



Making the Case of Centralized Support for Graduate Education

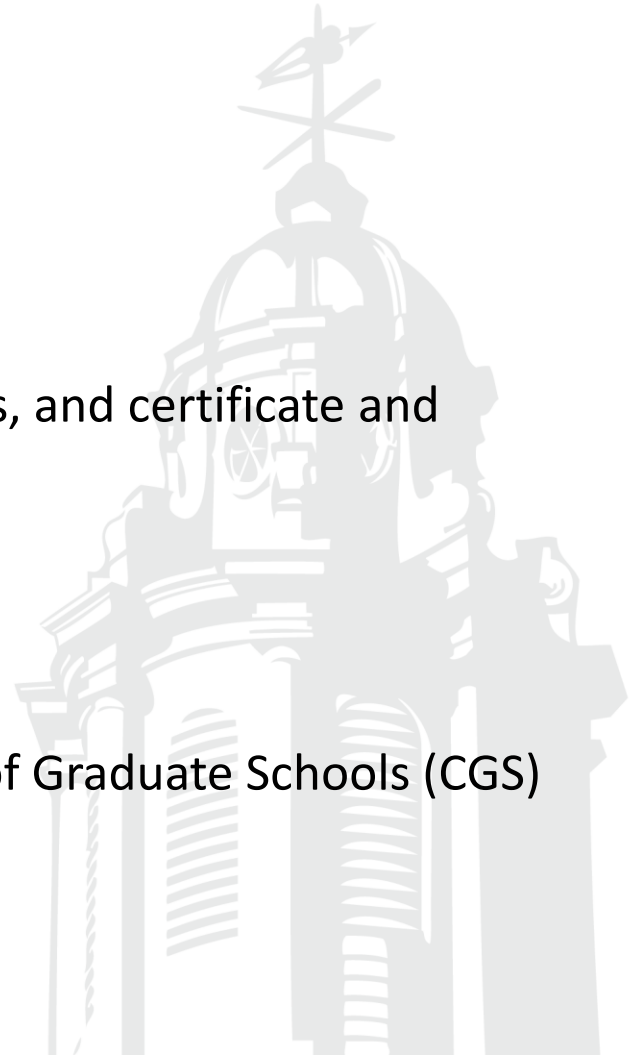
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COLLEGE OF GRADUATE STUDIES at Bridgewater State University

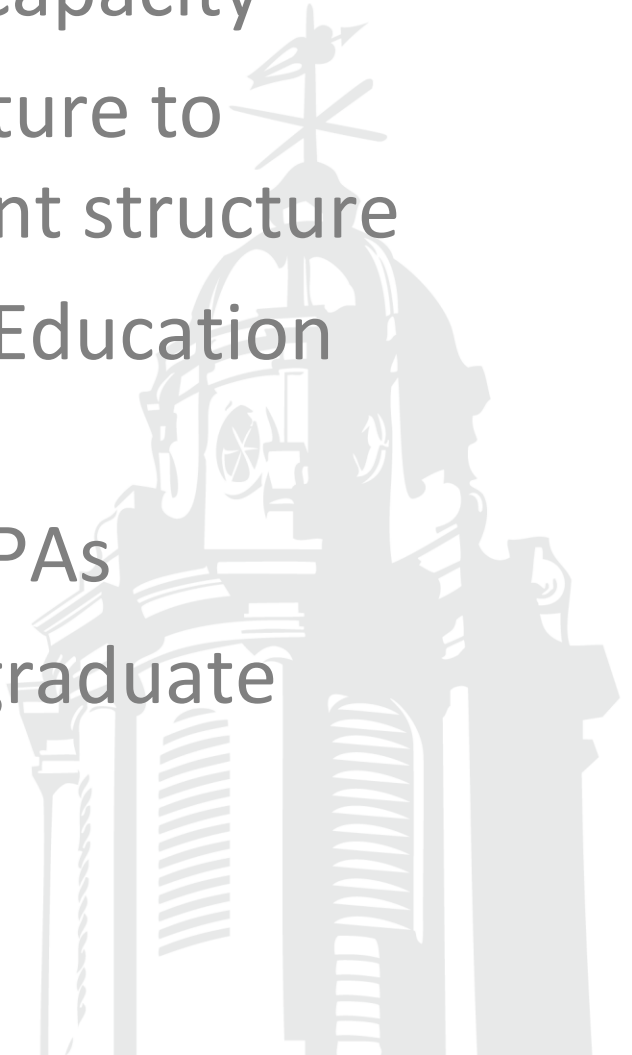
- BSU was founded in 1840 by Horace Mann
- 5 colleges including CoGS; 10,000 students
- CoGS is home to 78 distinct master's degrees, and certificate and licensure programs
- Approximately 1,600 graduate students
- Collective bargaining—two faculty contracts
- Underwent a consultation with the Council of Graduate Schools (CGS) in 2016
- I was hired in 2017

