

## *Graduate Admissions and Strategic Enrollment Management*

### **Finnish Higher Education Experts USA Study Tour 2015**

October 25 – October 30, 2015

Washington, DC, Maryland, Delaware, New Jersey and New York

### **PROGRAM**

#### **Purpose:**

This delegation from Finnish research universities and the Ministry of Education will explore best practices and trends in graduate admissions and strategic enrollment management. Participants will visit institutions in Washington, DC, Maryland, Delaware, New Jersey and New York, to discuss graduate student recruitment, the application process, student selection, strategic enrollment strategies and graduate programs. The group will learn about graduate admissions from expert speakers and through direct observation at private and public universities. The seminar will focus on comparing U.S. as well as current and emerging Finnish strategies in the area, and identifying possible applications of the American practice to the Finnish system. There are 13 members in the delegation.

#### **Agenda:**

The five-day program will consist of a day-long introductory seminar in Washington, DC, six site visits to public and private universities in Washington, DC, Maryland, Delaware, New Jersey, and New York, and two debriefing meetings.

## PROGRAM AGENDA:

### DAY 1: SUNDAY, OCTOBER 25

*Optional cultural activities; pre-seminar introductory meeting; and informal introductory dinner.*

4:00 – 5:30pm

#### **Introductory Meeting**

- [Terhi Mölsä](#), Executive Director, The Fulbright Center, Finland
- [Karoliina Kokko](#), Senior Program Manager, The Fulbright Center, Finland
- [Jeffrey Hopper](#), Director, Institute of International Education, Local logistics coordinator for the study tour delegation

6:00pm

#### **Informal Dinner**

[Old Ebbitt Grill](#)

### DAY 2: MONDAY, OCTOBER 26

*Full-day opening seminar. Tour of the Embassy building and opening dinner at the Embassy of Finland.*

8:30 – 9:00am

#### **Breakfast, Welcome and Participant Introductions**

- [Terhi Mölsä](#), Executive Director, The Fulbright Center, Finland
- [María de los Ángeles Crummett, PhD](#), Executive Director, Council for International Exchange of Scholars, and Deputy Vice President, Institute of International Education

#### **Opening Workshop**

*The opening day seminar will provide an introduction to U.S. higher education, the graduate education system, and strategic enrollment management, including an overview of a state-wide public university systems and a panel presentation on strategic enrollment management.*

9:00 – 10:30am

#### **Introduction to U.S. Higher Education and U.S. Graduate Education System**

*Presenters will give an overview of the role and structure of higher education and graduate education in the United States. Further topics will include admissions strategies, graduation requirements, fees and scholarships, program monitoring and supervisor engagement. All three presenters come from George Mason University, which is the largest public research university in Virginia and with the largest number of students enrolled; it has strong programs in economics, law and business.*

- [Jan Arminio, PhD](#), Higher Education Program Director and Professor of Humanities and Social Sciences, George Mason University
- [Svetlana Filiatreau, PhD](#), Manager of Global Learning Integration in the Office of Global Strategy, George Mason University
- [Rodney Hopson, PhD](#), Professor in the College of Education and Human Development, George Mason University

