This memo summarizes the Administrative Review Committee Report on the Executive Vice Chancellor and Chief Academic Officer, Dr. Kathy Johnson.

Philip Goff, Chancellor’s Professor of American Studies and Religious Studies, chaired the committee. Its faculty representatives were Ann Holmes, Associate Professor of Health and Policy Management, Richard M. Fairbanks School of Public Health; Sara Johnson, Clinical Associate Professor, Paul H. O’Neill School of Public and Environmental Affairs; NiCole R. Keith, Professor of Kinesiology and Associate Dean of Faculty Affairs, School of Health and Human Sciences; Andrew Klein, Paul E. Beam Professor of Law, Robert H. McKinney School of Law; Willie Miller, Associate Dean for Communication and Technology, University Library; Lori Montalbano, Assistant Vice Chancellor for Academic and Student Affairs, Dean of Students, and Professor of Communication Studies, IUPUC; and John C. Watson, Associate Professor of Biology, School of Science, and President, IUPUI Faculty Council. Campus administration was represented by Khaua H. Muradha, Associate Vice Chancellor for Community Engagement. Staff representatives were Sara Allaei, Executive Director, IUPUI Office of International Affairs and Assistant Vice President for International Services, Indiana University; Alicia Gahimer, Programs and Operations Manager, Office of the Vice Chancellor for Research; Matthew Rust, Senior Executive Director of Campus Career and Advising Services, University College, Division of Undergraduate Education; and Terri Tarr, Director, Center for Teaching and Learning. The graduate student representative was Ishéka Orr, Ph.D. Student, Department of Earth Sciences, School of Science; and the undergraduate student representative was Duyên Thiuc Luc, Undergraduate Student, Kelley School of Business, and Undergraduate Student Government Executive Secretary. Finally, the community representative was Rod Brown, Assistant Vice President, Ivy Tech Community College.

To complete its work, the review committee considered a personal statement furnished by EVC Johnson and met with her to discuss her goals for the review. The committee also commissioned personnel in the office of Institutional Research and Decision Support (IRDS) to conduct a survey of all faculty and staff, netting nearly 1,400 responses. Survey feedback was augmented by responses to interviews and/or focus groups with students, staff, and faculty; IUPUI deans and administrators; and external partners, locally and nationally.

The review committee delineated their findings to a review of the office and a review of Dr. Kathy Johnson. Strengths and areas for improvement are identified for both the office and its current incumbent.
In its review of Dr. Kathy Johnson, the committee identified several strengths. These include:

- A leadership style characterized by many as honest, transparent, inclusive, and effective, along with personal leadership qualities described by many as humble, hardworking, smart, empathetic, understanding, and organized. She goes above and beyond and takes action when she sees gaps that need to be filled, works effectively and collaboratively with a variety of constituencies, and demonstrates her commitment to diversity, equity, and inclusion.
- Personal experience and deep knowledge of IUPUI, including her grasp on the organizational complexity of the campus (including relationships with IU Health, IU School of Medicine, and University Administration), which were identified as factors behind her success in the role.
- Visionary leadership for a variety of strategically important initiatives, including moving campus to an enrollment management perspective rather than simply processing applications, establishing the Forum Council and the Strategic Information Council to wrestle with difficult topics, and clarifying promotion and tenure guidelines.
- A data-driven, student-centered approach, in which she serves as a fierce advocate of students by focusing on the holistic student experience, including recruitment, retention, and graduation, along with recruiting and supporting faculty in this important work.
- Dr. Johnson’s leadership during the pandemic, namely for additional support to teach virtually using various deliveries, and the alteration of P&T policies, the academic calendar, and the use of student satisfaction scores during an exceedingly difficult time on campus.
- Enhancing IUPUI’s national reputation through Dr. Johnson’s service on the board of directors of the Association of Chief Academic Officers, Complete College America, and the Association of Public and Land-grant Universities.
- Specific praise for how Dr. Johnson has restructured the Office of Academic Affairs, promoted faculty and student development, advanced equity and inclusion, and championed IUPUI’s mission, vision, values, and strategic plan.

Modest areas for improvement relative to Dr. Johnson’s leadership effectiveness include a need for enhanced communication, both within the Office of Academic Affairs and between the Office and other areas of campus. Increased communication from and visibility of Dr. Johnson would be welcomed by campus constituents. Another concern noted that while she enjoys tremendous positive regard by campus constituents, some worried, given her work ethic, whether she might eventually suffer burnout. The committee concluded its report with recommendations for Dr. Johnson to increase visibility on campus, engage in proactive and ongoing consultation with campus leaders, consider availing herself of leadership training to enhance her already strong capabilities, and delegate more to others.