Budget and Staff Management Strategies

CGS New Deans Institute

July 12, 2014
Restructuring Graduate School Staffing:  
An Example from The University Graduate School (UGS)

• Large state institution with graduate programs on seven campuses, doctoral programs at Bloomington and Indianapolis (IUPUI).

• Offices in Bloomington and Indianapolis operated independently.

• University effort to centralize services.
The New Organization Structure Designed to Achieve:

• Cohesiveness as one unit

• Efficiency by operating as one unit

• Innovation in current programs, services, and processes

• Development of new programs, services, and initiatives

• Better coordination of activities and services within and between campuses

• Increased accountability

• Staff working across campuses to better understand the needs of all campuses
Focus

• A university-wide mindset for promoting and supporting graduate education on all campuses of Indiana University, including an awareness of the priorities of each campus.

• Administrative services and support of the highest quality that clearly is of benefit to faculty, staff, students, and post docs.

• Services, programs, and activities that have a significant impact, creating a high return on the dollars spent (regardless of the funding source).
Lessons Learned

- Structure was too complex to comprehend.
- Reporting relationships were too difficult to understand and implement.
- Structure did not account for differences in campus culture and practice.
Outcome

• Same focus.

• Better cohesion and collaboration.

• Greater role clarity and accountability.

• Campus-specific needs are being addressed.

• Harmony within and across offices.