This past June, Dr. Marwan Wafa, Vice Chancellor and Dean of Indiana University - Purdue University Columbus (IUPUC) since 2009, departed for a chancellorship within the Penn State system. With this vacancy, Dr. Nasser Paydar, chancellor of IUPUC’s parent institution, Indiana University - University Indianapolis (IUPUI), asked Dr. Laurence Richards, the admired executive vice chancellor for academic affairs at Indiana University East, to serve as interim Vice Chancellor/Dean of the IUPUC campus during the 2015-16 academic year. This October, Chancellor Paydar appointed a thirteen-person search committee, chaired by Dr. Richards, charged with conducting a national search for the post, with hopes of an appointment by next spring and start date of July 1, 2016.

In this prospectus, the search committee seeks to provide nominators and potential candidates with helpful information about IUPUC, the position, and this search.

Columbus, Indiana

IUPUC’s story is rooted in that of the city it serves. Columbus is a prosperous, growing city of 46,000 located 40 miles south of Indianapolis. It is the county seat of Bartholomew County and the commercial center for a nine-county region of Southeast Indiana. It is within driving distance of Louisville, Cincinnati, and Bloomington. Its economy is based primarily on advanced manufacturing, healthcare, and regional services, with Cummins, Inc. (the engine company) and Meritor, Inc. (the automotive supplier) the major employers and the focal point for many smaller, often high-tech and logistics companies. Major Honda and Toyota facilities are nearby. Columbus is an epicenter for the rebound of American manufacturing; today, it faces shortages of skilled and unskilled workers with unemployment below 4%. Despite this challenge, Columbus retains its number-two ranking for “best performing small cities” in the 2014 Milken Institute Report.
Beyond its economy, the fame and glory of Columbus rests on a decades-old commitment to the finest in architecture and public art. J. Irwin Miller, the famed industrialist and long-time head of Cummins, instituted a program under which the Cummins Foundation would pay the architect’s fees for any building if the client selected a firm from a list it maintained. The result over time is that the city became home to a remarkable array of public structures -- more than 60 to date -- designed by the likes of Eero and Eliel Saarinen, I.M. Pei, Robert Venturi, Cesar Pelli, Richard Meier, Harry Weese, James Polshek, Kevin Roche, John Carl Warnecke, Susan Torre, Romaldo Giurgola, and Gunnar Birkerts. Sculptures by Henry Moore, Jean Tinguely, and a host of others dot the city. The City’s commitment to the arts is realized, too, in a well subscribed orchestra. Major articles about Columbus have appeared in National Geographic, the New York Times, and other media; GQ cites it among “62 Reasons to Love Your Country.” This “Athens on the Prairie” counts 13 buildings on the National Register of Historic Places, seven of them National Historic Landmarks.

Miller was among those, too, responsible for a remarkable and continuing commitment to civic betterment. Hundreds of community leaders have worked over the years on issues of good government, economic development, school improvement, public safety, diversity, historic preservation, and town-wide beautification. A public/private partnership oversaw a $150 million downtown redevelopment, enhancing the City’s status as a regional destination. Columbus has won awards for its 18 parks and 25 miles of people trails. The local quip, “this town is full of former student body presidents,” reflects confidence in the community’s philanthropic resources and an outlook that no project is too big to tackle.

The local Heritage Fund recently led a community process to describe the values that inform Columbus leadership. Those values were: high aspirations, public-private partnership, collaboration, forward-thinking, welcoming community, best value, good design, and service to others.

The community’s emphasis on a high-tech manufacturing future has brought ever more focus on issues of school improvement and postsecondary attainment. Companies like Cummins compete in international arenas and depend on a skilled, well educated workforce, one increasingly prepared at the postsecondary level; forecasts call for several thousand new or replacement workers. Here the news is not so good: Southeast Indiana has long been an underserved region in the state’s array of postsecondary institutions and has the lowest rates of college-going and educational attainment in the state. The nine-county high school dropout rate is 30% and the college-going rate is just 35%; only 15% of the regional workforce has a postsecondary degree or credential (vs. 39% nationally).

