

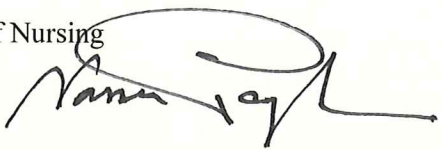


IUPUI

**OFFICE OF
THE CHANCELLOR**

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of the School of Nursing

FROM: Nasser Paydar, Chancellor 

DATE: August 25, 2021

RE: Administrative Review, Dean of the School of Nursing, Robin Newhouse

This memo summarizes the report of the Administrative Review Committee on the Dean of the School of Nursing, Robin Newhouse.

Carol Anne Murdoch-Kinch, Dean of the School of Dentistry, chaired the committee. Its faculty representatives from other schools were Ann Holmes, Associate Professor in the Fairbanks School of Public Health, Caitlin Pike, Librarian in University Library, and Rafael Bahamonde, Founding Dean of the School of Health and Human Sciences. Faculty from the School of Nursing in Indianapolis included Sue Rawl, Professor, Wanda Thruston, Clinical Assistant Professor, and Kelly Freeman, Lecturer. Greg Carter, Assistant Professor, represented the School of Nursing at Bloomington and Nila Reimer, Assistant Professor, represented the School of Nursing at IU Fort Wayne. Staff representatives included Chandra Dyson, Assistant Dean of Student Services (IUPUI), Richard Griffin, Program Manager and Staff Council President (IUPUI), John Simmons, Strategic Marketing & Communications Manager (Bloomington), and Erika Klingler, Coordinator of Clinical Performance and Simulation (IUFW). Graduate student representatives included Amanda Noth-Matchett and Rosalind Williams. The community representative was John Dewey, Financial Advisor for Edward Jones Investments and Chair of the School of Nursing Advisory Board.

To complete its work, the review committee was provided with a personal statement by Dean Newhouse that recounted her activities and associated outcomes since her appointment in 2015. Focus groups and interviews were held with faculty, staff, and students in the School of Nursing, as well as other campus stakeholders, alumni, and members of the community. The committee also commissioned Institutional Research and Decision Support (IRDS) to survey faculty, staff and students from across the school.

Numerous strengths emerged from this review, including Dean Newhouse's role as a strong, kind, and empathic leader who listens well and who has had a very positive influence across the school, in the community, and nationally. Dr. Newhouse is praised for her outstanding reputation as a health science researcher – a strength that has helped her to strengthen the research profile of the school and ensure that the school plays an integral role in university clinical affairs, particularly through the Grand Challenge work focused on the addictions crisis. In general, external stakeholders hold both Dean Newhouse and the School of Nursing in very high regard, particularly with respect to educational quality. She also is praised for her commitment to diversity, equity and inclusion both as personal values as well as through her commitment to continuously work on improving the school's climate of inclusion through activities that she helps to lead.

However, during the review process, opportunities for improvement emerged that frequently centered on the broader leadership team across the school and the transparency with which decisions are made and communicated. There also were concerns that despite the efforts underway in the areas of diversity, equity and inclusion, there have been few improvements that have affected the pipeline into the school, particularly among students and faculty. Specific concerns included the following:

- Concerns about the loss of tenure-track faculty talent and increasing reliance on non-tenure track faculty, which carries the potential for harm to the school's reputation and research profile. A contributor to this concern is the challenge of recruiting and retaining faculty and staff at current compensation rates, which are considered to be below market.
- Concerns that some external providers (e.g., IU Health) are not maximizing the School of Nursing as a preferred partner, particularly with respect to student clinical placements.
- The need for a dedicated Chief Diversity Officer for the school that can focus on improvement of the climate and cultivating a pipeline – particularly for faculty and students from minoritized groups.

Overall, Dean Newhouse should be commended for her strong and caring leadership for the School of Nursing. She is encouraged to focus more effort on communicating her vision for the school and the strategic initiatives that are underway to both internal and external stakeholders across the three campuses. At the same time, it is important for faculty to be able to provide input into the strategic priorities for the school and to have their voices heard in decisions that may impact them. Finally, Dean Newhouse is encouraged to continue to advance and to elevate the value of quality teaching and curriculum development as these, together with research, ultimately impact the success of students (and their future patients) as well as maintain the strong national rankings that the school has earned during her tenure as dean.