

April 6, 2010

Dear colleagues,

Attached is a proposed realignment of the Division of Student Affairs that I have shared with the Student Affairs staff and with the leadership of the Faculty Senate, Staff Council and Student Government Association.

Input from campus on this proposed structure can be provided either through the appropriate governance unit or directly to me by emailing [president@indstate.edu](mailto:president@indstate.edu). Please send your comments by April 15.

Thank you.

Sincerely,

Daniel J. Bradley  
President

### **Proposed Realignment of the Division of Student Affairs**

The past month has been one where a large number of people and groups have met with me or forwarded their thoughts as to how the Student Affairs Division could be realigned to better achieve the goals of our strategic plan. I have forwarded my proposal to the Faculty Senate and to the Staff Council and asked that they provide their input by April 15th (The short timeline is dictated by the need to finalize the realignment prior to the end of the academic year, the need to let people know who their supervisor will be, and in which area they will be working).

Structures change with the situation and with resources. The best administrative structure in my view is the one that maximizes the likelihood of achieving our strategic goals and successfully carrying out our mission. I believe the proposed structure I outline below does that while also aligning functions to increase cooperation and facilitate the best use the skills of individuals. Success in achieving our strategic goals is the only motivation for these changes.

The Division of Student Affairs will be headed by Dr. Carmen Tillery, who has shown she is an able administrator who is passionate about helping students reach their potential. Her title will be Vice President for Student Affairs and Dean of Students. Attached is a simplified organization chart to show how functions in the Division would be organized. Ultimately these changes result in a significant flattening of the organization, the combination of two senior level administrative positions, the elimination of 2 assistant/associate VP positions, and a focusing of mission.

I am very excited about the possibilities for collaboration which the realignment of the Division of Student Affairs will facilitate. In particular, the tighter focus will allow the Vice President and her staff more opportunity to offer coordinated campus life offerings. The alignment of Recreational Sports, Student Activities and Organizations, Student Publications, and Student Government will give voice to and coordination of student involvement opportunities within a Campus Life unit. This structure will also facilitate addressing student concerns at a lower level within the organization. Student persistence and graduation will be the primary goal for the African American Cultural Center. The splitting of HMSU functions is designed to separate the day to day activities from conference and meeting planning coordination thus allowing both areas to flourish and meet the needs of constituents. Lastly, the Division will continue to include the ombudsman, judicial programs, student counseling, and student health to address the individual needs and concerns of our students.

A part of these changes includes new reporting lines for five functions:

1. Campus Safety will report to Diann McKee and be part of the Business Affairs and Finance Division. Diann already has responsibility for risk management and environmental safety, so this change will allow better alignment of these functions while allowing Student Affairs to focus on core areas. Public Safety not only supports students but the unit supports the entire campus as well as the local community at large. Emergency preparedness and planning is closely aligned with Environmental Safety, Risk Management, and Facilities Management. These departments are responsible for working hand in hand to ensure regulatory compliance and a safe and secure campus for students, faculty, and staff. Traffic and Parking Services is responsible for setting parking rates, in consultation with Business Affairs, with the resulting parking fees used to maintain and upgrade campus parking lots. Public Safety reporting to the Business Affairs division is consistent with the organizational structure at many public higher education institutions.
2. Responsibility for our ongoing relationships with third-party vendors to operate the bookstore (Barnes and Noble) and to provide food services (Sodexo) will also be part of the Division of Business Affairs and Finance. This will provide appropriate oversight to these important contractual relationships while also aligning the facility planning and improvements these contractors help support with the Campus Master Plan.
3. The Hulman Center and other conferencing and meeting space will report to Nancy Rogers and be part of Community Engagement and Experiential Learning. Currently, Conferencing and Meetings has no authority over space, complicating their job and that of groups and individuals attempting to arrange for its use. The HMSU, with the exception of Dede I, II, III and other centrally assigned space, will continue to report through Student Affairs. This reporting structure would allow us to consolidate the

program areas that relate to community-oriented special events and conferences through one area. Charlie Potts can provide the attention to this effort that is required for improving our current service and increasing the number of groups/organizations that we serve.

4. Residential Life will report to Jennifer Boothby and be a part of Student Success. When students arrive at ISU in many cases, we only have few days to a few weeks to make strong connections with them or they fade away. By connecting our first-year experience, tutoring, and general education programs with residential life, we can increase coordination and intervene as early as needed with a range of services and broad expertise all aligned to help students persist early in their university careers.
5. Intercollegiate Athletics will report to me. NCAA regulations require my oversight of athletics as do the rules of our conference. This structure places responsibility and accountability where it actually lies. I do not expect that the time I currently devote to athletics will be increased by this change. I have great confidence in Ron Prettyman and his staff and already have a significant amount of involvement.

Input on this proposed structure can be provided through the Faculty Senate or Staff Council or directly to me by emailing [president@indstate.edu](mailto:president@indstate.edu). Please send any comments by April 15. A draft organizational chart which reflects the proposed realignment can be accessed at: [www.indstate.edu/president/draftorgchart.pdf](http://www.indstate.edu/president/draftorgchart.pdf).