

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of the IU Herron School of Art and Design

FROM: Charles R. Bantz, Chancellor

DATE: October 12, 2011

RE: Administrative Review of the Dean, IU Herron School of Art and Design, Valerie Eickmeier

This memo summarizes the report of the Administrative Review Committee (ARC) on the Office of the Dean, IU Herron School of Art and Design, Valerie Eickmeier, for the five-year period 2005-2009.

Dean William Blomquist of the IU School of Liberal Arts chaired the committee. Its members from the IU Herron School of Art and Design were Professor of Painting Richard Nickolson, Professor of Printmaking David L. Morrison, Associate Professor of Art Education Cindy Borgmann, Chair of the Department of Visual Communication Design Christopher Vice, Assistant Professor of Ceramics Lesley Baker, Assistant Professor of Furniture Design Cory Robinson, Lecturer in Ceramics Corey Jefferson, Assistant Dean for Fiscal and Administrative Affairs Peggy Frey, Undergraduate Student Justin Trapp, and Graduate Student Jodie Hardy. Elizabeth Kryder-Reid, director of the Museum Studies Program, and Frank Basile, a community patron of the arts, also served on the committee. During the course of the fact-finding and review drafting period, students Hardy and Trapp graduated from Herron, faculty member Nickolson retired, and faculty member Vice left the committee.

Areas of review included her leadership of the school in setting and meeting goals and objectives, her representation of the school with campus and external constituencies, her effectiveness in resource management and planning, and her strengths and weaknesses. To gather information, the ARC arranged for a survey questionnaire to be distributed to Herron faculty and staff, with a response rate equivalent to 100 percent of full-time faculty and staff. Individual members of the review committee conducted interviews with key individuals at Herron and in the community from October 2009 through March 2010. Survey results were returned from the IUPUI Survey Research Center in June 2010. Since then, several drafts of the full report were prepared and revised with the final draft presented by the committee to Chancellor Bantz and Executive Vice Chancellor Sukhatme on June 1, 2011.

During the five-year period covered by this review, Dean Eickmeier's principal emphases have been the completion of the school's move to Eskenazi Hall, the ceramics and sculpture building project on Indiana Avenue, the development of new degree programs, and continuing to seek funding support for the school. It is evident that those goals have been largely achieved and that her leadership contributed primarily to those achievements.

As in her previous administrative review, her peers and the administrators at the campus level continue to regard Dean Eickmeier as the most effective dean Herron has had. Community leaders continue to regard Dean Eickmeier as a strong representative of Herron. Her continued success in raising external financial support for the school remains an important indicator of the favorable regard for her and for the school over the past five years. In the survey of faculty and staff, there was near-unanimity in the response to a question about whether Dean Eickmeier is an effective fundraiser for Herron.

Student tuition is by far the largest source of base budget revenue for the school, so maintaining enrollments is a key to Herron's fiscal health. Overall, student-generated revenues from tuition and fees doubled from just over \$3 million in Fiscal Year 2005 to more than \$6 million in Fiscal Year 2009.

In the five years covered by this review, Dean Eickmeier has reorganized staffing within the school and established a number of faculty leadership positions. She appointed an associate dean for academic and student affairs, and created academic program directors and academic coordinators positions in addition to the department chairs. One of the motivations for these changes was to address some of the recommendations of her earlier administrative review (2006) concerning internal communication, information sharing, and decision making.

Dean Eickmeier's principal perceived weaknesses in the current review continue to relate to internal communication; accessibility and responsiveness to faculty, staff, and students; inclusiveness of decision making; and management of personnel. The review reveals a distinction between the positive external perception of Herron by campus and national constituencies and a more divided perception among the faculty and staff. Most faculty and staff give Dean Eickmeier high marks for her representation of the school with external constituencies, but notably lower marks for communicating with and responding to the internal constituencies.

The ARC concludes its review with the following recommendations:

1. With respect to her external advocacy on behalf of the school and her pursuit of philanthropic and other support, Dean Eickmeier should continue the effective work she has been doing throughout her service as dean.
2. With respect to internal management practices—such as communication with faculty and staff, their involvement in decision making, and other matters of faculty governance and human resource management—Dean Eickmeier should take advantage of the services of a consultant or coach who can provide advice and strategies for improvement.
3. Together with the Herron faculty and staff, Dean Eickmeier should review the internal governance and management structures of the school to assess whether some other arrangements for the day-to-day management of faculty and staff affairs would be valuable. The internal structures and processes of other schools at IUPUI should be considered, to see whether they provide any useful examples.
4. Goal setting and priority setting—especially with regard to resource development and resource allocation—should take place through more open and participatory processes.

5. IUPUI campus administrators should implement changes to the allocation of financial resources—campus assessments, the distribution of state appropriations, and the chancellor’s reallocation fund—that would strengthen Herron’s position to advance among the ranks of the nation’s top art and design schools. This would help strengthen Herron’s position with respect to faculty compensation and other aspects of national competitiveness.