Centralized? Decentralized? Who cares!
How programs and central offices can streamline admissions AND go paperless!

Audience:
- Admissions Offices
- Programs, Departments, Colleges

Goals:
- Report to your boss:
  - “We’re way ahead of ‘em!”
  - “I just had the BEST idea!”

Topics:
- Centralized vs. Decentralized
- Data from the field
- Paperless processing
- MN vs. IL
- Best practices
Who we are...

Dean Tsantir
Director
Graduate Admissions & Recruitment

Office Overview:
- 18,000 applications
- 4,000 admits
- 2,000 new enrollments
- 700 I-20s
- 200 programs
- 3 campuses
- 10 full-time staff
- Self-funded by app fees
- Change of Status / Readmission

Elizabeth Kibler
Director
Graduate & Professional Admissions

Office Overview:
- 24,000 applications
- 7,100 admits
- 4,800 new enrollments
- 1,900 I-20s
- 105 programs
- 1 campus
- 6 full-time staff
- Centrally funded
- Re-entry processed by different unit

Part 1

Centralized? Decentralized? ...
Big 10 - “central” offices:

School 1: 42.59 full time (+12 temps)
School 2: 2 full time (+1 temp)

Everyone’s the “best”

1.) Front - end process:
   Apply to Grad Admissions first, credentials reviewed ->
   apps sent to grad programs -> apps sent back to grad admissions

2.) Back - end process:
   Apply to grad programs first -> only Admits sent to Grad Admissions
   for final approval (usually after offers are made)

3.) Parallel process:
   Apply to Grad Programs and Grad Admissions simultaneously

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### Peer Institution Graduate Admissions Office Data

Source data for this table was provided by directors in each institution's graduate admissions office.
For peer institution summary reports see: [http://www.grad.umich.edu/](http://www.grad.umich.edu/)

<table>
<thead>
<tr>
<th>Application Information</th>
<th>School 1</th>
<th>School 2</th>
<th>School 3</th>
<th>School 4</th>
<th>School 5</th>
<th>School 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total applications per year (est.)</td>
<td>14,300</td>
<td>18,300</td>
<td>19,000</td>
<td>15,400</td>
<td>18,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Applications processed by admissions office (est.)</td>
<td>14,300</td>
<td>6,000</td>
<td>19,000</td>
<td>6,500</td>
<td>18,000</td>
<td>20,000</td>
</tr>
</tbody>
</table>

### Processing model

<table>
<thead>
<tr>
<th>Parallel or Post-decision</th>
<th>School 1</th>
<th>School 2</th>
<th>School 3</th>
<th>School 4</th>
<th>School 5</th>
<th>School 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTEs</td>
<td>9.9</td>
<td>7</td>
<td>19.5**</td>
<td>6</td>
<td>11</td>
<td>42.59</td>
</tr>
<tr>
<td>Staffing</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Temp staffing</td>
<td>up to 6</td>
<td>1</td>
<td>see report</td>
<td>up to 15</td>
<td>approx. 12</td>
<td>1</td>
</tr>
</tbody>
</table>

### Functions

- Admissions system management: Yes/Yes/No/No/No/Yes/Yes/Some
- Admissions system training: Yes/Yes/Yes/Yes/Yes/Yes/Yes/Yes
- Recruitment: Yes/Yes/No/Some/Yes/Yes/Yes/Yes
- I-20 financial certification: Yes/Yes/No/Yes/Yes/Yes/Yes/Yes
- I-20 SEVIS/Emailing: Yes/Yes/No/Yes/Yes/Yes/Yes/No
- Credential evaluation: Yes/Some/Yes/Yes/Yes/Yes/Yes/Yes
- Portal management: Yes/No/No/No/No/No/Yes/Yes
- Change of Status/Readmission processing: Yes/No/Yes/Yes/Yes/No/No/No
- Prospect/applicant service (phone/email/visit): Yes/Yes/No/Yes/Yes/Yes/No/Yes
- Coordinate campus processing: Yes/No/Yes/No/Yes/Yes/Yes/No
- Other: Office funded by app fees? Yes/No/Partial/No/No/No/No/No
- Program decision/revol/aut: No/Yes/Yes/Yes/Yes/Yes/Yes/Yes

