Streamlining Administrative Functions At Master’s Institutions

Jerry Pogatshnik
Eastern Kentucky University
Streamlining Administrative Functions at Master’s Institutions
EKU Case Study

Outline:

Background

Short Term Crisis

Long-Term Programs (Continuous Improvement)
  Admission
  Graduation
  Online
Streamlining Administrative Functions at Master’s Institutions
EKU Institutional Profile

Combined Graduate School/Research Model

30+ Master’s Degree Programs

3 Professional Doctorate Programs

Enrollment 16,000 Total; 2,300 Graduate

Moving to Online
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Streamlining Administrative Functions

Question: Streamlining for Whom?

Staff

Faculty

Students
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Short Term Crisis: Feb. 2, 2013:
Board Announces 10% Reduction / Reallocation by July 1, 2013

University-Wide Task Force Established – Non Transparent(?)

- Reduction of Administrative Staff
- Retirement Incentive Plan & Reductions in Force
- Streamlined Reorganization Process
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Protecting Priorities

High Priorities
- Protecting Existing Staff
- Student Support (GA Positions)
- Diversity Support
- Excellence in Student Services
- Maintaining Graduate Admission
- Reducing Administrative Costs

Lower Priorities
- Keeping Current Jobs/Structure
- Travel Support
- Research Support

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Graduate School Reorganization

<table>
<thead>
<tr>
<th>Before</th>
<th>After</th>
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<tbody>
<tr>
<td>Dean/AVP Research</td>
<td>Dean/AVP Research</td>
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<tr>
<td>Associate Dean</td>
<td></td>
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<tr>
<td>Academic Admin Specialist</td>
<td>Academic Admin Specialist (2)</td>
</tr>
<tr>
<td>Admin Assistant II</td>
<td>Admin Assistant II</td>
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<tr>
<td>Admin Assistant I</td>
<td></td>
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<tr>
<td>Admission Specialist (3)</td>
<td>Admission Specialist (3)</td>
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Approximate Cost Savings: $175,000

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Long-term Programs (Continuous Improvement)

Admission and Application Processes

Graduation Processes

Collaboration with Online Programs
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New Technology - New Processes

e.g. Application & Admission

- Standardization of Admin Processes (e.g. Application Fee)
- Better utilization of Banner™
- Push student information to the web (EKU Direct)
- Implemented Sharepoint™ system for admission review
- Integrate electronic communication plan
- Replace manual processes with automated processes

Result: Faster processing - Better Service
Reduction of postage >$3,000/year
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New Technology - New Processes

e.g. Graduation & Degree Audit

Implementation of DegreeWorks™

Custom Online Application / Faculty Review Process

Policy Changes (Late Application Fee)

Result: Fewer Errors - Better Service

Reduction of overtime >$2,000/year
Additional Fee Revenue >$7,000/year
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New Partners - New Adventures
Meeting Demands of Online Programs

Clarification of Roles & Responsibilities

Customized/integrated application process
  Partnership between IT, e-campus & Graduate School

“Rolling” admission vs. term driven
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Keys to Success

Have Great Staff!

Collaborate, collaborate, collaborate

Review processes and communication pieces on regular basis

Avoid the tyranny of “We’ve always done it that way”
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Comments - Questions