- 10:30 – 11:45am**      **State University System Steering Overview and Case Studies**  
*Panelists from state university systems will discuss how and when institutions collaborate within a state system, the decentralized nature of state systems, the role of the flagship institution, and the challenges of implementing system-wide strategies.*
- [Steve Hahn](#), Vice Provost for Enrollment Management, University of Wisconsin – Madison
  - [Charles Caramello, PhD](#), Associate Provost for Academic Affairs and Dean of the Graduate School, University of Maryland, College Park
- 11:45am – 12:45pm**      **Lunch with invited speakers**
- 12:45 – 1:30pm**      **The Building Blocks of Strategic Enrollment Management (SEM) at the Graduate Level - American Association of Collegiate Registrars and Admissions (AACRAO)**  
*AACRAO is a not-for-profit association that sets standards and innovations in enrollment services and related areas of campus management for the higher education community. AACRAO will discuss their best practices for building SEM competencies, aligning enrollment and financial outcomes, and setting clear enrollment goals.*
- [Tom Green, PhD](#), Associate Executive Director, Consulting and SEM, AACRAO
  - [Melanie Gottlieb](#), Deputy Director, AACRAO
- 1:30 – 2:30pm**      **Strategic Enrollment Management Overview and Institution Case Study: The George Washington University**  
*Presenters will discuss strategic enrollment management at the graduate level at The George Washington University (GWU). GWU is a private, co-educational research university with three campuses. It is the largest institution of higher education in the District of Columbia.*
- Moderator:**
- [Tom Green, PhD](#), Associate Executive Director, Consulting and SEM, AACRAO
- Panelists:**
- [Chris Storer, PhD](#), Executive Director, Graduate Programs and Admissions, The George Washington University
  - [Adina Lav](#), Assistant Provost for International Enrollment, The George Washington University
- 2:30 – 2:45pm**      **Coffee break**
- 2:45 – 3:45pm**      **Graduate-Level SEM Goal Setting and Implementation: Digging Deeper into Higher Level SEM Management – AACRAO**  
*Presenters will delve deeper into higher-level SEM strategies and focus in on any particular areas participants wish to address, such as financial planning or strategy implementation. Presenters will also address lingering questions from participants, subsequent to previous presentations.*

- [Tom Green, PhD](#), Associate Executive Director, Consulting and SEM, AACRAO
- [Melanie Gottlieb](#), Deputy Director, AACRAO

5:15 – 7:30pm

**Evening at the Finnish Embassy, Washington, DC**

Tour of the Leadership in Energy and Environmental Design (LEED) certified [Embassy building](#), dinner hosted by the Ambassador of Finland [Kirsti Kauppi](#) with invited guests

**DAY 3: TUESDAY, OCTOBER 27**

*Morning site visit to the University of Maryland, College Park; afternoon site visit to Johns Hopkins University in Baltimore, Maryland. Overnight stay in Baltimore, Maryland. Free evening.*

8:30 - 9:15am

**Travel to College Park, MD**

9:15 – 11:30pm

**University of Maryland, College Park: Graduate Admissions at a Large Public Research Institution**

*The University of Maryland, College Park is a public research university, and one of 12 Maryland institutions of higher education in the University System of Maryland. As the flagship institution in the University System of Maryland, the University of Maryland will offer unique insights into admissions at a large state-wide public institution.*

- [Jeffrey Franke](#), Assistant Dean and Chief of Staff
- [Saul Sosnowski](#), PhD, Senior Faculty Advisor, Office of International Initiatives
- [Valerie Woolston](#), Executive Director of International Initiatives

See also [The Graduate Catalog](#) of University of Maryland.

11:30am – 12:30pm

**Lunch at University of Maryland, College Park with presenters**

12:30 – 1:00pm

**Visit to Campus Bookstore: Branding of Universities**

1:00 – 3:00 pm

**Travel to Baltimore, MD**

3:00 – 5:30pm

**Johns Hopkins University: Department-Managed Graduate Admissions, SEM Comparison and Enrollment Technology**

*Johns Hopkins University is a private research institution and a founding member of the American Association of Universities. Johns Hopkins promotes a culture of mentorship and engagement within doctoral programs. As the first research university in the United States, Johns Hopkins will provide insight into its unique goals for its graduate students and how admissions criteria are centered around those goals.*

3:00 – 3:15pm

**Welcome Remarks and Introductions**

- [Matthew Roller, PhD](#), Vice Dean for Graduate Education and Centers & Programs

**3:15 – 3:40pm**      **The Complex Technology of Graduate Admissions and Enrollment Software**

- [Rajen Shrestha](#), Interim Director of the Graduate Admissions and Enrollment

**3:40 – 4:20pm**      **Panel Discussion on Department-Managed Graduate Admissions**

- [Vince Hilser, PhD](#), Professor and Chair, Department of Biology
- [Elisabeth Strowick, PhD](#), Professor and Department Chair, Department of German and Romance Languages and Literatures; Co-Director, Max Kade Center for Modern German Thought