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* see summary reports for staffing explanations as offices vary significantly (e.g., School 1 has two tech staff devoted to admissions, but not on admissions budget, School 1 has two tech staff that can essentially be full-time, etc.)
** graduate programs are responsible for collecting all official transcripts/documents and processing I-20 funding information
*** staff are responsible for both student services and admissions, unlike other offices listed
Peer survey:

**“Centralized”**
- Processing
- Managing tech
- Override decisions

**“Decentralized”**
- Silos
- Local decisions
- Processing shared or local

Only 1 common function among peers with “central” offices:

**Processing admitted applications**

…# of admits has a major impact on staffing levels.
Admits are more work!
Centralized? Decentralized? …

..........Who cares!
*We’ve got work to do*

- Student Service
- Recruitment
- Application processing
- Admissions system
  - Management
  - System training
- I-20
  - financial certification
  - production
- Credential evaluation
- Portal management
- Readmissions (Change of Status)
- Other campuses
- Communication!
  - Tutorials
  - Country Credentials
  - Announcements
  - ESL
  - GRE
  - Templates
  - FERPA
  - April 15
  - Retention guidelines
  - Events
  - Test app
  - Etc.
- Informal listserv

www.grad.umn.edu/prospective_students/admissions_toolkit.html
http://www.grad.illinois.edu/admissions/staff_fac.htm
Takeaway

Share best practices!

No excuses for applicant confusion!

Part 2
Parallel Processing

Processing/Support Staff

Admissions Process

Applicants

Grad Programs

Admissions Officers

Prospects

Fairs
Publications
Committees

Interest Page

VIP Portal & Emails

Student Service

START HERE
In-Progress Applicants

- Online Application: Upload ALL Credentials
- Online Recommender Requests
- Request Visa & Upload Funding Docs
- Customized Applications: ‘Smart Forms’ & Change of Status

Submitted Applicants

- Survey Applicants
- Program Online Review
- Program Training: Workshops
- Resources
- Int’l Credential Services
Official Admission Review & Decisions

Minnesota vs. Illinois

Enrollment Accepted!

ENROLL IN GRADUATE SCHOOL YAY!

- E-Referrals
- Transcript E-Review
- Online Admission Letters
- I-20s $ Evaluations & Shipping
- Online Acceptance Forms & Surveys

Minnesota: Admitted Student Portal
Illinois: Online Orientation Videos

Illinois:
- Online Orientation Videos
- Orientation Videos

Enrollment Accepted!

Minnesota:
- Admitted Student Portal
- Admission Condition Reminder Emails
- Reminder Emails

ENROLL IN GRADUATE SCHOOL YAY!

4/27/2012
Systems Management

CRM → Application → SIS

Training, User Management, Interface

Test Scores, Status Updates, Imaging
Challenges

CRM → Application → SIS

Shadow Systems

Online Review Tools

In-Progress Access

Part 3

GOING PAPERLESS
Programs MUST collaborate!

First (BIG) step to going paperless is document uploading

Are unofficial credentials OK for review at your institution?
Peak Season Mail

2010
79 Boxes

2011
4.6 Boxes

Not enough to tell everyone you’re going paperless
• ID early adopters and promote, promote, promote!

www.grad.umn.edu/prospective_students/workshop.html
Must give DETAILED instructions!
• Give your applicants specifics for all upload requirements

http://www.grad.illinois.edu/uploading-credentials

Eliminating “Shadow System” Redundancy

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>12% AY and Program Application</td>
<td>6% AY and Program Application</td>
</tr>
<tr>
<td>39% AY Only</td>
<td>18% AY Only</td>
</tr>
<tr>
<td>49% Other</td>
<td>76% Other</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Results:
• Record number of applications
• Programs using “E-Review” methods
• 90% upload success rate
• Almost NO mail in peak months
• Eliminated redundant program apps
• Applicant turnaround – ONE DAY!
• Smoother workflow
• 1 million pieces of paper saved!
• Happy applicants, programs, admissions staff
• U MINN: 25% reduction in staffing

Why we do what we do:
Recruitment
• Shared CRM, presentations in community

Process Applications
• Campus-wide efficiency and accurate data entry
• 30% turnover at program level every year
• Remove burdens on programs

Transcript/Credential Review (international)
• Efficiency
• Status updates
• Cost
• Paperless review
• Recommendation of professionals in the field
• Large campus with commitment to internationalization
• Find mistakes with external credential evaluators
• Avoid risks of NOT getting a transcript

Issue I-20s
• Efficiency = recruitment
• Internationalization
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