




IUPUI

**OFFICE OF
THE CHANCELLOR**

INDIANA UNIVERSITY-PURDUE UNIVERSITY
Indianapolis

MEMORANDUM

TO: IUPUI Faculty Council
Staff of the Office of International Affairs, IUPUI

FROM: Nasser Paydar, Chancellor 

DATE: September 10, 2018

RE: Administrative Review, Associate Vice Chancellor for International Affairs, Gil Latz

This memo summarizes the report of the Administrative Review Committee on the Associate Vice Chancellor for International Affairs at IUPUI, Gil Latz.

Rebecca Porter, Interim Dean of the School of Health and Rehabilitation Sciences, chaired the committee with support from Stephen Hundley, Senior Advisor to the Chancellor for Planning and Institutional Improvement. Indianapolis Faculty Council representatives included Suzanne Babich, Professor of Health Policy and Management (Fairbanks School of Public Health), Karen Bravo, Professor of Law (McKinney School of Law), Michael Kowolik, Professor of Periodontics and Allied Dental Programs (School of Dentistry), and Elee Wood, Professor of Museum Studies and Teacher Education (School of Liberal Arts). Staff representatives included Sara Allaei, Executive Director (Office of International Affairs), Marilyn Mangin, Director, Student Services and Recruitment (School of Engineering and Technology), William Eric Raider, Associate Director of Student Engagement (Kelley School of Business), and Jason Spratt, Dean of Students (Division of Student Affairs). The IUPUI campus representative was Amy Conrad Warner, Vice Chancellor for Community Engagement, the student representative was Shen Mi Khoo (School of Engineering and Technology), and the community representative was Kathy Davis (Davis Design, LLC).

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 Associate Vice Chancellor Latz' effectiveness by faculty and staff, and 2) an assessment of current international student perceptions of the Office of International Affairs and IUPUI, more generally. IRDS noted that in comparison to previous administrative reviews, there were higher numbers of "don't know" responses elicited by the survey items. This likely reflects Dr. Latz's wide array of responsibilities across IUPUI and Indiana University, which results in the majority of individuals having some knowledge of responsibilities in one area, but with limited perspectives on other areas.

Among his greatest strengths is Associate Vice Chancellor Latz's thoughtful, collegial and diplomatic approach to leading his office, hosting international visitors, handling sensitive situations, and interfacing with the Vice President for International Affairs. He has cultivated a national reputation for international education leadership which reflects positively on IUPUI. He also is well regarded in the Indianapolis community for his ability to connect international civic and corporate leadership to IUPUI as a resource, asset and partner. He is trusted by community members due to his ability to understand and address complex international and inter-faith exchanges. However, during the review process some members of the IUPUI community expressed a concern that the position held by Dr. Latz had relatively low visibility on campus. This could be attributable to his empowerment of his staff to lead office operations or his style of "leading from behind." However it would also be beneficial to clarify reporting lines and responsibilities associated with his leadership team to the IUPUI community to help address this concern. It was also recommended that he provide leadership in the development of a coherent strategic plan for the Office of International Affairs that is focused on the internationalization component of the IUPUI strategic plan – it is noteworthy that this planning activity was undertaken and completed over the summer months (after the review process had been completed). Finally, Dr. Latz is encouraged to engage in more proactive and continuous communication with academic units, particularly with their international representatives, to share his vision and to provide direction.

Overall, Dr. Latz should be commended for his leadership in increasing the international opportunities for IUPUI students and faculty, advancing the enrollment of international students, establishing IUPUI as an international and intercultural hub for the city of Indianapolis and implementing a broad internationalization plan for IUPUI.