




IUPUI

OFFICE OF
THE CHANCELLOR

INDIANA UNIVERSITY-PURDUE UNIVERSITY
Indianapolis

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of the IU School of Dentistry

FROM: Nasser Paydar, Chancellor 

DATE: June 21, 2016

RE: Administrative Review, Dean of the IU School of Dentistry, John Williams

This memo summarizes the report of the Administrative Review Committee on the Dean of the IU School of Dentistry, John Williams.

Jay Gladden, Dean of the School of Physical Education and Tourism Management, chaired the committee. Its faculty representatives from other schools were Joseph Bidwell, Professor, Anatomy & Cell Biology, IU School of Medicine; and James Marrs, Professor, Biology, School of Science. From the IU School of Dentistry faculty were Steven Haug, Professor, Restorative Dentistry; Laura Romito, Associate Professor, Department of Biomedical and Applied Sciences; Robert Taylor, Adjunct Clinical Assistant Professor, Comprehensive Care; Karen Yoder, Professor, Preventive and Community Dentistry, and Director of Civic Engagement and Health Policy. From the IU School of Dentistry staff was Damon Spight, Faculty Affairs/Office of the Executive Associate Dean. Student representatives were Afnan Al-Zain, Graduate Student; and Erika Schmit, DDS Student. The community representative was Michael Bennett, DDS, Dental Implants and Oral Surgery of Indiana.

To complete its work, the review committee commissioned the Institutional Research and Decision Support office (IRDS) to conduct a survey of IUSD faculty and staff and a survey of current IUSD students. IRDS personnel also conducted group discussions and/or personal interviews with students, staff, faculty, and alumni.

Among his greatest strengths during Dean Williams' tenure have been his focus on improving the IUSD facilities, his ability to build relationships with alumni as well as other external constituents, and his clearly articulated strategic vision for the school. However, during the review process, faculty expressed concerns about the school's research program, retention of high quality faculty and staff, and overall decline in morale, among other matters.

The review committee concluded that Dean Williams possesses numerous strengths that have allowed him to make progress in specific areas at the IU School of Dentistry.

- Dean Williams has successfully overseen some facility improvements and secured approval for a \$21.6 addition to the IUSD that will add much needed space to support the mission of IUSD.
- Dean Williams has been highly engaged and visible with IUSD alumni. He oversaw the successful completion of the IUPUI Impact Campaign and has raised funds to support the building addition.
- Dean Williams has increased the visibility of IUSD among a variety of stakeholders including campus and university partners, and the Indiana Dental Association.
- Dean Williams has clearly articulated a strategic vision for IUSD.
- Dean Williams' interpersonal skills are a strength and asset as he works with a wide variety of stakeholder groups.
- Students report an overall positive experience at IUSD and cited a number of examples of faculty and staff that were helpful.
- Faculty and staff felt that Dean Williams had been a responsible steward of the IUSD resources and effective at increasing revenue.

The review also identified issues needing attention and areas where improvements could be realized:

- There was significant concern about the research mission of the school. Faculty cited a lack of research focus, uncertainty about available research space, few strategic faculty hires, and no execution of research strategies in the strategic plan.
- There was significant concern about low morale and a lack of trust. Some staff members perceive there to be an overt culture of fear. Several specific administrative areas were mentioned as cause for concern. Additionally, interviews underscored the need for IUSD to continue its work around becoming a more welcoming place for people from different cultural backgrounds and women.
- Faculty, staff and students suggested low patient flow was a substantive issue. Lower patient flow has resulted in eliminating certain requirements and reducing the number of procedures students complete on live patients.
- In general, respondents expressed a desire for more clear communication, particularly as it related to changes within IUSD.

Overall, Dean Williams should be commended for his ability to communicate his strategic vision for the IUSD and for his highly effective financial management and fundraising, which allowed him to raise and identify \$21.6M in resources to complete an addition to the IUSD building. He has strengthened relationships between IUSD and external groups that will play a role in creating a strong foundation for future strategic advancement of IUSD.