




IUPUI

OFFICE OF THE CHANCELLOR

INDIANA UNIVERSITY—PURDUE UNIVERSITY
Indianapolis

MEMORANDUM

TO: IUPUI Faculty Council
Faculty / Staff of IUPUI FIAD

FROM: Charles R. Bantz, Chancellor 

DATE: November 11, 2014

RE: Administrative Review of the Vice Chancellor of Finance and Administration

This memo summarizes the report of the Administrative Review Committee (ARC) on the office of the Vice Chancellor for Finance and Administration (FIAD), Dawn Rhodes.

Marion E. Broome, Dean and Distinguished Professor, IU School of Nursing chaired the committee. Its members from Finance and Administration were: Keith A Battle, Director, Print and Mail Services; Daniel B. Griffith, Director, Office for Intergroup Dialogue and Civil Community; Darryl E. Marcum, Director, Office of Financial Services, and Juletta C. Toliver, Director, Office of Financial Services. Faculty was represented by Janice C. Froehlich, Professor, School of Medicine; John H. Hassell, One America Chair and Professor of Accounting Kelly School of Business; Rachel Applegate, Chair and Associate Professor, Department of Library and Information Science; Norman D. Lees, Professor and Associate Dean for Planning and Finance, Purdue School of Science; L. Jack Windsor, Associate Professor, Department of Oral Biology, School of Dentistry. The student representative was Jonathon P. McCann, Vice President, Phi Delta Theta, and the community representative was Sherry Seiwart, CEO, Indianapolis Downtown, Inc.

The Review Process

The ARC used several different tools to collect quantitative and qualitative data. These included: a survey that contained some open-ended responses, focus groups, and personal/phone individual and group interviews. The survey and the focus groups were implemented by IUPUI Survey Research Center while the group and individual interviews were conducted by members of the ARC.

Observations

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

- A. The perception of the demeanor and professionalism of VC Rhodes is positive - virtually across the board. VC Rhodes is described by one member of the committee as being "fantastic to work with...(a person who) listens carefully," adding that she is "honest, trustworthy and pleasant...a valuable leadership asset." She is also broadly characterized as being exceptionally adept in finance matters and highly respected for her skills and knowledge.
- B. Regarding rapport and functionality, VC Rhodes is perceived as fiscally competent, as well as adept at using "transparency and dialogue" effectively. She is recognized on a national level and strengths articulated by reviewers include being an excellent communicator, a good collaborator,

- personable, “a wizard” in establishing financial strategies, a strong campus advocate, and assertive without coming across as uncompromising.
- C. VC Rhodes is credited with commendable engagement and interaction with the units. She is credited with being available to her direct reports, and demonstrating a capacity to delegate well. The committee concluded that she is attentive to details as well as “a good teacher,” called “fiercely loyal to IUPUI,” and is establishing a climate of service quality. In virtually every observation, VC Rhodes is deemed the consummate professional.
- D. Common themes related to challenges for VC Rhodes were convergent from the survey and focus groups, and included four main areas.
1. Ineffective Human Resources organizational structure, operations, and leadership.
 2. Differences between Campus Facility Services (CFS) and Human Resources Administration (HRA) versus other FIAD units in the assessments of effectiveness and ineffectiveness were stark.
 3. Confusion about how the centralization of services at the University may impact VC Rhodes’ sphere of influence within her portfolio.
 4. Significant support and praise for VC Rhodes’ financial strengths overall, but some concerns expressed by specific schools regarding transparency of financial decision-making.

Summary and Recommendations

It is clear that VC Rhodes' personal attributes contribute to her ability to perform very effectively in her role. She is widely viewed as having characteristics that contribute directly to her success. Her leadership and vision are clear strengths and should be built upon in the future and much progress has been made during her tenure. However, many opportunities exist for the continuation of progress. Two areas in her portfolio clearly reflect major concerns of those surveyed and interviewed: CFS and HRA.

1. With the feedback obtained from this five-year administrative review, VC Rhodes should develop specific plans for action and resolution, especially as related to HRA.
2. VC Rhodes should work with the leader of CFS to attend to issues expressed from the survey responses and consider if the 2012 review of HRA recommendations were shared appropriately and implemented.
3. Make certain that regular performance reviews are held with leaders in all units reporting to VC Rhodes and consider the services of an outside consultant to assist with plans for improving the functioning of units.
4. Building on the perception that VC Rhodes is a very effective leader, she should increase her visibility at system-level meetings within the university administration.