Indianapolis, Indiana

Executive Vice Chancellor and Chief Academic Officer

Leadership Profile

Prepared by
Katherine Haley, Ph.D.
Amy Crutchfield
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This leadership profile is intended to provide information about the Indiana University-Purdue University Indianapolis and the position of Executive Vice Chancellor and Chief Academic Officer. It is designed to assist qualified individuals in assessing their interest in this position.
Indiana University-Purdue University Indianapolis (IUPUI) invites nominations and applications for the position of executive vice chancellor and chief academic officer. As both chief academic officer and chief operating officer of the campus, the executive vice chancellor and chief academic officer reports to the chancellor and serves as chief executive officer in the chancellor’s absence. The executive vice chancellor and chief academic officer plays a key leadership role in developing—and guiding the implementation of—the campus’ academic plans and programs. He/she also oversees the processes for recruitment, hiring, and advancement of faculty and for promoting the success of the campus’ efforts to continue to increase the quality and diversity of the faculty.

IUPUI, the state’s premier urban research university, is a national leader in life sciences research, civic engagement, service learning, first-year experiences, and assessment of institutional effectiveness. IUPUI was created in 1969 as a partnership between Indiana and Purdue Universities, with IU as the managing partner and strong working relationships with Purdue. Indianapolis, the state capital of Indiana, is the 14th largest city in the nation and has a metropolitan population of 1.9 million. The city boasts a desirable quality of life, a reasonable cost of living, and is home to outstanding cultural institutions and several professional sports teams, as well as a diverse regional economy.

IUPUI is an integral part of the central Indiana community. Its location in the heart of downtown Indianapolis facilitates working closely with government, business, and other community organizations and enhances collaboration in research, education, economic development, and numerous cultural initiatives. Situated on a 509-acre campus, IUPUI is just three blocks from the Indiana Government Center, six blocks from Lucas Oil Stadium, and adjacent to White River State Park, home of the NCAA National Headquarters, the Indiana State Museum, the Indianapolis Zoo, and the Eiteljorg Museum.

IUPUI has an annual operating budget of $1.35 billion, including $388 million in research funding, $330 million of which is attributable to the IU School of Medicine. IUPUI ranks among the top 20 universities nationally in the number of first professional degrees it confers and in the number of health-related degrees granted.
The 17 schools at IUPUI offer 295 academic degrees—from associate degrees to professional and doctoral degrees. These degrees cover a full spectrum of academic disciplines, from liberal arts and sciences to engineering and technology. IUPUI has over 2,700 faculty, 4,100 staff, and more than 30,000 students from all 50 states and the District of Columbia, as well as 147 countries. More details are available at [http://www.iupui.edu/about/](http://www.iupui.edu/about/). All IUPUI deans report to the chancellor through the EVC with the exception of the dean of medicine, who is also vice president for clinical affairs and reports to the IU president.

All inquiries, nominations, and applications for this position should be directed as indicated in the section entitled “Procedure for Candidacy” at the end of this position specification and will be handled in the strictest confidence.

The Role of the Executive Vice Chancellor and Dean of Facilities

The executive vice chancellor (EVC) serves as the chief academic officer and as the chief executive officer in the chancellor’s absence.

All IUPUI deans report to the EVC, with the exception of the dean of medicine, who is also vice president for clinical affairs and reports to the IU president. All faculty appointments and promotions go through the EVC office, as do proposals to create or discontinue degree programs. In addition, the EVC oversees the Center for Research and Learning, Center for Service and Learning, Center for Teaching and Learning, student recruitment and financial aid, international programs, the Office for Women, some 100 research centers, plus university libraries and IT services. The dean of the 1,700-student Columbus campus also reports to the EVC.

Over the last quarter century, IUPUI has had just three EVCs. Dr. William Plater (English) held the post for 19 years, building the institution on all fronts but notably the undergraduate capabilities described above, which won the institution (and Plater) national regard. Dr. Uday Sukhatme (a physicist), who held the post from 2006 - 2012, strengthened the undergraduate emphasis and focus on degree attainment, bringing 29 new degree programs on line. Dr. Nasser Paydar (Mechanical Engineering) served as EVC from 2012 to 2015 and led a campus-wide strategic planning effort that has furnished the blueprint for his leadership as chancellor.

This position was vacated by Dr. Nasser H. Paydar who was recently appointed IUPUI’s chancellor. Finding a successor to this accomplished campus academic leader provides both an opportunity and a challenge for IUPUI and for its new executive vice chancellor and chief academic officer. In filling this role, the individual selected will be called upon to:

- Continue improvement of the campus learning environment, student life, the quality of undergraduate education, and the undergraduate retention rate.

