl Bowers</td>
<td>Professional Science Masters In Quantitative Fisheries, P.S.M. – Dr. Paulinus Chigbu</td>
</tr>
<tr>
<td>Criminology and Criminal Justice, M.S. – Dr. David Spinner</td>
<td>Rehabilitation Counseling, M.S. – Dr. Lakeisha Harris</td>
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<tr>
<td>Educational Leadership, Ed.D. – Dr. Derry Stufft</td>
<td>Special Education, M.Ed. – Dr. Karen Verbeke</td>
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<tr>
<td>Food &amp; Agricultural Sciences, M.S. – Dr. Robert Dadson</td>
<td>Toxicology, Ph.D. and M.S. – Dr. Ali Ishaque</td>
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<tr>
<td>Food Science and Technology, Ph.D. – Dr. Jurgen Schwarz</td>
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<tr>
<td>Master of Arts In Teaching, M.A.T. – Dr. Mary Agnew</td>
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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.
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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