




IUPUI

**OFFICE OF
THE CHANCELLOR**

MEMORANDUM

TO: IUPUI Faculty Council
Staff of the Division of Diversity, Equity, and Inclusion, IUPUI

FROM: Nasser Paydar, Chancellor 

DATE: August 30, 2019

RE: Administrative Review, Vice Chancellor for Diversity, Equity, and Inclusion,
Karen Dace

This memo summarizes the report of the Administrative Review Committee on the Vice Chancellor for Diversity, Equity, and Inclusion, Karen Dace.

Khaula Murtadha, Associate Vice Chancellor for Community Engagement, chaired the committee, with support from Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement. The Indianapolis Faculty Council Representative was James Hill, Associate Professor of Computer Science (School of Science). IUPUI faculty and staff representatives were Jose Vargas-Vila, Director, Latino Studies Program (School of Liberal Arts); Etta Ward, Assistant Vice Chancellor for Research (Office of the Vice Chancellor for Research); Kim Bloodgood, Director, Office of Veterans and Military Personnel (Division of Enrollment Management); Shannon McCullough, Assistant Dean of Admissions and Student Affairs (Herron School of Art + Design); and David Heard, representing the Black Faculty & Staff Council and Director, Office of Career Development (School of Liberal Arts). The student representative on the committee was Camden Oslund, President, LBGTQ+ Student Organization. Community representatives were Louise Goggins, Neal-Marshall Alumni Chapter, and Cathy Cabello, President, Cabello Associates.

To accomplish its work, the review committee undertook the following tasks: (1) reviewed a personal statement furnished by Vice Chancellor Dace and met with her to discuss her goals for the review; (2) commissioned a survey, administered by Institutional Research and Decision Support, to key Division of Diversity, Equity, and Inclusion (DEI) stakeholders; (3) conducted interviews and focus groups with a range of stakeholders, including Cabinet-level peers, Council of Deans members, staff within DEI, 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 Dace, Chancellor Nasser Paydar, and Indianapolis Faculty Council President John Watson.

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Karen Dace, Vice Chancellor for Diversity, Equity, and Inclusion

August 30, 2019

Page 2

Vice Chancellor Dace's strengths include her deep knowledge and passion for the work of diversity, equity, and inclusion. This is demonstrated through the advice, resources, and perspectives she offers the range of constituents, including but not limited to fellow administrators and staff across IUPUI's campus. She models a personal style that is engaging and supportive, which extends to maintaining excellent relationships with colleagues across campus and at the Indiana University enterprise level. Vice Chancellor Dace is viewed as highly credible as she effectively represents the campus nationally in several associations and organizations related to diversity, equity, and inclusion. Her scholarship is considered highly credible, influential, and valued—both by colleagues at IUPUI and by peers in her field.

Areas in which Vice Chancellor Dace has opportunities to improve include strengthening the campus facing understanding of the strategic plan goals for DEI, including a plan to evaluate whether or not those goals are being met. This includes clarifying for the campus the overall direction of a cohesive DEI unit; involving her staff in setting goals; and engaging in two-way open communication. There is a perception of a lack of timely responsiveness to queries or requests, except when there is a crisis or specific need to be addressed. While interview respondents encouraged Vice Chancellor Dace to continue advancing proactive leadership, they also requested she provide anticipatory campus-wide leadership that is attentive to identifying possible long-term social, political, and environmental changes affecting DEI work on campus. Finally, stakeholders desire increased visibility of the unit's leadership, including promotion of campus DEI initiatives to the broader, external community.

In summary, Vice Chancellor Karen Dace serves the campus as a knowledgeable leader with many strengths and as well as opportunities to foster continuous growth in attaining our campus goals and commitment to diversity, equity and inclusion.