

From: Wright, Eric R.
Sent: Thursday, May 19, 2011 3:17 PM
To: Windsor, L. Jack
Cc: Lee, Karen
Subject: IFC AAC Recommendation #2
Attachments: IFC Academic Affairs Committee Meeting NOTES 4-28-2011.docx

Jack,

As you requested (via Karen Lee), the IFC Academic Affairs Committee met on April 28, 2011 to discuss the Final Report of the New Academic Directions Committee. Below is a summary of the discussion and recommendation (underlined in the excerpt below) of the Committee for consideration by you and the other members of the IFC Executive Committee (the complete summary of the meeting is attached).

Discussion of the final report of the New Academic Directions Committee (Available at: <http://www.iu.edu/~newacad/docs/new-academic-directions-final-report.pdf>). The Chair invited committee members to discuss the final report of the New Academic Directions Committee. Overall, the Committee was intrigued by and supported many of the ideas contained in the report. Committee members, however, voiced a number of concerns and raised several important questions regarding the recommendations:

- 1) What does the establishment of a “health science campus” mean? What will the impact be on the IUPUI campus, particularly those units not directly involved in the health sciences?
- 2) While the focus on sustainability is laudable, there are many school and campus initiatives in this area. It is unclear how these would/could be coordinated in a single academic unit.
- 3) The area of Environmental Science cuts across many academic units. Of particular concern, however, is that the establishment of a new unit focused on “Environmental Science” could have negative implications for ongoing efforts to establish an

accredited school of public health since environmental health science, a core public health discipline, is required for accreditation.

- 4) There is a recommendation to merge smaller units into larger units. The logic for these mergers, however, will vary by campus, and it is unclear how the University will the relative cost-effectiveness of unit mergers. Is administrative efficiency something that can only be achieved through mergers? Are there other strategies?
- 5) Overall tone is that faculty and staff should be prepared to “do more with less”, but this general emphasis seems to advocate a centralized perspective that is inconsistent with responsibility centered management (RCM) which put this responsibility on the individual academic units. Indeed, it is unclear how many of the administrative changes recommended would/could be implemented within an RCM environment.

While the Committee did not have serious concerns with the main concepts espoused in the report, the Committee unanimously agreed that there were not enough specific details on how specific recommendations would be implemented. More important, committee members noted that how any particular recommendation is implemented will be different depending on the campus. The issues facing each campus are different, because of their unique community connections and circumstances. Committee members also expressed concern that President McRobbie has asked the Deans to prioritize the recommendations for implementation because this gives the appearance that a decision to adopt has been made without careful consideration of input from the faculty has even been considered. The committee recommended unanimously that no part of the plan should be implemented until a detailed implementation plan (including alternatives) has been developed and carefully considered by the faculty. The committee also suggested that President McRobbie and his staff should articulate a clearer vision of how Indiana University should operate as “one university” while simultaneously acknowledging that each campus has critical local constituencies and circumstances.

Please let me know if you have any questions. I am sending this along as a formal communication on behalf of the Committee as part of our end-of-year reporting. Several members of the committee are also members of the IFC Executive Committee so some of these points may already have been shared with you.

Thanks, Eric

Eric R. Wright, Ph.D.

Professor and Division Director for Health Policy and Management

Director, Center for Health Policy

Department of Public Health, IU School of Medicine

Indiana University-Purdue University Indianapolis (IUPUI)

410 W. Tenth Street, HS 3100

Indianapolis, IN 46202

Phone: 317-274-3161

Email: ewright@iupui.edu

This E-mail transmission may contain confidential or legally privileged information that is intended only for the individual or entity named in the E-mail address. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution or reliance upon the contents of this E-mail is strictly prohibited. If you have received this E-mail in error, please reply to the sender so arrangements can be made for proper delivery, and then delete the message from your system.