Enter IUPUC
All these themes played into the creation and evolution of an IUPUI campus in Columbus. Purdue and IU had offered classes in the city since the early 40s. In the late 60s, civic leaders had extended discussions with IUPUI about the city’s “intense interest” in expanding postsecondary opportunities. These resulted in the creation in 1970 of a “permanent extension” of IUPUI in Columbus, headed initially by a director, later by a dean, and, as enrollments grew, the dean also became a vice chancellor. (The Columbus campus remains IUPUI’s only extension.) Early classes were held in a variety of locations around town, until the mid-80s when citizens raised $900,000 to remodel an existing building to fit college needs and set aside 11 surrounding acres to create a campus. A unit of Purdue’s statewide technology program began offering classes in Columbus in 1984, as did Ivy Tech, the statewide community college. In 1994, IUPUI leadership turned “IUPUI Columbus” into IUPUC, the better to highlight the emergent institution’s identity and autonomy.

A major step forward came in 2001 when the Columbus community raised $32 million and broke ground for a new “Columbus Learning Center,” a 130,000 square foot building designed by Kevin Kennon of New York. The airy structure opened in 2006, straddling spaces between existing IUPUC and Ivy Tech facilities. It is now the region’s focal point for the postsecondary education of a combined 4,750 students –1,700 at IUPUC, 2,900 at Ivy Tech, and, across campus, 150 at Purdue Polytechnic. Within this Center, the three institutions share use of a 75,000 volume, IUPUI-linked University Library and a Center for Teaching and Learning, a commons, bookstore, auditorium, 20 well-equipped classrooms, and centers for assessment and career exploration. The CLC is also home to the community’s WorkOne program linking worker assessments, career counseling, and unemployment services with postsecondary providers.

The Center is managed by a Community Education Coalition (CEC), begun in 1997 and led by a 24-member board reflecting the community, business, and education leadership of Columbus (the IUPUC vice chancellor sits on that board). It is a model partnership, nationally recognized for its efforts to align the region’s learning systems with growth of the area’s economy and quality of life. The Coalition and its partners have ambitious goals, essentially to move educational attainment in a nine-county region up “one entire notch.” It is well funded and smartly led, with eight initiatives at the pre-k through 12th grade levels and several at the postsecondary level, extending beyond to healthcare and hospitality-tourism development. Working relationships between the CEC and partner postsecondary institutions are the subject of a Memorandum of Understanding executed in 2006 and signed by the presidents of IU, Purdue, IUPUI, and Ivy Tech.

Columbus, in short, is a highly networked community, one that knows its needs and organizes to meet them. That fact is an important part of IUPUC’s history and will be key to its future.

IUPUC today
IUPUC aspires to be the “first choice for those who seek a small university campus experience in south central Indiana emphasizing intellectual and personal development, community engagement, and preparation to enter the global workforce.”

Under that banner, the institution this fall enrolled 1,703 students, with an FTE of 1264. The student body is predominantly undergraduate (1,539 of the above), local (90% from the nine-county region), white (90%, reflecting regional demographics), female (66%), first generation (over 70%), younger (two-thirds are under 25), and working (80% hold jobs, mostly off campus). Head count enrollment has been essentially flat over recent years, but an emphasis on retention and degree completion has led more students to attend full time and/or take higher course loads; credit-hour totals are up 11% from three years ago. First-time, full-time, fall-to-fall retention rose from 71 to 77%, 2011 to 2015, while graduates rose from 200 to 295. Degrees in nursing, business, general studies, and education account for most of the total.

