Making the Case of Centralized Support for Graduate Education

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• 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 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