BRIDGEWATER STATE UNIVERSITY



CGS Strategic Consultation—What was Learned

- Most programs were under capacity
- Move from admissions structure to enrollment management structure
- Creating a vibrant Graduate Education Council
- Plan for students with low GPAs
- Criteria for appointment to graduate faculty status



CGS Strategic Consultation—What was Learned

Enhance Graduate Student Council

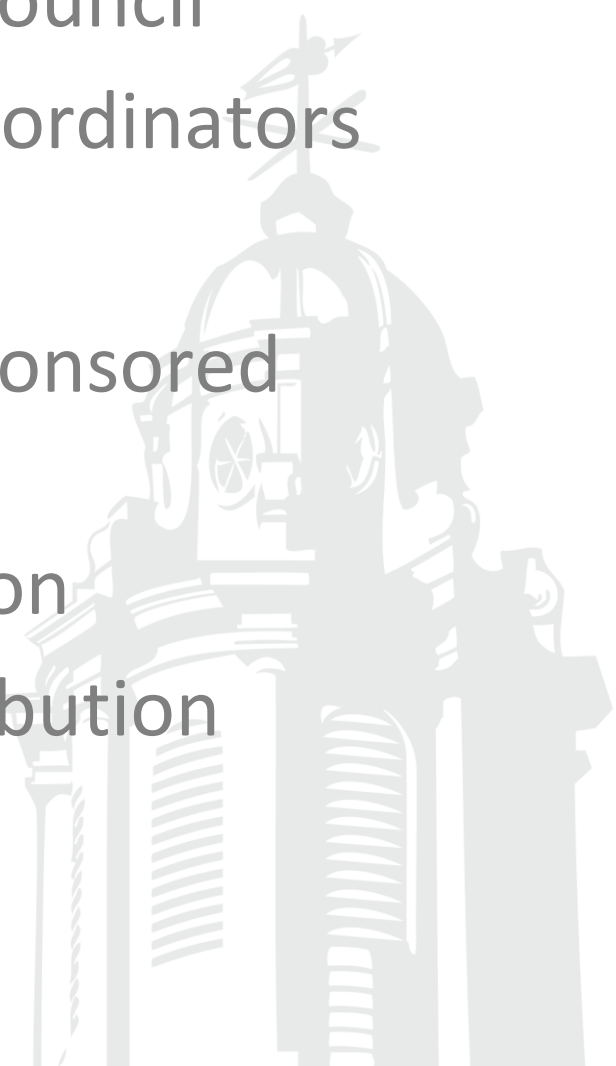
Ability to dismiss program coordinators

Control of the thesis process

Enhance relationship with sponsored research

Communication of information

Graduate Assistantship distribution



CGS Strategic Consultation— University B

As a member of the consultation team I:
Suggested the creation of a centralized
College of Graduate Studies

Not only good for the institution, but
crucial for the health of the region.

Lacks oversight, community, dedication to
quality without centralization.

