



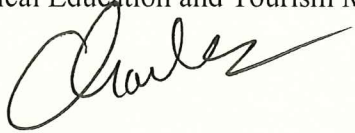
IUPUI

OFFICE OF
THE CHANCELLOR

INDIANA UNIVERSITY-PURDUE UNIVERSITY
Indianapolis

MEMORANDUM

TO: IUPUI Faculty Council
Faculty / Staff, School of Physical Education and Tourism Management (PETM)

FROM : Charles R. Bantz, Chancellor 

DATE: August 14, 2015

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

This memo summarizes the report of the Administrative Review Committee (ARC) on the office of the Dean, Jay Gladden.

Lilliard Richardson, Executive Associate Dean, SPEA, chaired the committee. **Its members from IU School of Physical Education & Tourism Management faculty were:** Susan Alvarez, Lecturer, Department of Tourism, Conventions & Event Management; Nancy Barton, Lecturer, Department of Kinesiology; Yao-Yi Fu, Associate Professor, Tourism, Conventions and Event Management; Brian Krohn, Assistant Professor, Department of Tourism, Conventions and Events Management; Alan Mikesky, Professor, Department of Kinesiology; David Allen Pierce, Assistant Professor, Department of Kinesiology and Amy Vaughan, Assistant Professor & Internship Director, Department of Tourism, Conventions & Event Management; **other faculty included:** Kyle Anderson, Faculty Council Representative, Clinical Assistant Professor of Business Economics, Kelley School of Business; Mary Beth Brown, Faculty Council Representative, Assistant Professor, Department of Physical Therapy, School of Health & Rehabilitation Sciences; and Valarie Eickmeier, Dean, Herron School of Art and Design; **representing staff:** Rose Baker, Administrative Assistant, IU School of Physical Education & Tourism Management; **student representative:** Larry Jinkins, Department of Tourism, Conventions and Event Management, and **representing the community:** Leonard Hoops, President & CEO, Visit Indy.

The Review Process

The ARC used several different tools to collect quantitative and qualitative data. These included: a survey that contained some open-ended responses, focus groups, as well as personal, phone, individual and group interviews. The survey and the focus groups were implemented by IUPUI Survey Research Center while the group and individual interviews were conducted by members of the ARC.

Observations

Responses to the survey questions and focus group interviews led to the following observations:

- A. Over three quarters of faculty and staff surveyed saw Dean Gladden as being effective in the articulation and implementation of a strategic plan and clear vision for the school, as well as prioritizing physical improvement and aligning resources with the mission.

- B. Dean Gladden is described as a strong leader who effectively makes thoughtful and timely decisions, increases visibility of the school on campus and provides strong advocacy.
- C. While Dean Gladden was rated highly in terms of effectiveness in handling staff and faculty affairs along with supporting high-quality teaching and research, there were some concerns regarding retention of high-quality staff and the Dean maintaining open lines of communication.
- D. Dean Gladden was considered particularly effective in administering the school's budget, ensuring the proper resources for meeting school programmatic needs, and increasing revenue streams. Concerns were expressed of the school expanding too quickly creating budget stress.
- E. Observations were made that enrollment initially decreased during Dean Gladden's tenure primarily as a result of an increase in standards, but that the school has recently experienced a credit hour growth in the range of 12%.
- F. Faculty and staff praised Dean Gladden's skills relative to managing academic and student affairs. Those interviewed credited the dean with providing leadership for curriculum development, recruiting quality students, monitoring student achievement, promoting student scholarships, and ensuring strong student services to improve student retention and success.
- G. Faculty and staff rated Dean Gladden high and very positive on issues of diversity.
- H. Across the board, the Dean is seen as effective in fostering partnerships between the school and the community. The committee said Dean Gladden makes good use of his advisory board and serves on several local boards as well.
- I. The school is not always understood by outsiders, the committee was told, necessitating creative means of conveying the mission and achievements of the school beyond campus.
- J. Overall students are pleased with the value and quality of their degrees in PETM under the Dean's leadership. Alumni surveyed described their experience in the school as positive.

Summary and Recommendations

Overall, the School of Physical Education and Tourism Management appears to be on a great trajectory, and school citizens are very positive about the school and Dean Gladden's leadership. However, the review committee has several recommendations to further enhance the program. They are as follows:

1. Continue to focus on external communications. Many stakeholders alluded to a lack of familiarity with what PETM does. Marketing and communication is needed and one suggestion is a regular newsletter.
2. Dean Gladden is credited with being visionary but stakeholders expressed a need for more focused attention on project follow through and completion.
3. Staff development is needed to address turnover, collaboration, conflict resolution and cohesion of the school. Dean Gladden should take the lead on this issue.
4. Dean Gladden needs to continue placing emphasis on enhanced research funding, support of research facilities, and promotion of research quality.
5. External fundraising through development and alumni outreach should continue to be a priority of Dean Gladden.
6. There is a need for greater transparency regarding the merit based salary system; including clarification of the policies governing the process through improved communication with faculty and staff.
7. Dean Gladden needs to increase efforts to champion pleas for improved classrooms and labs. Space has been an issue for an extended period of time.