The fact that IUPUC’s enrollments have been mostly steady over the years may seem troubling -- the institution was founded to boost college-going in its region -- but requires context. For much of its life, IUPUC had few programs, second-hand facilities, and an open door, taking all comers. Fifteen years ago, though, Ivy Tech became a significant presence on the Columbus campus and, in 2008, IU, IUPUI, and IUPUC agreed to stop offering two-year degrees. Many students who earlier enrolled in IUPUC were then attracted to Ivy Tech, where tuition is lower and entry-level courses are fully articulated and transferrable. IUPUC, then, has only more recently been fashioning a four-year identity and program array, while also seeking to become a transfer destination for Ivy Tech grads (several dozen a year now transfer to IUPUC, up from six in 2009). Withal, it remains the case that community and state expectations for IUPUC remain that it should grow.

IUPUC’s current program offerings, with 2014-15 graduates listed to indicate relative size, include, at the baccalaureate level, a BSN in nursing (113), a BS in business (51), a BA and BS in psychology (37), a bachelors in general studies (29), a BS in elementary education (26), a new BS in mechanical engineering (4), and start-up majors in English, sociology, and communication studies (10). A real asset for IUPUC is that all degrees conferred are Indiana University degrees, excepting mechanical engineering, which leads to a Purdue degree. At the graduate level, IUPUC offers an IU MBA degree (16 graduates) and a new IU master’s in mental health counseling (9). All undergraduates, beyond the major, undertake a 30-hour general education requirement, with specific intended outcomes and regular assessment aimed at continuous improvement.

Given its stated commitment to community engagement, an impressive 613 IUPUC undergraduates experienced an internship, field work, clinical experience or the like last year, a 20% gain over the prior year. Overall student satisfaction with academic
experiences at IUPUC was 4.29 on a five-point scale, a high comparative score. As a unit of IUPUI (a national leader in assessment and data-driven decision-making), IUPUC implements most of the methods and steps developed by its parent and maintains a data-rich environment for academic and administrative improvement.

Responsibility for instruction and related duties falls to a faculty of 66 full-time and 100 or more part-time faculty members. Altogether, 289 courses are offered on campus, with a growing number (currently 75) taught on-line. Among full-time faculty, a dozen have achieved tenure and another two dozen are on the tenure track. This represents a gain for the institution: until 2013, faculty in various units of IUPUC looked to schools at IUPUI, IU, or PU for their tenure requirements, a confusing situation indeed. In 2013, IUPUC was granted authority to create its own promotion and tenure standards for all faculty teaching on the campus, subject only to ultimate IUPUI approval. (All IUPUC faculty, and indeed staff, are IUPUI employees.).

In interviews, faculty report the typical stress that comes from teaching loads, student demands, and committee service. The panoply of roles and functions is large, the number of full-time faculty small, so the same people are called upon again and again (one faculty member recounted once serving on 14 separate committees.) Even so, faculty express appreciation for students, Columbus, and one another. “Caring” and “friendly” are the adjectives they use to describe one another and staff.

Because IUPUC began and continues as a unit of IUPUI, its institutional accreditation flows from that of IUPUI. At the program level, accreditation can come through that of a sponsoring unit in Indianapolis. Education is separately accredited by CAEP, and nursing will soon have its own accreditation from CCNE (both have state accreditation). Other programs are or soon will be pursuing independent accreditation.

IUPUC’s physical assets are few: its building, built in the 1970s and last remodeled in the 1980s, and the land it sits on, are owned by Indiana University. The Columbus Learning Center and a new building, the Advanced Manufacturing Center of Excellence (designed by Cesar Pelli) are owned by the City and CEC respectively. IUPUC’s building is at capacity and there is no student center. At some point soon, if the institution is to grow, facilities development will have to precede it.

IUPUC’s operating budget for 2015-16 is $14.4 million. It is highly tuition dependent, with $11.9 million in income coming from student tuition and fees. State support has risen the past several years, going up 4.7% this year to $5.1 million, of which $1.9 million remains in the operating budget and $3.2 million pays an IUPUI central services tax. The remainder of the budget ($.6 million) comes from other revenue. IUPUC has no control over its student charges; they are the same as those set in Indianapolis. IUPUC operates within IUPUI’s responsibility center management (RCM) system, which devolves budgetary authority to the individual schools or units, allowing them to spend and save as they see fit within University guidelines. IUPUC
has reserves of about $1.2 million to cover revenue shortfalls or pay for special projects. Among Dr. Richards' assignments this year, as acting Vice Chancellor/Dean, is to build a reasonable 2016-17 budget for the next Vice Chancellor/Dean.