Graduate Council, shared governance

CGS Strategic Consultation— University B

Graduate directors with adequate stipends

Centralize Graduate Admissions

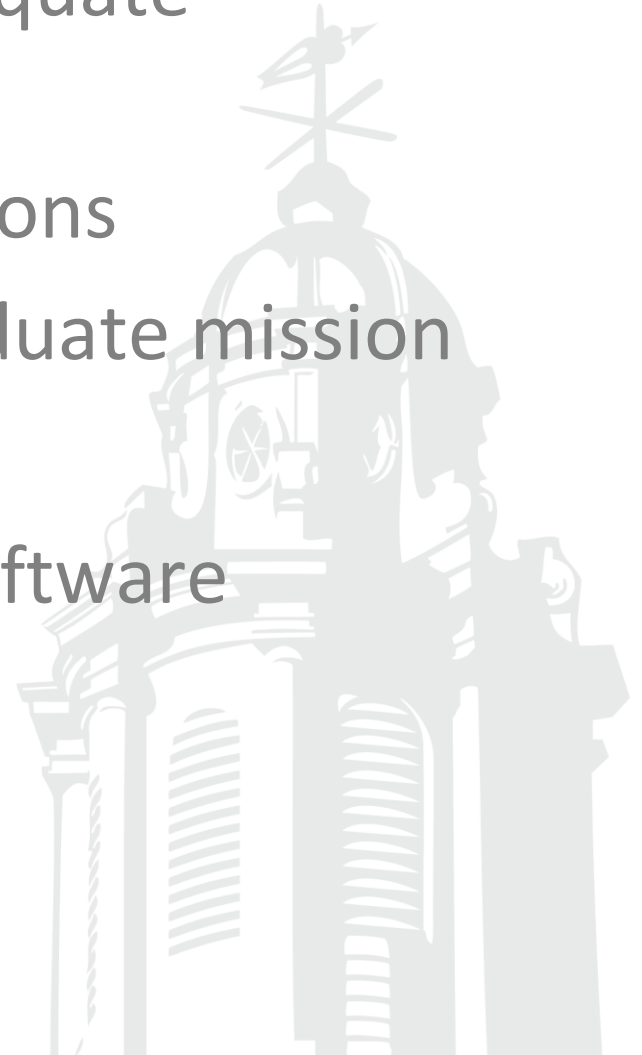
Aligning marketing with graduate mission

Adoption of CRM

Adoption of Degree Audit software

Graduate Assistantships

DEI data

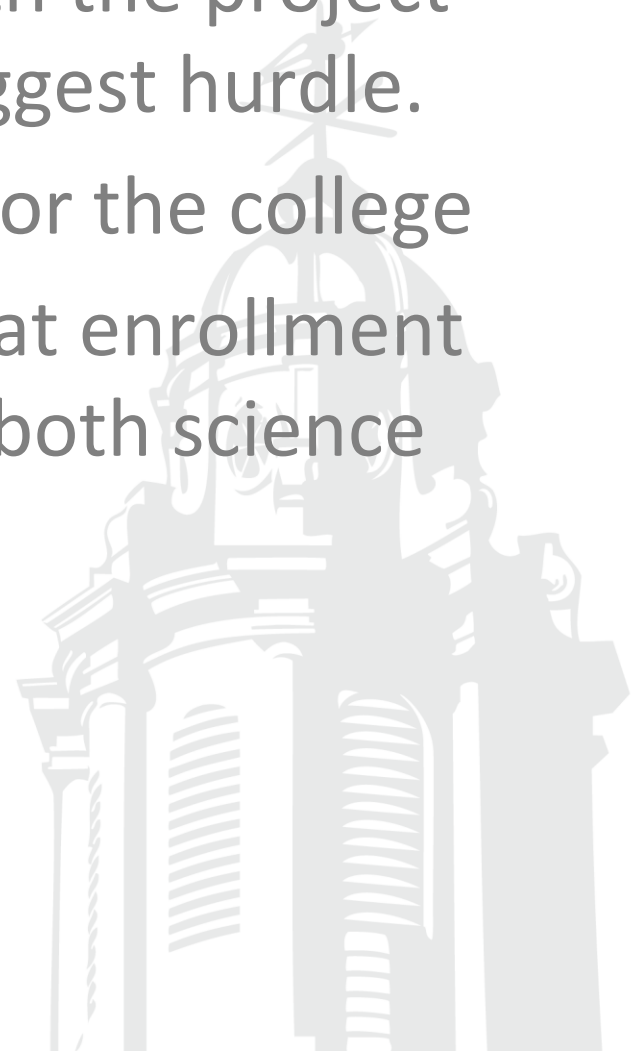


Creating a Culture of Enrollment Management with Faculty and Staff

Moving the faculty along with the project was going to be our biggest hurdle.

