




IUPUI

## OFFICE OF THE CHANCELLOR

INDIANA UNIVERSITY—PURDUE UNIVERSITY  
Indianapolis

### MEMORANDUM

TO: IUPUI Faculty Council  
Faculty / Staff, School of Health and Rehabilitation Sciences

FROM: Charles R. Bantz, Chancellor 

DATE: September 26, 2014

RE: Administrative Review of the Dean, School of Health and Rehabilitation Sciences

This memo summarizes the report of the Administrative Review Committee (ARC) on the office of the Dean, IUPUI School of Health and Rehabilitation Sciences, Augustine Agho.

Chair Patricia M. Rogan, Executive Associate Dean, IU School of Education; Faculty from other schools: Janet S. Fulton, Professor of Nursing, Department of Adult Health, IU School of Nursing; Kathleen A. Marrs, Associate Dean for Academic Affairs, Associate Professor of Biology, Purdue School of Science; Barbara B. Flynn, Richard M. and Myra Louise Buskirk Professor of Manufacturing Management, IU Kelley School of Business; Faculty from Health and Rehabilitation Sciences: Tracy A. Dierks, Associate Professor, Department of Physical Therapy; Judith A. Ernst, Associate Professor, Department of Nutrition & Dietetics; Michael D. Justiss, Associate Professor, Department of Occupational Therapy and Associate Director, Driving Simulator Laboratory Transportation Active Safety Institute (TASI), Purdue School of Engineering; Mary T. Loghmani, Clinical Associate Professor, Department of Physical Therapy; Kathleen A. Visovatti Weaver, Director and Senior Lecturer, BS in Health Sciences Program; Professional Staff: Joshua D. Morrison, Director of Student Enrollment Services, IU School of Health and Rehabilitation Sciences; undergraduate student Jasmine Key Tracy; graduate student Kunal Shah, and community representative Louise Goggans.

#### **The Review Process**

The Survey Research Center (SRC) administered two surveys to assist in the review process. One targeted faculty and staff, while the other sought feedback from undergraduate and graduate students. Members of the review committee paired to interview 18 individuals representing stakeholder groups. The committee met monthly from September 2013 through March 2014. Dean Agho offered input and feedback at the first and last session, respectively.

#### **Observations**

Responses to the survey questions and focus group interviews led to the following observations:

- A. Dean Agho effectively led the development and implementation of a five-year strategic plan. A large majority of faculty rated him as effective or very effective at ensuring growth by working

with faculty to develop new programs, such as the bachelor of science in health sciences and the master of physician assistant program.

- B. Students related that administrators in the school are approachable, faculty are engaged and effective, a diverse group of students is made to feel welcome, and their experience in the school is positive. They also mention an appreciation for the online course offerings, but request more face-to-face classes in order to build stronger connections, and expressed a lack of sense of belonging to the school and IUPUI.
- C. The dean is complimented for his establishment of policies and programs to increase research, as well as for promoting a faculty member to associate dean for research. There is some question about his ability to retain high-quality faculty and staff, promote a collaborative work environment, and to establish an equitable merit based salary system. There is a sense among faculty that the dean needs to enhance his understanding and appreciation of the concept of shared governance within the school.
- D. There was a strong response that Dean Agho has been effective at increasing revenue streams and that the school is in a much better place financially now than prior to his arrival. A new and effective fiscal officer hire was mentioned as a big plus. However, an increase in transparency of information, especially related to the budget, is suggested by the faculty.
- E. Externally, Dean Agho is considered to be thoughtful, strategic, knowledgeable, proactive, respectful, cordial, and approachable, although there were some comments suggesting that he can at times be too quiet. However, he is trusted for his advice and is seen as a strong player whose input is highly valued.

### **Summary and Recommendations**

There has been significant growth in enrollments, credit hour production, fund balance, and minority students. The fiscal health of the school has improved significantly. The school is viewed positively on the national level and the national ranking has increased from 2008 to 2012. Overall, students feel positively toward their programs of study. Initiatives to enhance diversity and diversity awareness have been implemented. Dean Agho continues to engage in research, teaching, and service activities.

1. Work to unify the faculty and various departments in order to establish a greater collaborative work environment and retain faculty and staff.
2. Establish common missions for research, teaching, and service in the area of rehabilitation sciences that facilitate inter-professional collaborations.
3. Continue to build faculty research and external funding infrastructure.

4. Hold school faculty meetings more regularly to foster more communication and open discussion around common themes.
5. Communicate more clearly and assertively with all stakeholders in a manner that is consultative and fosters two-way dialogue.
6. Advocate more assertively on behalf of the School for recognition and resources.
7. Evaluate trends and patterns with recruitment of students (develop outcome measures).
8. Recruit qualified additional faculty to reflect the growth in enrollments and programs.
9. Improve fiscal transparency – e.g. expenditures related to income from personnel.
10. Improve faculty governance by strategic revision of the school's constitution and policies. Value the role of faculty governance in balance with academic and administrative affairs.
11. Increase visibility to faculty and students and continue marketing efforts to enhance the visibility and reputation of the school.
12. Foster a greater sense of student and faculty belonging to the school and campus.
13. Value all faculty contributions from all departments in teaching and service as well as research.