The Vice Chancellor and Dean

The chief executive of the IUPUC campus has to be comfortable wearing several hats at once.

The IUPUC vice chancellor reports on matters of overall strategy to the IUPUI chancellor (Nasser Paydar, the appointing officer for this search). For academic matters, the vice chancellor and dean (and all IUPUI deans except the dean of the medical school, who reports to the IU president) reports to the executive vice chancellor on the IUPUI campus. As an officer of IUPUI operating within a larger statewide system, he or she must assure that IUPUC operations meet university standards and are aligned with IUPUI policies and statewide initiatives. Regular communication with IUPUI officers and with IU and Purdue partners is a significant part of the job, as is the management and cultivation of local and regional partners. IUPUC has its own board of advisors (40 in number) and its vice chancellor is invited to sit on the board of the Community Education Coalition. Within this highly networked community, the vice chancellor will serve ex officio on the Columbus Economic Development Board and the Columbus Regional Health Foundation.

A vice chancellor’s ability to friend-raise and ultimately fund-raise will become ever more important going forward. In September, Indiana University launched a Bicentennial Campaign with a goal of $2.5 billion. IUPUC’s part in that campaign entails raising $4 million by 2019 -- a modest enough goal in light of the $4.5 million it raised in a prior campaign. Indeed, given the philanthropic resources in Columbus and beyond, the next IUPUC vice chancellor may well think in bolder terms. An able, two-person development staff is ready to assist.

On campus, the vice chancellor is the chief administrative officer, overseeing the effectiveness of 68 full-time and 9 part-time staff. The cabinet consists of officers for administration and finance, external relations and strategy, enrollment management, student affairs, and an associate dean for academic affairs. The vice chancellor manages the budget and resource allocation, fiscal and facilities planning, and the employment of people on campus.

Also on campus, and with a dean’s hat on, the vice chancellor provides direction for program planning, curricular development, and enrollment management, supervises faculty hiring, promotion, and tenure processes, and is a leader for excellence in teaching, learning, scholarship, and assessment.

Challenges and Opportunities
IUPUC is quite a different institution from ten and fifteen years ago. Five and ten years from now, it likely will be different still, larger in size and more fully developed in its academic and administrative structures. But what, more specifically, should IUPUC aim to become? There is no widely shared answer to that question. A whole complex of mission-related issues -- vision, identity, ambition, branding, and role within IUPUI and the IU system -- calls for refreshment and leadership. A compelling vision is key to right choices for faculty hiring and program development and for attractiveness to potential students and donors.

Whatever the larger vision, the greater Columbus community and IUPUI itself have enduring expectations for IUPUC's founding purpose, i.e., to attract greater numbers of students to postsecondary education and boost attainment levels. In today's admissions market, hyper-competitive and rife with new entrants, enrollment growth is no small task. But other institutions in similar circumstances have met that challenge and IUPUC enjoys willing partners. A vice chancellor's leadership can make a difference.

A related task --already recognized and significantly addressed -- will be to constantly ratchet up student attainment. Access and credit-hour totals are not enough; ever-higher levels of student learning and degree attainment are needed to meet student, community, and employer goals. As educators know, there are no magic bullets here; it takes time, smart strategies, and resources to move a cohort to a next level. But the higher-education landscape today boasts multiple models of how this might be achieved (including one at IUPUI), and leaders know that resources follow good ideas.

There is challenge and opportunity aplenty in the myriad of relationships surrounding IUPUC's development. On some days these can seem like constraints; on others, they provide pathways for getting things done. The successful vice chancellor will be a networker, diplomat, and creative agent able to see that IUPUC's success is closely linked with that of its partners.