- Advance the strategic development of graduate and research programs, particularly innovative interdisciplinary programs, which are critical to the IUPUI research mission and national reputation.
• Promote continued improvement in faculty recruitment and development.

• Lead and encourage the development of additional sources of revenue to counterbalance the nationwide trends affecting traditional revenue sources.

• Capitalize upon and further advance IUPUI’s position as a transformative force and an indispensable civic partner with the city and state in the continuing economic and cultural development of Central Indiana.

• Strengthen the campus identity among students, faculty, staff, alumni, and community stakeholders and advance the agenda of IUPUI as a whole, emphasizing the cohesive development of the liberal arts and sciences as well as the health and professional disciplines.

• Foster a culture of internal collaboration that encourages the crossing of departmental and disciplinary boundaries—including collaboration between the health professional schools on the campus and with all other schools—to take full advantage of the extraordinary interdisciplinary learning and research opportunities on campus.

• Advance implementation of IUPUI’s strategic plan—Our Commitment to Indiana and Beyond—to ensure the strategic goals and objectives translate to measurable results. More details are available at http://strategicplan.iupui.edu/.

Opportunities and Expectations for Leadership

A dynamic environment. The administrative environment at IUPUI is like no other in its mix of good will and collaborative endeavor with organizational complexity and ambiguity. Power resides in semi-autonomous schools, some of which look south to Bloomington, others north to West Lafayette, still others toward home in Indianapolis; the respective powers of Bloomington-based central administrators vis-a-vis counterparts on the regional campuses are sometimes unclear; system-wide initiatives can trump the local; capital projects are a mix of responsibilities; and so forth. Any one decision can entail multiple approvals and take more time than expected.
Over the last few years, IU has centralized many administrative functions, such as marketing and PR being managed from Bloomington and printing and purchasing being managed from South Bend, in an effort to increase efficiencies, effectiveness, and cost savings.

**Undergraduate needs.** As laudatory as IUPUI’s gains in graduation rates may be, a six-year rate of 43 percent means there are miles to go. Hard work has removed many initial barriers to student success; sustained effort over the next several years, including doubling down on assessment and a commitment to continuous, evidence-based improvement, will be called for. The university plans to do more with student housing and food service, campus life, student activities, teaching strategies, technology, and financial aid—all of which require new money.

**Generating new revenue streams.** This is a theme common to all public universities. With straitened state budgets, limits on tuition increases, and harder-to-get federal research dollars, every university has to think hard about its internal economics and creatively about new sources of revenue. How can we do more with the same or fewer dollars? What new research capabilities, enrollment strategies, patent and royalty policies, fund-raising and grant-getting efforts, incubators or partnerships might bring best returns on investment? Can IUPUI build a culture of fund-raising and revenue development that encompasses not just the chancellor and development officer but the EVC, every dean, and faculty leaders?

**Building faculties.** No responsibility will have greater long-term effect than the kinds and quality of faculty appointed and promoted within the university. The chief academic officer has to know quality and insist upon it in all personnel transactions, conveying clear expectations for performance and sponsoring avenues for faculty development. Hiring needs to be mission-based, meaning excellence in teaching, active research or creative agendas, and campus and community citizenship reflecting an urban mission.

Finally, the EVC, as a senior, campus-wide officer, should always work to strengthen campus identity among faculty, students, staff, alumni, and community stakeholders to advance the agenda of IUPUI as a whole. His or her IUPUI should ever encourage internal collaboration that crosses school, departmental, and disciplinary lines and that advances IUPUI’s position as an indispensable partner with the city and state in their economic and cultural development.

**Professional Qualifications and Personal Qualities**

The Search Committee seeks individuals with exceptional records of academic and scholarly accomplishments, professional and personal achievements, leadership experience in complex environments, and the highest qualities of intellect, integrity, and character.

Candidates must provide evidence of the following:

- An earned doctorate, with a distinguished record of scholarly/artistic accomplishments and teaching suitable for a tenured appointment as full professor with one of the campus’ academic units.
• Significant academic administrative experience, including the ability to attract talented, diverse faculty, staff, and students, manage in a dynamic environment, and maximize organizational performance.

• Commitment to shared governance and the ability to articulate the faculty’s perspective.

• Commitment to excellence in undergraduate, graduate, and professional education.

• Success in managing academic budgets and faculty personnel matters, including professional development.

• Experience in collaborative strategic institutional planning and budgeting that is responsive to such planning.

