




## OFFICE OF THE CHANCELLOR

INDIANA UNIVERSITY-PURDUE UNIVERSITY  
INDIANAPOLIS

### MEMORANDUM

TO: IUPUI Faculty Council  
Staff, Office of External Affairs

FROM: Charles R. Bantz, Chancellor 

DATE: October 8, 2013

RE: Administrative Review of the Vice Chancellor of External Affairs, Amy Warner

This memo summarizes the report of the Administrative Review Committee (ARC) on the Office of the Vice Chancellor of External Affairs, Amy Warner.

Dan Drew, Interim Executive Associate Dean, School of Journalism, chaired the committee. Its faculty members were Valerie Eickmeier, Dean, Herron School of Art and Design; John M. Hassell, One America Chair and Professor of Accounting, Kelley School of Business; Yao-Yi Fu, Associate Professor, Department of Tourism, Conventions and Event Management, School of Physical Education and Tourism Management; Lisa E. McGuire, Director of the BSW Program, Associate Professor, School of Social Work; Eric R. Wright, Professor and Interim Chair, Department of Public Health, IU School of Medicine, Director, Center for Health Policy; and John L. Krauss, Director, IU Public Policy Institute, Clinical Professor of Public and Environmental Affairs, Adjunct Professor of Law, Director, Center for Urban Policy and the Environment. Jennifer Boehm, Director of Community and Government Relations, IUPUI External Affairs, represented the Professional Staff. The student representatives were Meaghan R. Banks, Engineering and Technology (Undergraduate) and Jonathan Freije, Philanthropic Studies (Graduate). The community representative was Dawn Tabler, Chair, White River State Park Commission.

The duties of the vice chancellor for external affairs changed beginning in 2010 when Indiana University implemented a plan to centralize many of the marketing and communications activities in Bloomington, and all communication activities were removed from the vice chancellor's portfolio. Because of problems and confusion created by the change, the committee reviewed Vice Chancellor Warner based on the original job description so that opinions about the organizational changes did not reflect on her performance.

The review committee focused on five areas of external relations (marketing/branding, community relations, government relations, alumni/foundation, and university relations) and five groups of constituents (chancellor and vice chancellors of IUPUI; administrators in the centralized Public Affairs and Governmental Relations unit; deans and marketing and development directors in the IUPUI schools, faculty leaders, members of the IUPUI Board of Advisors; and the External Relations Staff). The review committee worked with the Survey Research Center to develop a set of questions that could be asked of all respondents in the review, based on modifications of the standard set of questions for administrative reviews approved by the IUPUI faculty. In lieu of a faculty survey, the review committee conducted a



focus group with the Executive Committee of the IUPUI Faculty Council. It conducted 22 personal interviews with those having the best first-hand knowledge about the vice chancellor's effectiveness as well as brief telephone interviews with several members of the IUPUI Board of Advisors. Although five-year reviews often include a survey of students, that did not seem appropriate in this case because students would not have any direct knowledge about the vice chancellor's activities.

Based on the high response rate to the survey and extremely positive assessments, as well as the responses to open-ended questions in the surveys and interviews, the review committee concluded that Vice Chancellor Warner is held in high esteem and ranked highly across all aspects of her performance in all categories. It is clear that respondents in all groups involved in this review think Vice Chancellor Amy Warner has been effective in all aspects of her job, and that they place a high value on the skills, knowledge, and personal characteristics she brings to this position. In open-ended responses, comments reinforce her responsiveness, diplomacy, pragmatism, relationship-building skills, talent for bringing people together, and ability to leverage community connections for the benefit of IUPUI. She is described as one able to navigate through any crisis.

The predominant theme from respondents to this review is that Vice Chancellor Warner is well-liked and extremely effective in her role, but that centralization of responsibilities of her office to a system wide unit has resulted in confusion and a lost opportunity for the campus to use her talents to best effect. The respondents recognized that the shift in operation and responsibilities was dramatic, and they went on to say it is critical that her role be redefined.

Quoting from the review committee's report:

The IU system that has Vice Chancellor Warner playing a role in government relations, alumni relations, and development seems to be working. Her knowledge of state and local politics, community leaders, and community organizations and her contacts in these areas are invaluable. However, many of those interviewed during this review expressed concern that as a result of the PAGR organization she is no longer in charge of marketing and communications for the IUPUI campus. Those who expressed concerns faulted the new system rather than the vice chancellor.

There is confusion about what role her office now plays, and it would be best if this were more clearly defined. The new strategic plan for IUPUI has placed a strong emphasis on community engagement. VC Warner's performance in this area suggests that she should be an integral part of that process. Her experience, history, contacts, and personal characteristics have been a perfect match for her position and have been a key to her success.

The review committee has very perceptively identified an opportunity that we are working to implement in *Our Commitment to Indiana and Beyond: IUPUI Strategic Plan* process. By July 1, 2014, we will have a revised position description that builds upon the feedback in the administrative review.