



## OFFICE OF THE CHANCELLOR

INDIANA UNIVERSITY-PURDUE UNIVERSITY  
INDIANAPOLIS

### MEMORANDUM

TO: IUPUI Faculty Council  
Faculty/Staff of the IU School of Education at IUPUI

FROM: Charles R. Bantz, Chancellor

DATE: October 10, 2013

RE: Administrative Review, Executive Associate Dean of the IU School of Education, Patricia Rogan

This memo summarizes the report of the Administrative Review Committee on the Executive Associate Dean of the IU School of Education, Patricia Rogan.

Terry Baumer, Executive Associate Dean of the School of Public and Environmental Affairs, chaired the committee. Its administrative representative was Vice Chancellor for Student Life Zebulun R. Davenport. Its faculty representatives from other schools were Charlie Feldhaus, Associate Professor and Chair of Graduate Programs, Department of Technology Leadership and Communication, Purdue School of Engineering and Technology; and Pratibha Varma-Nelson, Executive Director, Center for Teaching and Learning, Professor of Chemistry, School of Science. From the School of Education were Jacqueline Blackwell, Associate Professor; Mary Jo Dare, Clinical Associate Professor of Special Education; Natasha Flowers, Clinical Assistant Professor; Monica Medina, Clinical Lecturer; Jomo W. Mutegi, Associate Professor of Science Education; James (Jim) Scheurich, Professor and Coordinator, Urban Education Studies Program; Samantha M. Paredes Scribner, Assistant Professor, Educational Leadership and Policy Studies; and Annela Teemant, Associate Professor, Second Language Education. Staff representatives were Sarah Brandenburg Zahl, Academic Advisor, and Dee R. Outlaw, Office Coordinator/Graduate Licensing. Student representatives were Kelly Wray (Undergraduate) and Tiffany Kyser (Graduate). The community representative was Concetta A. Raimondi, Superintendent, Metropolitan School District of Lawrence Township.

To complete its work, the review committee undertook to commission the IUPUI Survey Research Center, under a contract with the campus, to conduct a survey of the IUPUI School of Education faculty and staff and a survey of SOE students enrolled in the spring semester, 2013. Survey Research Center personnel also conducted focus group interviews with Indianapolis Public Schools secondary principals and SOE alumni.

During her tenure as Executive Associate Dean (EAD), Professor Rogan has encountered a near perfect storm of external and internal challenges. Outside factors have created a series of changes in the environment that has engendered profound effects within the school's operation. From the "great recession," through dramatic changes to teacher and administrator licensure, EAD Rogan is to be commended her for her service during a very difficult time.



The review committee concluded that EAD Rogan possesses numerous strengths that have allowed her to face these challenging circumstances with grace:

- EAD Rogan is viewed as a strong and energetic advocate for the School of Education (SOE) within the IUPUI campus, the larger SOE Core Campus, and the broader educational community in central Indiana.
- She has demonstrated strong leadership in curriculum development and revision, including the implementation of the PhD in Urban Education and STEM education.
- There is general agreement that EAD Rogan has been effective in attending to faculty and staff affairs, including hiring and retaining high quality faculty and staff, and supporting the teaching, research, and service missions of the SOE.
- Overall, EAD Rogan rates high in the areas of diversity: faculty and staff recruitment, supporting diversity initiatives, fostering relationships between SOE and community organizations, and initiating and supporting diversity initiatives.
- EAD Rogan gets very high marks from the faculty and staff for recruiting a high quality student body, ensuring strong student services, and supporting university student support initiatives.

Some areas for improvement were suggested by concerns raised during the review committee's information gathering, which yielded the following recommendations:

- Create a comprehensive strategic plan, with the process led by external experts in strategic plan development. Development of the plan should include, but not be limited to, a review of academic programs, staffing and faculty models, administrative structure, and fiscal health of the SOE. The plan must support *Our Commitment to Indiana and Beyond: IUPUI Strategic Plan* and be consistent with the IUSOE plan.
- Continue to review and update SOE policies and procedures to assure they are consistently followed and that they align with both IUPUI academic policies and the *IU Academic Handbook*.
- Continue to work to resolve divisions and conflicts within the faculty.
- Continue to make the annual merit review process clear and transparent, including annual merit increases for faculty and staff.

Acknowledging the daunting challenges EAD Rogan has faced, the committee commended her for balancing the school budget, creating new programs, hiring new faculty, increasing visibility with area schools, maintaining an active research agenda (such as the five-year, \$2.7 million, Teacher Quality Partnership grant), and serving on 10 community, state, and school boards and committees.