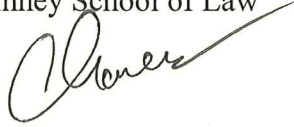


OFFICE OF THE CHANCELLOR

INDIANA UNIVERSITY-PURDUE UNIVERSITY
INDIANAPOLIS

MEMORANDUM

TO: IUPUI Faculty Council
Faculty / Staff of the IU McKinney School of Law

FROM: Charles R. Bantz, Chancellor 

DATE: January 31, 2013

RE: Administrative Review of the Dean, IU McKinney School of Law, Gary Roberts

This memo summarizes the report of the Administrative Review Committee (ARC) on the Office of the Dean, IU McKinney School of Law, Gary Roberts.

Tomas A. Lipinski, Executive Associate Dean of the School of Library and Information Science, chaired the committee. Its members from the McKinney School of Law were Professor Judith Ford Anspach, Clinical Professor Deborah B. McGregor, Associate Professor Jeffrey O. Cooper, Associate Professor Peter Alan Prescott, Associate Director for Contracts, Grants, and Fundraising Jacob J. Manaloor, and 3rd Year Law Student Ian Goodman. Representing other schools were Austin Agho (Dean, Health and Rehabilitation Sciences), Sara Anne Hook (Professor of Informatics), Eric M. Meslin (Director, IU Center for Bioethics, Margaret (Margie) R. Ferguson (Chair, Department of Political Science, School of Liberal Arts), Julie Manning Magid (Associate Professor of Business Law, Kelley School of Business). The community representative was Myra C. Selby, Partner, Ice Miller, LLP.

Method

The Survey Research Center conducted a survey of faculty, staff, students, and alumni. In-depth follow-up interviews were conducted with key stakeholders. The report was based on survey data, comments, and one-on-one interviews.

Observations

Responses to questions indicated that those who commented understood the inherently complicated environment in which this dean must attempt to lead. The following observations are derived from these responses.

- A. Dean Roberts has done an excellent job managing the finances of the McKinney School of Law. Without exception those interviewed comment on the overall increased fiscal stability of the school. "A+" and "top notch" were two comments regarding the dean in the fundraising area. He has been a "good steward" of the school's resources.
- B. Most of those interviewed felt the school's strategic planning and programming have been positive and praised important hires the dean has made, the attention paid to changes in the field of legal education, and good alignment with the campaign.



- C. The dean matched his time, talents, and energies to his key priority of fund raising, but effective internal management of the school may have suffered as a result.
- D. His relationship with the Indianapolis legal community is definitely one of his strengths. He has used his strong relationships to sell his “Indiana’s Law School” focus to the local legal community, and some believe he needs to do that more often and more clearly. This effort reflects that the majority of Indiana’s lawyers and judges are graduates of the school, but some members of the faculty see the label as unduly restrictive, as failing to recognize the work of national and international importance being done within the school, and possibly as impairing the school’s reputation in the national and international legal and academic community.
- E. Dean Roberts’ brashness and strong personality had a dual character that played differently with various constituents. While the legal community came to appreciate his openness, direct approach, and honesty, students and alumni sometimes found him remote, and faculty found him inattentive to their needs.
- F. More effective administrative assignments might have mitigated against areas in which Dean Roberts lacked the appropriate skill set, so that issues not addressed by Dean Roberts could have been attended to by administrative appointees.
- G. There was a perception, rightly or wrongly, that Dean Roberts preferred to surround himself with an “old boy’s group,” much like himself, giving them an inside track for administrative appointments, which had an effect on the morale of women and minority faculty.
- H. Dean Roberts very clearly cares about the school and its future and works very hard to advocate for the school on campus, in the community, and to the university administration.

Recommendations

Because the Administrative Review Committee was charged to conduct a review that was to be as much about Gary Roberts as dean of the law school as it was to be about the potential and possibilities for the future, the following recommendations should serve as counsel to the succeeding dean as areas recommended for attention in the next five years.

- A. Continue to improve student and career services’ offices.
- B. Connect the law school to the IUPUI population, in order to offer a pipeline of diverse populations into the future Indiana state bar pool.
- C. Make decisions more transparent and inclusive.
- D. Improve accountability in administrative appointments within the law school.
- E. Strive to hire senior internal administrative appointments (“key lieutenants”) who complement rather than mirror the dean.