Built the first strategic plan for the college

Communicating to others that enrollment management involves both science and magic



Setting Attainable and Manageable Program Goals

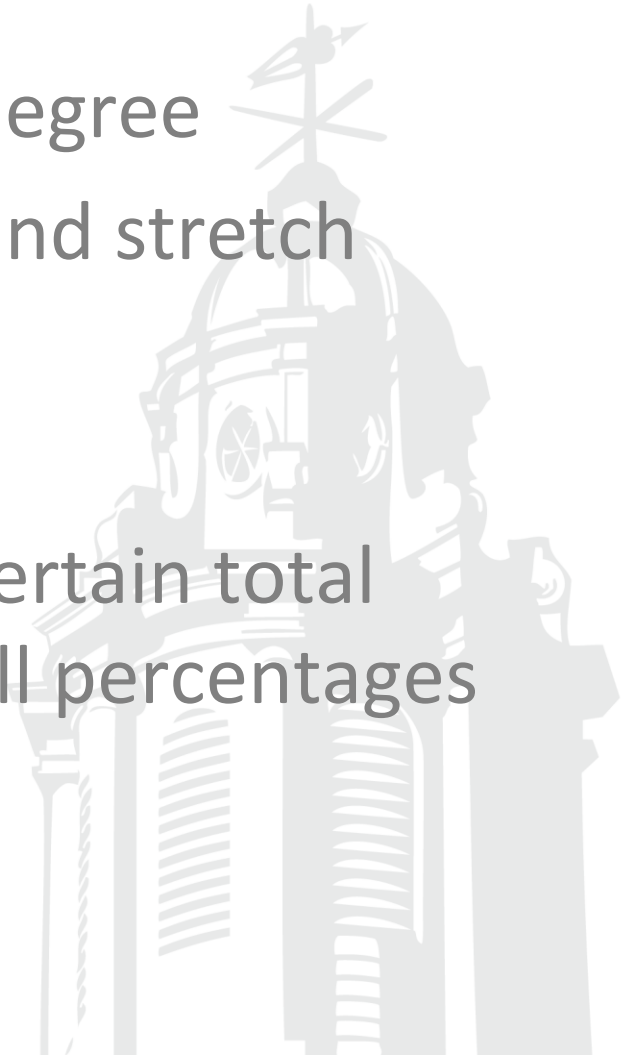
Assessing funnels

Assessing trends degree by degree

Collaboratively setting goal and stretch goal for each program

Communicating with faculty

Adding program goals to ascertain total instead of of just overall percentages



Reinforcing Enrollment. Commitment to Quality, and Community

Director of Admissions presentations to graduate program leaders and faculty

Meetings to discuss goals and trends

Dean's Notes—internal (not a newsletter), regular, transparent information sharing

Reviewing Assessment Reports in organized process (memos)

