




IUPUI

OFFICE OF THE CHANCELLOR

INDIANA UNIVERSITY—PURDUE UNIVERSITY
Indianapolis

MEMORANDUM

TO: IUPUI Faculty Council
Faculty/Staff of IUPUI Athletics

FROM: Charles R. Bantz, Chancellor 

DATE: September 30, 2014

RE: Administrative Review of the Director, IUPUI Department of Athletics

This memo summarizes the report of the Administrative Review Committee (ARC) on the office of the Director, IUPUI Department of Athletics, Michael Moore.

Robert Sandy, Professor Emeritus of Economics, IU School of Liberal Arts, chaired the committee. Committee members included Edgar M. Holdaway, Assistant Athletic Director / Communications, and Amanda J. Rivera, Head Softball Coach; Undergraduate Student Mariana Lopez-Owens, and Community Representative Floyd Keith. Representing the IUPUI Faculty Council were Joyce L. MacKinnon, Professor and Associate Dean (IU School of Health and Rehabilitation Science); Alan E. Mikesky, Professor (School of Physical Education and Tourism Management); W. Patrick Sullivan, Athletic Affairs Committee Chair and Professor (IU School of Social Work), and Angela M. McNelis, Associate Professor and Assistant Department Chair, Community & Health Systems (IU School of Nursing).

Method

The IUPUI Survey Research Center (SRC) conducted two surveys of 256 student athletes and of 44 athletics staff, excluding the head coaches. In addition, the SRC conducted two focus groups with key constituents of Athletics Director Mike Moore – one with six performance-related staff members and the other with ten administrative staff members. In addition, the ARC interviewed the IUPUI Faculty Athletic Representative, the Summit League Commissioner, and athletic directors from two institutions who were familiar with IUPUI and served at similar institutions.

Observations

- A. The day-to-day management style of Athletic Director (AD) Moore is commended by regular staff and head coaches while administrators voiced a need for more direction, delineation of responsibilities, and regular evaluations of staff. Both find him likeable and accessible.

- B. The lack of success of the program is an issue more noted by external participants in the evaluation than internal. Objective measures make it clear that there has been no program-wide progress since IUPUI moved to Division I, and IUPUI has been in the bottom third of the Summit League almost every year and finished in last place in 2013.
- C. The administration and head coaches are clearly disappointed at the level of fundraising over the past five years. The problem is described as systematic and coaches who want to help submit there is no structure, strategy or coordination.
- D. The committee believes AD Moore has an exemplary record on compliance with Title IX and with the IU gender equity and diversity regulations and standards.
- E. AD Moore was praised for his service with the Summit League and the NCAA but internal interviews on his role as primary spokesperson for IUPUI athletics on campus were mixed.
- F. The review committee finds that the hands-down strongest function of AD Moore is the effective manner in which he works with campus officers and athletics' academic advising office to ensure policies and procedures are established to maximize student-athlete academic performance.
- G. The performance of AD Moore in providing strategic leadership is the greatest concern of the review committee. There is a need for AD Moore to define long-term goals and clearly articulate strategies to reach them. There is a need for the AD to delineate how such goals benefit the campus.
- H. Staff spoke to the need for AD Moore to more strongly advocate for athletic needs with campus administrators. They noted what was described as a "my hands are tied" attitude and expressed reservations about how hard he is fighting for them. Both performance and administrative staff said he is more concerned with avoiding conflict.
- I. There are serious funding issues in athletics. From 2009 to 2013, campus funding for athletics increased – suggesting a favorable relationship between the AD and administration. But the resources for IUPUI athletics rank 335 out of 355 Division I programs.

Recommendations

1. Identify training opportunities to improve the leadership skills of the AD – beginning with attendance of the Randall L. Tobias Center for Leadership Excellence.

2. Reorganize the unit's procedures for performance evaluations. Improve effectiveness in assigning duties and staff evaluations.
3. Be more visible on campus. Follow the lead of the chancellor and several other senior administrators who periodically engage in dialogue with students.
4. Develop strategic short and long-term plans for fundraising. Bring in additional fundraising staff, but only after establishing fundraising structure, training and expectations. The AD should participate in relevant classes in the School of Philanthropy. It is also suggested that the AD explore hiring a School of Philanthropy graduate student intern.
5. Initiate a program-level review -- perhaps involving one or two outside ADs -- to perform an overall assessment on the program and operations to offer suggestions on direction.
6. Develop a program-wide plan for scheduling non-league opponents that gradually raise their competitive nature.
7. Hire a fiscal officer and make certain that they are given the proper resources to compile an annual budget report.