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**OFFICE OF
THE CHANCELLOR**

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of the Lilly Family School of Philanthropy

FROM: Nasser Paydar, Chancellor 

DATE: July 28, 2021

RE: Administrative Review, Eugene R. Tempel Dean of the Lilly Family School of Philanthropy, Amir Pasic

This memo summarizes the report of the Administrative Review Committee on the Eugene R. Tempel Dean of the Lilly Family School of Philanthropy, Amir Pasic.

Kristi Palmer, Herbert Simon Family Dean of University Library, chaired the committee. Its faculty representatives from other schools included Kirsten Grønbjerg, Distinguished Professor in the Paul H. O'Neill School of Public and Environmental Affairs, Sasha Fedorikhin, Associate Professor in the Kelley School of Business, Denise Rayman, Philanthropic Studies Librarian in University Library, Marlene Walk, Assistant Professor in the Paul H. O'Neill School of Public and Environmental Affairs, and Margie Ferguson, Senior Associate Vice Chancellor for Academic Affairs. Faculty from the Lilly Family School of Philanthropy included Laurie Paarlberg, Professor, Patricia Herzog, Mel Simon Chair and Associate Professor, Genevieve Shaker, Associate Professor, Patrick Dwyer, Assistant Professor, Bill Stanczykiewicz, Clinical Associate Professor, and Kathi Badertscher, Lecturer. Staff representatives included Luke Bickel, Associate Director of Online Programs and Jeannie Sager, Director of the Women's Philanthropy Institute. The graduate student representative was Shivant Lal Shrestha, and the community representative was Jeff Small, Vice President of Programs at the Nina Mason Pulliam Charitable Trust.

To complete its work, the review committee was provided with a personal statement by Dean Pasic that summarized his accomplishments in the areas of student success, diversity and inclusion, academic programs, outreach and engagement, fundraising, and finances and operations. Focus groups and interviews were held with faculty, staff, and students in the Lilly Family School of Philanthropy, as well as other campus stakeholders, alumni, and members of the community. The committee also collaborated with Institutional Research and Decision Support (IRDS) to survey faculty, staff and students from across the school.

Numerous strengths emerged from this review, including Dean Pasic's reputation as a scholar and his enhancement of the international reputation of the school. Dean Pasic also is recognized as an outstanding communicator, a champion of diversity, and an astute fiscal manager and fundraiser. He also is praised for his commitment to student success as well as his ability to build consensus and to cultivate a

culture of kindness and collaboration within the school. Students particularly appreciate Dean Pasic's responsiveness and his participation in student events.

During the review process, opportunities for improvement also emerged that frequently centered on the challenges of leading a relatively new School that began as a Center in the School of Liberal Arts. The Lilly Family School has continued to rely on revenue from the Fundraising School for its operations, particularly during the pandemic. Though this is understandable given the relatively small number of students enrolled, this is perceived by some as a financial vulnerability. Staffing levels are uneven across different areas and some staff report a troubling divide between faculty and staff that makes them feel unappreciated and undervalued. Other opportunities for improvement included the following:

- Though the Lilly Family School works closely with the O'Neill School of Public and Environmental Affairs, opportunities abound for enhanced collaborations with other schools and these should be pursued.
- Dean Pasic's commitment to diversity, equity and inclusion is well noted, but there is need for this to translate into more diversity among students, faculty and staff.
- Communication strategies should be expanded and enhanced, particularly with respect to Dean Pasic's vision for the school and the strategic areas that should be prioritized. Multiple communication channels within and beyond the school should be cultivated in order to help personnel – particularly staff – feel more engaged and appreciated.
- As the school is still growing, Dean Pasic is encouraged to continue strengthening infrastructure elements such as shared governance, promotion and tenure guidelines, curricular coherence, and staffing structures (workloads, compensation, and organization of staff).

Overall, Dean Pasic should be commended for his excellent leadership for the Lilly Family School of Philanthropy, particularly throughout the pandemic. His strength of “invoking passion in others around philanthropy as part of the human condition” clearly resonates with faculty, staff and students and contributes to a uniquely supportive culture. His investment in a strong faculty and his own reputation as a scholar and thinker have helped strengthen the school's international reputation. Stakeholders are eager for Dean Pasic to lead them through the next phase of the school's evolution and welcome him to define new strategic directions that will sustain and further enhance the excellence of the Lilly Family School of Philanthropy.