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OFFICE OF
THE CHANCELLOR

INDIANA UNIVERSITY–PURDUE UNIVERSITY
Indianapolis

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of the School of Science

FROM: Nasser H. Paydar, Chancellor

DATE: July 28, 2017

RE: Administrative Review of the Dean of the School of Science

This memo summarizes the report of the Administrative Review Committee on the office of the Dean of the School of Science, Simon Rhodes.

Janice S. Blum, Associate Vice Chancellor for Graduate Education and the Associate Dean for the University Graduate School, chaired the committee. School of Science faculty representatives were Snehasis Mukhopadhyay, Professor of Computer and Information Science, Christine J. Picard, Assistant Professor of Biology, Sharon Rangazas, Senior Lecturer in Mathematics, Michelle P. Salyers, Professor of Psychology, and Fei Tan, Assistant Professor in Mathematics. The School of Science staff representative on the committee was Mark A. Federwisch, Network System Engineer in the Dean's Office. Student representatives were Julianne E. Boyle (undergraduate) and Ryan Z. Lybarger (graduate). Representatives of the Faculty Council included Philip K. Goff, Executive Director of the Center for the Study of Religion and American Culture for the School of Liberal Arts, and Marc S. Mendonca, Professor in Radiation Oncology from the School of Medicine. School of Science Alumni representative was Khalilah A. Shabazz, the Director of the IUPUI Multicultural Center within the Office of Diversity, Equity and Inclusion. The community representative was Eric I. Goodman, an Associate from Ice Miller LLP in Indianapolis.

To complete its work, the review committee commissioned the Survey Research and Evaluation (SRE), a division in Institutional Research and Decision Support office (IRDS), to administer two surveys: one with faculty and staff and another with students. SRE also conducted fourteen interviews with various IUPUI and Purdue administrators and leaders.

Reviewers emphasized Dean Rhodes's inclusive and open leadership style as among his greatest strengths. Noted for his commitment to diversity, Dean Rhodes has a clear vision for strengthening both graduate and undergraduate education within the School of Science in addition to enhancing the school's research portfolio. Colleagues across campus consistently noted Dean Rhodes's collaborative approach that leads to creative and innovative solutions, including developing joint programs with other schools and industry and jointly financing a building.

The review committee concluded that Dean Rhodes possesses numerous strengths that have allowed him to make great progress in the School of Science.

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- **Leadership style.** Respondents view Dean Rhodes as a "leader among leaders" with a very supportive and logical style when dealing with difficult issues. He leads by example and is consistently approachable, personable, and kind in his interactions with others.

- **Collaboration and Communication.** Reviewers described Dean Rhodes as a highly collaborative leader who looks for mutually beneficial creative solutions that involve multiple schools when possible. Rather than imposing a top-down style, Dean Rhodes looks to others for ideas and ways to work through issues. Many faculty and staff reviewers also indicated that communication is one of Dean Rhodes's most valuable strengths. He is considered an excellent communicator who maintains open lines of communication, engaging people and sharing in the decision-making process.

- **Diversity and Student-Centered Leader.** Students, faculty, and staff consistently mentioned Dean Rhodes's commitment to diversity at all levels, including creating an infrastructure that supports recruitment of a diverse faculty and student population. He has conducted research focused on diverse hiring practices, has challenged departments to provide more diversity among potential candidates, and has become a resource on campus on efforts to diversify faculty. Dean Rhodes is also perceived as a student-centered leader who works to attract and retain students but, as students themselves note, he also participates in student activities and is available to students on and off campus.

- **Relationship on and off campus and School Identity.** Dean Rhodes consistently builds productive relationships through collaboration, utilizing a win-win approach to problem solving. He skillfully negotiates the Purdue/IU relationship, asking difficult questions respectfully without eliciting defensiveness. In all of this, Dean Rhodes is also raising the visibility of the School of Science, successfully expressing the school's brand identity within the IU branding framework.

- **Research.** Dean Rhodes's attention to the School of Science's research portfolio has allowed the school to increase extramurally funded projects, nearly doubling research expenditures from 2011 to 2016.

Summary and Recommendations:

Overall, Dean Rhodes has brought a collaborative and productive leadership style to the School of Science that translates into success on multiple fronts, including research productivity, communication, diversifying faculty and student populations, creating opportunities for student success, and other areas. The recommendations below suggest ways to enhance the positive growth and development that Dean Rhodes has overseen. He is to be commended for leading the School of Science with a collaborative, solutions-driven style at a time when STEM education is making an increasingly transformative difference in our world.

1. Dean Rhodes may need to work to **better disseminate school planning and financial information** to faculty and staff beyond his administrative team.
2. Dean Rhodes should continue working with campus administration to **address the on-going need for space** to support the School of Science's research and teaching missions.
3. Dean Rhodes should **continue to focus on student access to courses and improvements in student advising**.
4. A sizable group of respondents suggested that Dean Rhodes should **be mindful that salary inequities, including salary compression and gender inequities, persist** in the School of Science.