**4:20 – 4:45pm**      **A Comparative Look at Strategic Enrollment Management: Graduate vs. Undergraduate Enrollment**

- [Ellen Kim](#), Director of Undergraduate Admissions

**4:45 – 5:00pm**      **Additional time for questions**

**5:00 – 5:30pm**      **Student-led guided walking tour of campus**

**DAY 4: WEDNESDAY, OCTOBER 28**

*Morning site visit at the University of Delaware. Mid-program debrief en route to New York, NY. Free evening.*

**9:00 – 10:30am**      **Travel to Newark, DE**

**10:30 – 1:45pm**      **University of Delaware: The Graduate Application Process and Department-Managed Graduate Admissions**

*The University of Delaware is a private research university but receives public funding for being a land-grant, sea-grant, space-grant, and urban-grant state-supported research institution. The university has a unique system for graduate student admissions, which allows applicants to self-manage their applications documents.*

**10:30 – 10:45am**      **Overview of Graduate Admissions and Strategic Enrollment Management**

- [Ann Ardis, PhD](#), Interim Vice Provost for Graduate and Professional Programs

**10:45 – 11:15am**      **Slate and University of Delaware Graduate Application Process**

*Designed and developed exclusively for higher education admissions, Slate is a solution that can handle the breadth and depth of modern admissions. Encompassing CRM, outreach, travel management, online applications, and online reading, Slate is trusted by more than 250 colleges and universities, including the University of Delaware.*

- [Michael Alexo](#), Director of Graduate Admissions

11:15am – 12:30pm **Panel Discussion: “The Decision Makers”, Graduate Department Coordinators**

**Moderator:** [Mary Martin](#), Associate Vice Provost, Graduate & Professional Education

- [Kenneth E. Barner, PhD](#), Professor and Chair, Department of Electrical Engineering
- [Jennifer Gregan, PhD](#), Senior Academic Advisor and Associate Professor, International Business Studies
- [Debra Hess-Norris](#), Chair and Professor Art Conservation and Photographic Conservator, Henry Francis DuPont Chair in Fine Arts
- [Jeanne Warrington](#), Assistant to the Chair, Physical Therapy Department

12:45 – 1:45pm **Lunch at the University of Delaware with panelists and other experts from the University of Delaware**

1:45 - 4:30pm **Travel to NYC: Midway Debriefing and Group Discussion en Route**

*Facilitator:*

- [Terhi Mölsä](#), Executive Director, The Fulbright Center, Finland

#### **DAY 5: THURSDAY, OCTOBER 29**

*Visits to Rutgers University in New Brunswick, NJ and Columbia University in New York, NY followed by an evening reception with the Consul General of Finland.*

8:45 – 10:00 am **Travel to New Brunswick, NJ**

10:00am – 12:00pm **Rutgers University Graduate School: A Decentralized System for Recruitment and Student Selection**

*Rutgers University is a public research university and the eighth oldest college in the United States. The university has eighteen graduate degree-granting units including three graduate schools and a number of graduate professional degree programs. Rutgers has a decentralized enrollment strategy for graduate admissions in which each of the 70 degree-granting programs recruits independently.*

#### **Welcome Remarks and Introduction:**

- [Harvey Waterman, PhD](#), Associate Dean of Academic Affairs, Graduate School
- [Jerome J. Kukor, PhD](#), Professor and Dean, Graduate School

#### **Panel Presentations:**

- [Urmi Otiv](#), Director, Center for Global Services
- [Greg Costalas](#), Senior Program Coordinator, Center for Global Services
- [Colin Jager, PhD](#), Professor of English, and Past Chair of Admissions for the Graduate Program in English Literature
- [Matt Sills, PhD](#), Concentration Coordinator, Drug Discovery and Development, Professional Science Master’s Program

