

Budget and Staff Management Strategies

CGS New Deans Institute

July 12, 2014

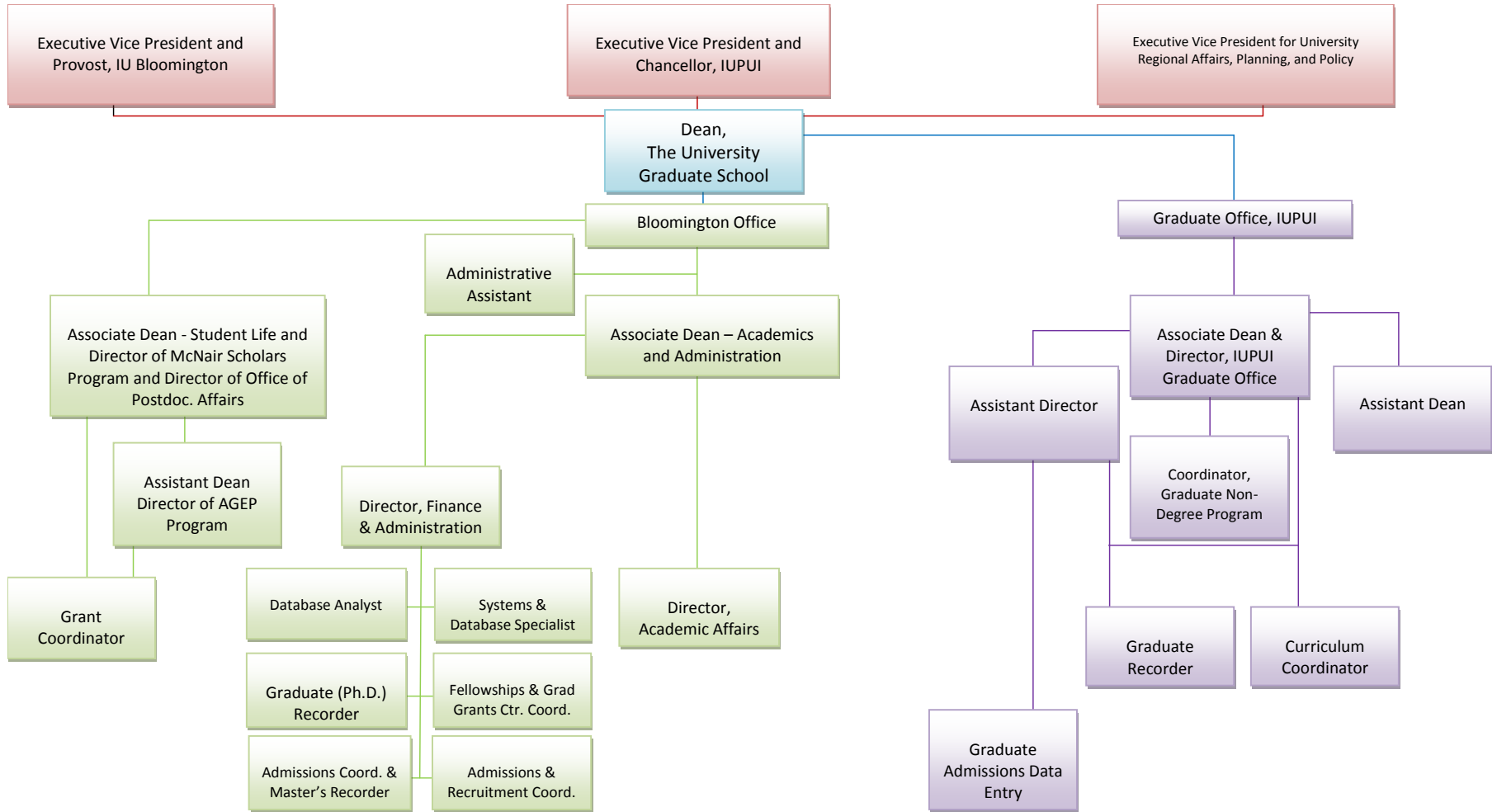


INDIANA UNIVERSITY
THE UNIVERSITY GRADUATE SCHOOL