Business Plans

Set enrollment goals and tie to carrots

Faculty hires

Staff hires

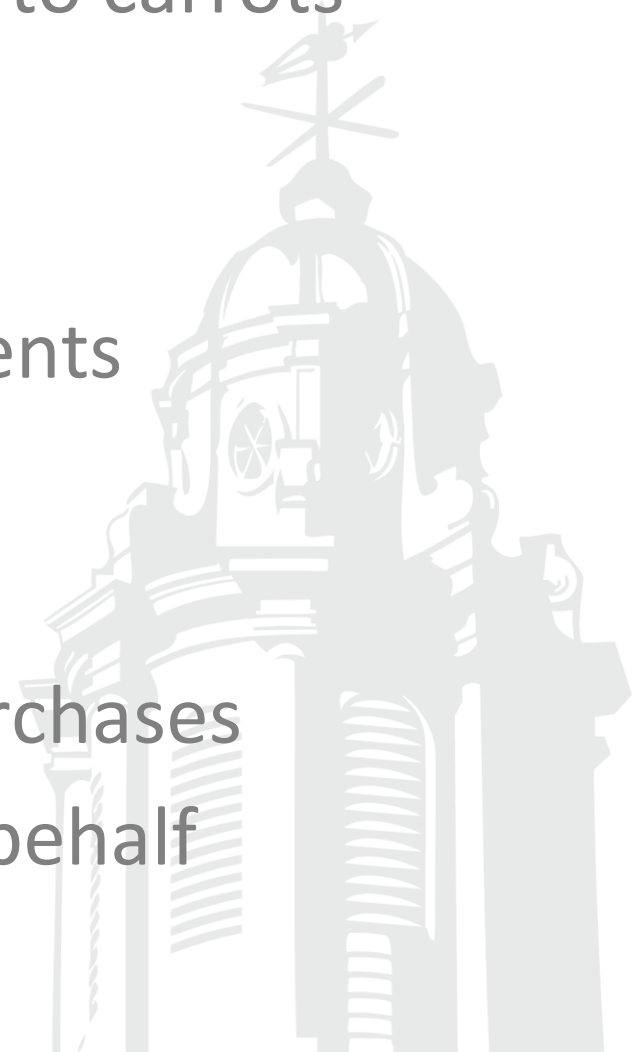
Graduate Assistant assignments

Space

Support for computer labs

Equipment and software purchases

Grant writing on program's behalf



Investing in Graduate Student Success

Graduate Professional Student Association

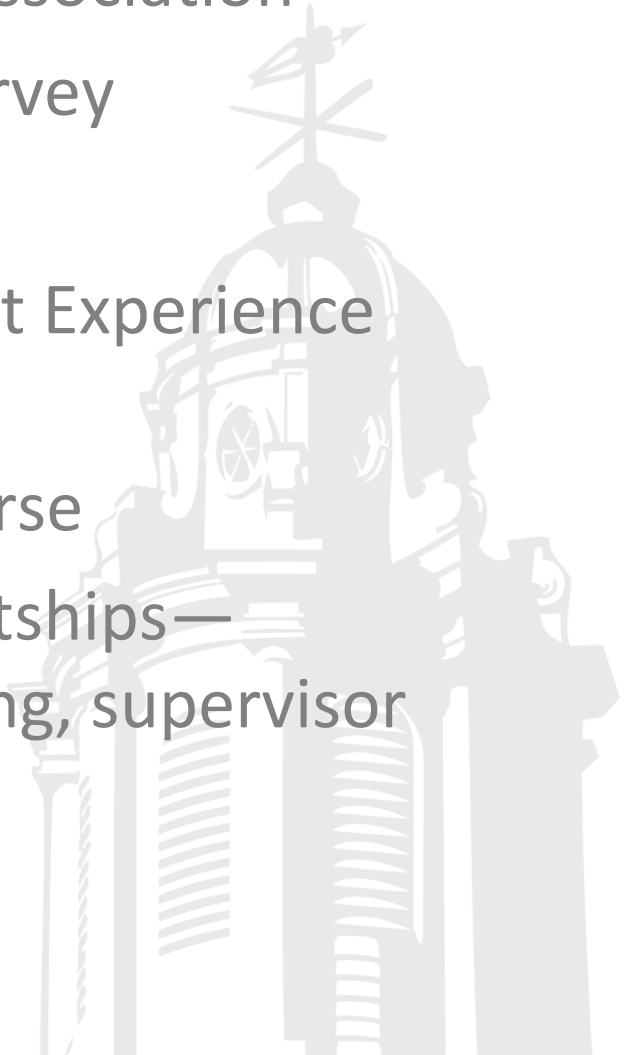
Graduate Student Experience Survey

Graduate Writing Fellows

Maximizing the Graduate Student Experience
Course

Mastering Graduate Writing Course

Managing the Graduate Assistantships—
financially, marketing, hiring, supervisor
role



Centralization Invites Innovation

4 plus 1 programs

Tuition sharing agreements with employers

Off-site cohort growth

New programs designed (faculty supported by College of Graduate Studies)

Converting programs to online, hybrid, or Hyflex modalities

