

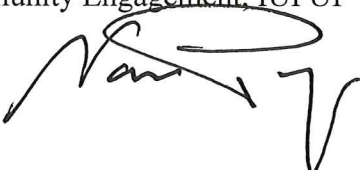


IUPUI

**OFFICE OF
THE CHANCELLOR**

MEMORANDUM

TO: IUPUI Faculty Council
Staff of the Office of Community Engagement, IUPUI

FROM: Nasser Paydar, Chancellor 

DATE: September 3, 2019

RE: Administrative Review, Vice Chancellor for Community Engagement, Amy Warner

This memo summarizes the report of the Administrative Review Committee on the Vice Chancellor for Community Engagement, Amy Warner.

Boyd Bradshaw, Associate Vice Chancellor for Enrollment Management, chaired the committee, with support from Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement. Indianapolis Faculty Council Representatives included Andrea Copeland, Associate Professor and Chair, Library and Information Science (School of Informatics and Computing) and Raymond Haberski, Professor of American Studies, (School of Liberal Arts). IUPUI faculty and staff representatives were Michele Hansen, Assistant Vice Chancellor (Institutional Research and Decision Support), Clayton Nicholas, Industry Research Development Specialist (School of Engineering and Technology), Sara Johnson, Clinical Assistant Professor and Director of Executive Education (School of Public and Environmental Affairs), Phil Powell, Associate Dean of Academic Programs (Kelley School of Business), and Mary Price, Director of Faculty Development (Center for Service and Learning). The student representative on the committee was Zachary McDougal, Honor's College and School of Liberal Arts undergraduate student. The IU Office of Engagement representative was David Gard, Assistant Vice President for Economic Engagement. Community representatives were Charlie Garcia, President and CEO, Garcia Construction Group, Inc., and Jamal Smith, Founder, The Lead Chance Project.

To accomplish its work, the review committee undertook the following tasks: (1) reviewed a personal statement furnished by Vice Chancellor Warner and met with her to discuss her goals for the review; (2) commissioned a survey, administered by Institutional Research and Decision Support, to key Office of Community Engagement (OCE) stakeholders; (3) conducted interviews and focus groups with a range of stakeholders, including Cabinet-level peers, Council of Deans members, faculty and staff within OCE, students, faculty, and community partners; (4) analyzed, synthesized, and summarized the results of the data collection activities in a final report; and (5) communicated findings to Vice Chancellor Warner, Chancellor Nasser Paydar, and Indianapolis Faculty Council Vice President Jeff Watt.

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Vice Chancellor Warner's strengths include her positive leadership style, in which she makes people feel respected and valued. This is manifested in a positive culture she has built and sustained in the Office of Community Engagement, including providing sound fiscal stewardship of the unit's resources. She is extraordinarily connected to the community and represents IUPUI extremely well throughout Central Indiana; she also brings the community's perspectives to IUPUI and advocates on behalf of external neighbors and partners. Vice Chancellor Warner is seen as a terrific collaborator and is valued as key resource for IUPUI colleagues, especially new leaders, to become more aware of and involved in the community.

Areas in which Vice Chancellor Warner has opportunities to improve include a need for more clarity around OCE's vision and strategic plan goals, including sharpening the focus on specific priorities and a clear community engagement direction. This extends to enhancing the understanding and utility of the Collaboratory and its overall purpose. Work remains to clarify to stakeholders their understanding of the impact, depth, and importance of IUPUI's multitude of community engagement relationships. This involves forging stronger connections between OCE, the Academic Schools, and the Division of Enrollment Management. Feedback from stakeholders indicated the need for more coordinated programming and stronger linkages to the curriculum and co-curriculum from OCE's various initiatives. This also involves the need for better communication, both within OCE and across campus units. The report concluded with several tactical recommendations for OCE, chief among them the need to engage OCE staff and stakeholders in a retreat to build strong relationships and connections.