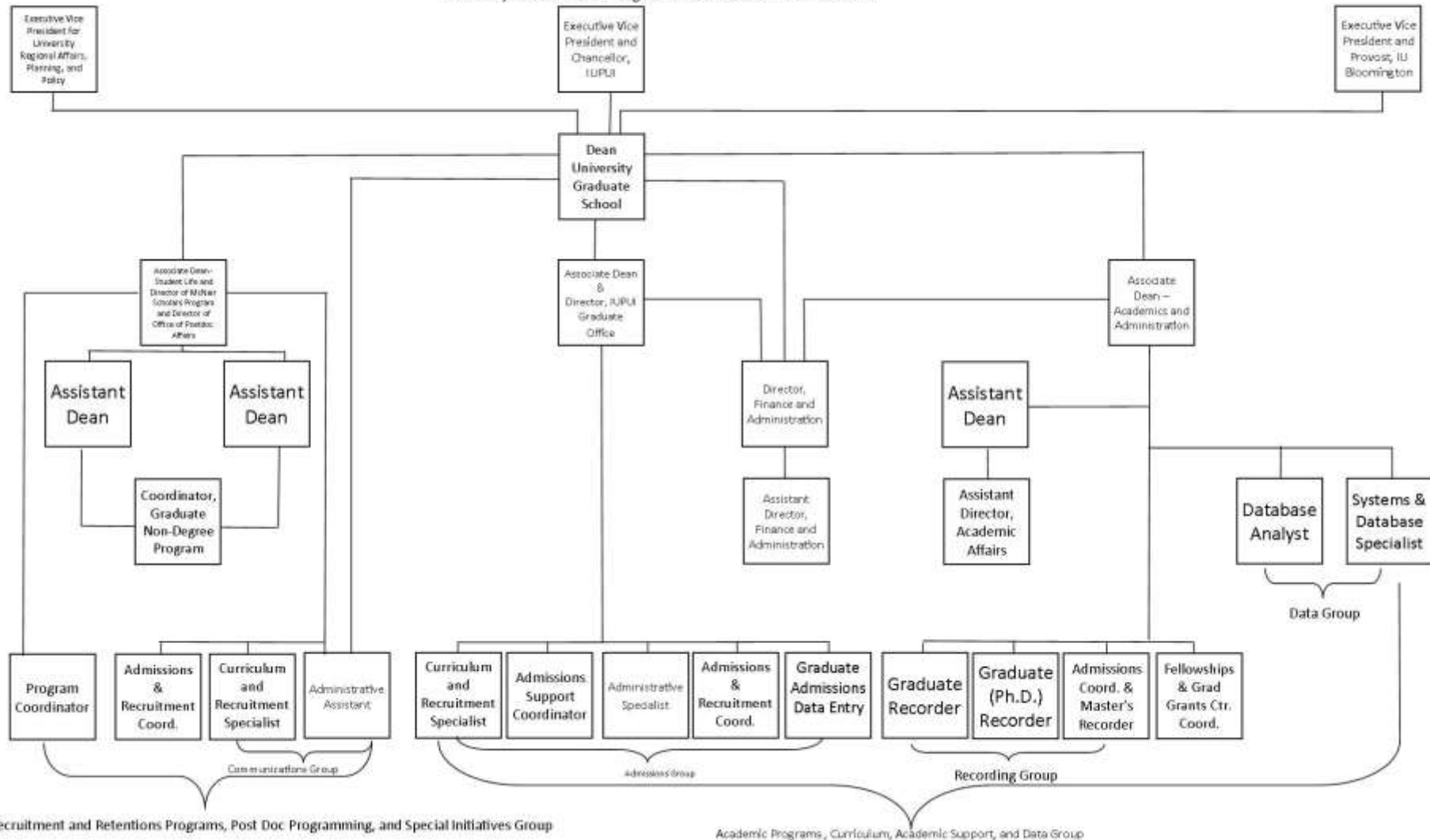
Restructuring Graduate School Staffing: An Example from The University Graduate School (UGS)

- 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.

