



## **College of Graduate and Professional Studies Reorganization**

As Indiana State University looks to position itself for success in the coming years, graduate and adult learners' enrollment will be a critical component to the overall success of the enrollment strategy. Within a changing higher education landscape there was a need to closely examine the administration of graduate education, particularly in a period of diminished resources. Through the work of various entities on campus including the Graduate Education Taskforce, the Provost's Advisory Council, and the Graduate Council, we are proposing a structural and functional reorganization of the College of Graduate and Professional Studies. When successful, these changes will improve efficiency in the administration of graduate education across the lifecycle of a student, empower graduate programs and academic colleges, maintain the integrity of graduate studies at Indiana State, and contribute to the financial health of the institution.

The proposed reorganization includes transitioning the College of Graduate and Professional Studies (CGPS) into Graduate Studies, streamlining processes, and reducing staff within Graduate Studies. Graduate Studies will be housed within the Division of Academic Affairs and be responsible for the strategic leadership and support of graduate education and graduate enrollment at Indiana State. Graduate Studies will be a cross functional unit, which includes components of academic affairs and enrollment management. The cross functional nature of the office is necessary to remain competitive in the national graduate education landscape as the institution looks to increase enrollment at the graduate level. Graduate Studies will be led by the Director of Graduate Studies. This campus-wide graduate education and enrollment leader would report directly to the Provost and liaise to the Vice President of Enrollment Management. The Director will sit on both the Provost's Advisory Council and the Vice Provost for Enrollment Management's Leadership Team. Beyond the strategic leadership of graduate education and enrollment at Indiana State, the Director will serve as the primary point of contact regarding graduate education for graduate faculty, host periodic trainings for graduate program directors, manage graduate student grant and funding programs, ensure the effectiveness, efficiency, and integrity of graduate education, and enforce all graduate education policies at Indiana State, granting exceptions when appropriate.

With the reorganization, there are multiple processes which will need to be revised to enhance overall efficiency. Examples of these processes include the migration of graduate admissions to the Office of Admissions, curricular and scheduling decisions routing through academic colleges, graduation checkouts routing through academic colleges unless an exception to graduate education policy is involved and moving final thesis and dissertation approval to the Office of Registrar. The aforementioned examples are not intended to be an exhaustive list of the process improvement occurring with the proposed reorganization. Process improvement is an intensive activity which simply cannot be captured in a summary document like this.

The reorganization also includes the elimination of five positions. The functions of the CGPS staff members will be transitioned to or absorbed by other units on campus. This will mean some individuals across campus will be expected to engage in different or a greater number of processes than they currently do under the CGPS model. Additionally, this reorganization will require some logistics and operations support from units across campus (e.g., website maintenance). This reorganization, reduction of the Graduate Assistantship budget, and process improvement effort serves as the CGPS's contribution to the overall University budget reduction, with estimated cost savings equaling \$1.25M of the needed \$12M.