




IUPUI

**OFFICE OF
THE CHANCELLOR**

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of the Robert H. McKinney School of Law

FROM: Nasser Paydar, Chancellor 

DATE: August 29, 2019

RE: Administrative Review, Dean Andrew Klein, Robert H. McKinney School of Law

This memo summarizes the report of the Administrative Review Committee on the Dean of the Robert H. McKinney School of Law, Andrew Klein.

Janice Blum, Associate Vice Chancellor for Graduate Education, chaired the committee with support from Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement. Paul Moffett (University Library) represented the Indianapolis Faculty Council and Dean Tamara Davis (School of Social Work) represented IUPUI campus administration. Additional faculty representatives included Julie Magid, Professor of Business Law (Kelley School of Business) and McKinney School of Law Faculty Karen Bravo, Max Huffman, and Lloyd Thomas Wilson, Jr. Staff representatives included Chasity Thompson (McKinney School of Law) and Susannah Gawor (Kelley School of Business). The student representative was Eden Strange (President, Student Bar Association), the alumni representative was Detra Lynn Mills (Deputy General Counsel and Compliance Officer, Round Room), and the community representative was Adam Arceneaux (Partner, Ice Miller LLP).

To complete its work, the review committee commissioned the Office of Institutional Research and Decision Support (IRDS) to administer two surveys: 1) an assessment of Dean Klein's effectiveness by faculty and staff, and 2) an assessment of current student perceptions of the school, more generally. Response rates generally were quite high, ranging from 39% among students, and 73% among full-time faculty.

Among his greatest perceived strengths is Dean Klein's ability to maintain the school's reputation while addressing fiscal challenges associated with a national pattern of declining enrollments. A key strategy has been to develop innovative new programs and initiatives within the school, oftentimes in partnership with other schools. Dean Klein also has been a tireless and exceptional advocate for the McKinney School of Law, which has proven beneficial to his fundraising efforts. He is characterized as extraordinarily active and engaged with the larger legal community and is highly regarded for the time and attention he commits to cultivating external relationships. As a leader, Dean Klein was praised for a genuine, collaborative, supportive and caring leadership style, an unwavering commitment to student success, and a deep valuing of diversity and inclusion that has translated into a number of structural changes within the school, including the creation of an Assistant Dean of Diversity and Inclusion position, development of a Diversity Fellow position, and the launching of programs intended to diversify the pipeline of students applying to the McKinney School of Law.

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Areas for improvement were suggested, with the caveat that these might only indirectly be associated with Dean Klein's leadership and are instead intended to help inform the upcoming dean search. Challenges with faculty and staff morale persist, and often are centered on perceptions of how individuals at different ranks and types of appointments are treated. It was recommended that key assignments be delegated to the leadership team within the McKinney School of Law in order to continue to develop leadership capacity, and that a school strategic plan be developed in concert with faculty, staff and students in order to cultivate a united vision of the school's future. Opportunities to investigate and to potentially improve instructional quality arose from student feedback, particularly for part-time students and for areas of the curriculum that depend heavily on adjunct faculty. A number of very specific recommendations have been passed on to Dean Klein and will be conveyed to the chair and vice chair of the search committee to help inform questions that are asked of candidates during the search and screen process.

Overall, Dean Klein should be commended for his leadership in strengthening the McKinney School of Law and its external relations with the broader legal community. Dean Klein is a passionate advocate for its faculty, staff and students and his servant leadership has been deeply appreciated. It was recommended that Dean Klein develop a thoughtful transition plan that helps to ready the McKinney School of Law for its next leader.

cc: Kathy Johnson, Executive Vice Chancellor and Chief Academic Officer