University Graduate School Structure July 2012- July 2013



University Graduate School Organizational Structure of Full-Time Staff



The New Organization Structure Designed to Achieve:

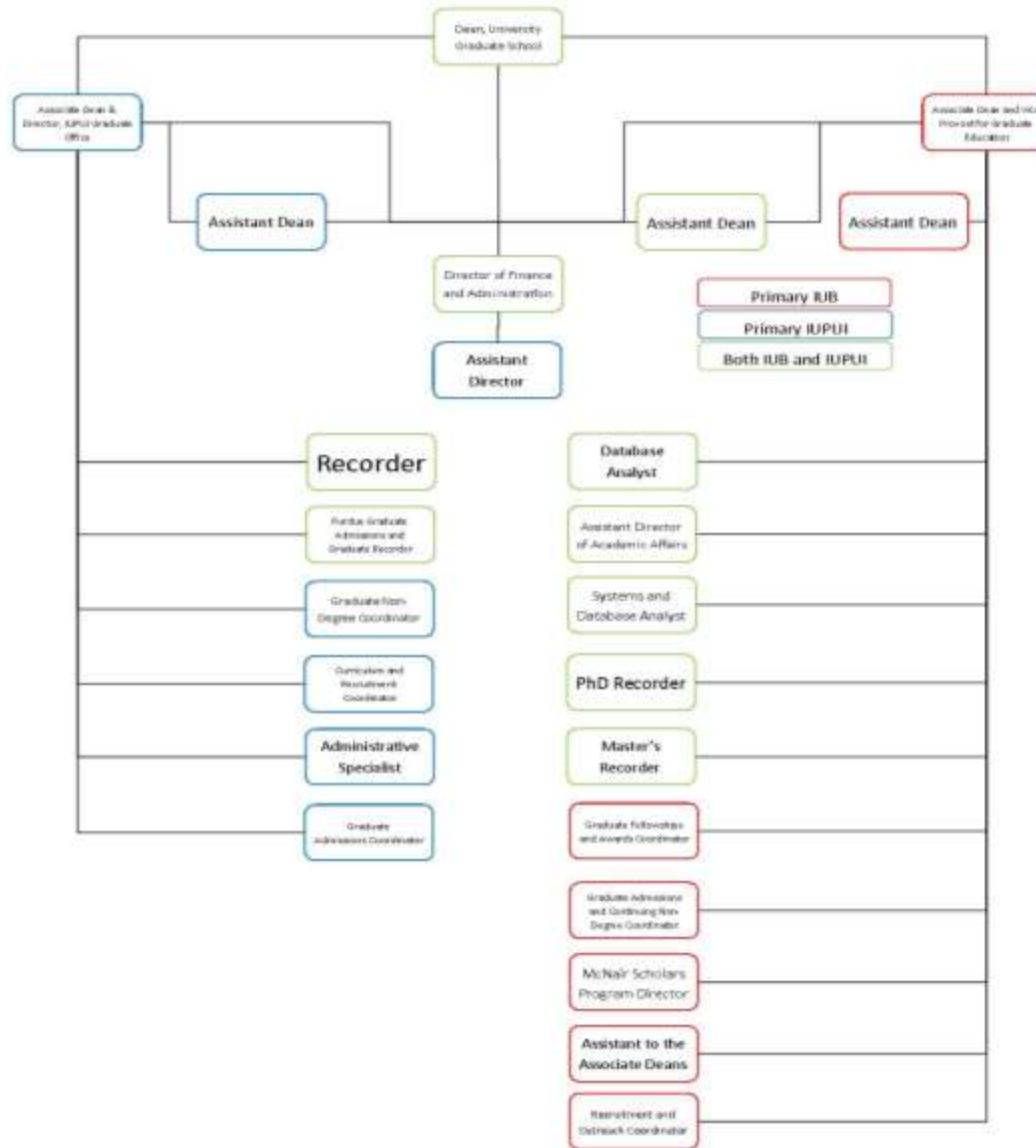
- Cohesiveness as one unit
- Efficiency by operating as one unit
- Innovation in current programs, services, and processes
- Development of new programs, services, and initiatives
- Better coordination of activities and services within and between campuses
- Increased accountability
- Staff working across 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.