• Commitment to the university's goal of inclusiveness and a demonstrated history of working effectively with persons of all races, genders, ethnicities, nationalities, sexual orientations, and religions.

• A commitment to providing leadership for assessing student learning outcomes as well as program and institutional effectiveness.

• Personal qualities of integrity, creativity, collegiality, sound managerial judgment, fairness, discretion, and the ability to make difficult decisions.

• Ability to work in partnership with the Chancellor, sharing and executing his vision, goals, and commitments.

• Experience in working with community stakeholders in furthering the academic affairs of a campus.

The ideal candidate must be committed to the university's goal of inclusiveness and have a demonstrated history of working effectively with persons of all races, genders, ethnicities, nationalities, sexual orientations, and religions. IUPUI is an EEO/AA employer M/F/D.

Additionally, applicants for this position will benefit from:

• An understanding of responsibility center management.

• Experience with community stakeholders in furthering academic missions.

• Experience in fund-raising.

• Experience abroad.
With more than 30,000 students, 2,700 faculty, 4,100 staff, a $1.35 billion operating budget, and over $388 million in research funding, IUPUI has emerged as the state’s premier urban research university. Ranked as a tier-one school in *U.S. News & World Report*’s rankings of “best national universities,” IUPUI also ranked 16th in a new measure of institutions’ commitment to undergraduate teaching, and, for the 13th consecutive year, was also recognized for its learning communities and service learning programs. IUPUI has also won national awards for its health and life sciences programs, community engagement, first-year experience, international partnerships, diversity efforts, and outcomes assessment, as well as for its commitment to veterans.

IUPUI is a relatively young university, created in 1969 as a partnership between Indiana and Purdue universities, with IU as the managing partner and strong relationships with Purdue. Many separately founded schools were gathered to form a new campus on 509 acres immediately adjoining a lively downtown, three blocks from the capitol and next to a park that is home to museums, the zoo, and NCAA headquarters. From the start IUPUI was designed to be an integral part of a revived Indianapolis, the state capital and now the 14th largest city in the nation. Since that time, IUPUI has played a major role in the city’s development, just as the city’s cultural achievements, desirable quality of life, and reasonable living costs have helped IUPUI attract outstanding faculty, staff, and students.

Due to the number of schools on its campus (17), IUPUI is a comprehensive and complex institution. The University’s statewide health sciences role has meant that more than half its faculty are clustered in schools of medicine, dentistry, nursing, health and rehabilitation sciences, and social work. Two schools—science and engineering and technology—grant degrees from Purdue University and the remaining degree-granting schools (15) give degrees from Indiana University. Indiana University-Purdue University Columbus, a vibrant regional education center in downstate Columbus, reports through IUPUI. For more information on IUPUI and its schools visit [http://www.iupui.edu/](http://www.iupui.edu/), and for more information on IUPUC visit [http://www.iupuc.edu/](http://www.iupuc.edu/). IUPUI and IU Bloomington are core campuses of Indiana University, which has six other campuses across the state in Richmond, Kokomo, Gary, Fort Wayne, South Bend, and New
Albany. The IU School of Medicine also has a statewide reach with nine medical education campuses located in Bloomington, Evansville, Fort Wayne, West Lafayette, Muncie, Gary, South Bend, Terre Haute, and Indianapolis—its main campus, which is co-located with IUPUI. Indiana University is governed by a nine-member Board of Trustees that meets six times a year on IU campuses around the state.

IU President Michael McRobbie and the trustees appoint and supervise chancellors for each of IU’s eight campuses. Dr. Nasser H. Paydar was appointed IUPUI’s chancellor effective August 16, 2015. He is IUPUI’s fifth chancellor, has been an IU faculty member for nearly 30 years, and has held various administrative and executive leadership positions since he joined IUPUI in 1985 as an assistant professor of mechanical engineering. Dr. Paydar maintains an 11-person cabinet, led by his second in command, the executive vice chancellor and chief academic officer. In keeping with its urban mission, a community Board of Advisors meets bimonthly with IUPUI officers.

IUPUI’s mission is “to advance the State of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement.” In an accompanying vision statement, each of these core activities—teaching, research, engagement—is characterized by “collaboration within and across disciplines and with the community, a commitment to ensuring diversity, and pursuit of best practices.”

State support for IUPUI has increased modestly over the past ten years and has fallen as a percentage of the operating budget, from 50 percent in 2002 to 35 percent in FY 2015. Thanks
to disciplined state budgeting, however, Indiana stayed in the black through the recession and avoided the significant cut-backs to higher education funding seen in most other states; indeed, with a performance-funding bonus, IUPUI’s appropriation rose four percent this year. The Indianapolis campus has been able to make up state funding limitations through increases in tuition revenue, research funding, and fund-raising. On the latter score, IUPUI first raised $1 billion in a campaign ending in 2003 and surpassed $1.3 billion in a campaign ending in 2013.