The incoming vice chancellor will need to look at IUPUC finances with a fresh eye. The institution's budget is strained, its room for maneuver tight. It has unmet needs in facilities, staffing, salaries, and student aid; its depleted reserves leave little leeway for financing new initiatives. Fund-raising is at best only a partial answer; a house in order comes first. A smart administrator will look hard at existing commitments for their value to mission and for ways to strengthen those that shine.

One further challenge: the City of Columbus and IUPUC both have populations that are 90% white. The future of both, and today's educational requirement, is multicultural. IUPUI, IUPUC, and local industry (Cummins, most notably) have made significant commitments to diversifying their workplaces; IUPUC's vice chancellor should likewise
be ready to promote racial and ethnic diversity among the students, faculty, and staff of the institution.

Preferred qualifications

Because of their central role in academic affairs and in faculty hiring, promotion, and tenure decisions, all academic deans within IUPUI, including the dean of its Columbus campus, are expected to qualify for tenure at the full professor level per the norms of their respective school.

Beyond this requirement, the search committee has identified a number of preferred qualifications. It seeks a thoughtful, energetic leader with

- The ability to move the campus to a next level through a pragmatic, action-oriented approach
- The communication and social skills to unite campus and community behind a common vision and build team relationships among faculty, staff, and students
- A good sense of the changes underway in today’s higher education and workplace
- The ability to weave these into strategies that serve students and the communities they work in
- Readiness to prompt gains in enrollment and student attainment
- A demonstrated commitment to diversity and its benefits
- The administrative and financial acumen to manage campus operations
- Appreciation for the scholarly work of faculty and the value of shared governance
- The political skill to navigate complex systems and capitalize on their benefits
- A disposition to build relationships for institutional advancement and fund-raising
- Networking skills for building collaborative alliances across institutions and within Columbus and IUPUC’s service area
- A person who enjoys students and welcomes new friendships in the community.
IUPUC does not maintain a vice chancellor’s residence. Search committee members expect the vice chancellor will choose to live in Columbus, absorbing its values and contributing to its life.

About this search

As mentioned earlier, Chancellor Nasser Paydar has appointed a thirteen-person search committee chaired by Laurence Richards. In addition to Richards, its membership includes, from IUPUC, five faculty members, a staff member, a student, an alumnus (from Cummins), and two community members from the Board of Advisors; and from IUPUI, an administrator and a senior faculty member. Carla Laymon, executive assistant in the office of the vice chancellor and dean, provides staff support. Committee documents and ongoing reports are posted on the campus website, www.iupuc.edu.

IUPUI and the search committee have engaged AGB Search to assist this search. For further information about the search, IUPUC, or the position, you may contact in confidence Dr. Ted Marchese at (703) 967-9760 of via tjm@agbsearch.com. Candidates with a proven commitment to improving the participation of diverse and/or underrepresented populations are especially welcome.

To participate in this search, candidates should first review this prospectus and the IUPUC website, then address a thoughtful letter to the search chair, Dr. Richards, speaking to the ways they meet stated qualifications and show readiness to address the challenges and opportunities described herein. Applications should include a current resume -- best a functional one, showing responsibilities and accomplishments -- and the names and phone numbers of at least five professional references (these will be called only at a later, semi-final stage, with candidate foreknowledge). Formal nominations and letters of reference are not requested. Before January 15th, then, send the requested materials as an e-mail attachment in Word or PDF to IUPUCViceChanc@agbsearch.com addressed to:

- Dr. Laurence Richards, Chair
- Vice Chancellor and Dean Search Committee
- Indiana University Purdue University Columbus
- Columbus, Indiana

IUPUI is an Affirmative Action/Equal Opportunity Institution as it pertains to M/F/Disabled/Vets. This search and screen committee is eager to consider applications from minorities, women, veterans and people with disabilities.