- [Gerben Zylstra, PhD](#), Director, Microbial Biology Graduate Program and Distinguished Professor, Department of Biochemistry and Microbiology
- [Richard Padgett, PhD](#), Co-director, Molecular Biosciences Graduate Program and Professor of Molecular Biology & Biochemistry
- [Linda Costa](#), Director of Graduate and Professional Admissions

**12:00 – 1:00pm**      **Lunch at Rutgers University with panelists and ASLA-Fulbright Graduate Grantee 2013-2014/Fulbright Center Renewal Grantee 2014-2015, 2015-2016 Niina Vuolajärvi Finnish Applicant and Student Perspective on U.S. Graduate Admissions**

**1:00 - 2:30pm**      **Travel from New Brunswick to Columbia University**

**2:30 – 4:30pm**      **Panel Discussion: Columbia University: Managing a Highly Selective Acceptance Process and International Admissions**  
*Columbia University is a private Ivy League research university and prides itself on its international programs and global presence. With a lower than 20% acceptance rate for graduate students, Columbia can speak to its strict admissions criteria and student selection practices.*

- [David B. Austell, PhD](#), Associate Provost and Director, International Students and Scholars Office
- [Justin Pearlman, PhD](#), Chief of Staff, Office of the Provost
- [Tiffany Simon, PhD](#), Associate Dean of Graduate Student Affairs, Foundation School of Engineering and Applied Science

**4:30 – 5:15pm**      **Finland-U.S. Comparative View on Graduate Admissions**  
*Discussion with Miikka Rokkanen, PhD*

- [Miikka Rokkanen, PhD](#), Assistant Professor, Member of the Graduate Admissions Committee 2014-2015, Department of Economics, Columbia University

**6:00 – 8:00pm**      **Reception Hosted by the Consul General of Finland [Jukka Pietikäinen](#)**  
 Consul General Residence, Fifth Avenue, New York City  
*Guests include U.S. higher education experts, Finnish and American grantees and alumni of the Fulbright Center and special guests.*

**DAY 6: FRIDAY, OCTOBER 30**

*Morning visit to the City University of New York and final debrief.*

**10:00am – 12:00pm**      **The City University of New York (CUNY), Graduate Center: Recruiting for Doctoral Programs in an Urban Setting**  
*The City University of New York is a public university system of New York, NY and the largest urban university in the United States. The CUNY Graduate Center competes with many other universities in the New York area for quality students in a widely accessible system. They prioritize recruitment for doctoral programs and will highlight best practices for student selection.*

- [Les Gribben](#), Director of Admissions
- [Marisa Panzani](#), Associate Director of Admissions
- [Gerry Martini](#), Assistant Director of Admissions

**12:15 – 2:15pm Lunch with Final Debrief and Group Discussion, IIE**

*Facilitator:*

- *Terhi Mölsä*, Executive Director, Fulbright Center, Finland

**2:30pm End of study tour. Transport to airport for those taking flights.**

## **FULBRIGHT CENTER**

The Fulbright Center (the Finland-US Educational Exchange Commission FUSEEC) in Helsinki is a private, non-profit expert organization that specializes in academic, professional and cultural exchange between Finland and North America. The Fulbright Center helps U.S. and Finnish institutions create linkages and supports the internationalization of education and research in Finland. The Center awards annually over USD 1 million in scholarships to Finnish and American students, researchers, and professionals, and provides training and consulting services with approximately 3 700 client contacts per year. The Fulbright Center is funded by the Finnish, U.S. and Canadian governments, the Finland-America Educational Trust Fund founded by the U.S. and Finnish governments, and universities, private foundations, and private donors in Finland and the United States. Eighty percent of the Center's funding comes from Finland.

## **INSTITUTE OF INTERNATIONAL EDUCATION (IIE)**

Founded in 1919, the Institute of International Education (IIE) is a private non-profit leader in the international exchange of people and ideas. In collaboration with governments, foundations and other sponsors, IIE creates programs of study and training for students, educators and professionals from all sectors. These programs include the flagship Fulbright Program and Gilman Scholarships administered for the U.S. Department of State. IIE also conducts policy research, provides resources on international exchange opportunities and offers support to scholars in danger.