IUPUI is known nationally for its mature implementation of responsibility center management (RCM), which it began in 1989. Virtually all state, tuition, and research monies flow directly to the academic units; deans are responsible for managing and increasing their income streams, which rise or fall with the enrollment, research, gift and other income they generate. The ability to carry forward unspent operating dollars and reserve funds from year to year enables deans to engage in multi-year planning and budgeting. The state appropriation comes to IUPUI in just two appropriation lines, passed biennially, a plus for planning and budgeting.

A relatively small central campus administration is supported by a “tax” on the several schools. IUPUI has a long history of campus, budgetary, and academic planning (current versions, with yearly updates, may be seen on its website); a Resource Planning Committee advises the chancellor on priorities and their funding over the years. Central campus funding has supported the recruitment of minority faculty (29 percent in 2015, an increase of 10 percent during the past decade), scholarship assistance (to increase retention and graduation rates), recruitment of out-of-state and international students (up 49 percent and over 100 percent respectively since 2002), recruitment of students of color (up from 14 percent to 23 percent since 2002), establishment of an Honors College, start-up costs for a School of Public Health, and a variety of new degree programs.

The sheer momentum of all this program development, plus a recent doubling in research volume, has strained IUPUI facilities. Despite half a billion dollars’ worth of recent construction, classroom, office, laboratory, parking and recreational space is at a premium; construction dollars, especially from the state, are harder to come by. The recruitment of able, full-time students, especially from out of state and abroad, is constrained by housing for just 1,686 students. Solutions are on the boards for some of these needs, most involving resources IUPUI will have to generate itself.
The separate "bottoms" on which the 17 schools sit are counterbalanced by campus-wide bodies and services. An elected Faculty Council has a central role in assuring faculty participation in institutional governance. There is a staff council, student council, and various administrative councils; once a month the chancellor meets with a council that includes academic deans and vice chancellors. The schools rely heavily on central facilities such as the library (described as alert and responsive) and on cross-campus IT services, these managed by the IU enterprise-wide University Information Technology Services.

When IUPUI was founded and for years thereafter, the institution served as the public postsecondary general-access point for students in the Indianapolis area; with large numbers of part-time and underprepared students, the six-year completion rate was 13%. In the last two decades, however, and especially with the statewide development of a community college system composed mainly of Ivy Tech campuses, IUPUI has been able to focus more on helping better-prepared undergraduate students in four-year programs (the median SAT is now 1020) and on further development of graduate programs. In the Nineties it created a vigorous University College for the underprepared or undeclared student; the completion rate rose to 21 percent by 2002 (1996 cohort), then to 43 percent in 2014 (2008 cohort). Aggressive use of “best practices” in undergraduate education--learning communities, peer tutoring, service learning, undergraduate research, and innovations in teaching and advisement--lie at the core of this accomplishment, as does equally vigorous uses of assessment data. IUPUI has a long-term commitment to bring its completion rates to the top among urban public universities.

This past fall, IUPUI enrollment stood at 30,105, a figure that includes more than 8,000 in graduate or professional programs. Eighty-nine percent of the undergraduates are in-state, mostly from Central Indiana; 56 percent are female, 23 percent self-classify as an ethnic minority, and 54 were high school valedictorians or salutatorians. In-state tuition and fees come to $8,909 a year, out-of-state $30,088; 73 percent of IUPUI students receive financial aid.

IUPUI offers 295 degree programs across its 17 schools; all professional and pre-professional programs have earned programmatic accreditation. In April 2013, IUPUI received reaffirmation of its accreditation from the Higher Learning Commission of the North Central Association of Colleges and Schools through 2022-2023.
Procedure for Candidacy

Inquiries, nominations and applications are invited. For fullest consideration, applicant materials should be received by February 29, 2016. Candidates should provide a *curriculum vitae* and a letter of application that addresses the responsibilities and requirements described in the Leadership Profile. These materials should be sent electronically via e-mail to the IUPUI consultants Katherine Haley, Ph.D. and Amy Crutchfield at IUPUIExecutiveViceChancellor@wittkieffer.com. The consultants can be reached through Felicia Kowalczyk at 630-575-6936.

The Indiana University-Purdue University Indianapolis values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Indiana University-Purdue University Indianapolis documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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