



IUPUI

School of Health & Human Sciences

LEADERSHIP PROFILE

FOUNDING DEAN

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INTRODUCTION

Indiana University-Purdue University Indianapolis (IUPUI), the premier urban and health sciences university in the state of Indiana, invites applications and nominations for a strategic, energetic, and creative leader who will serve as the **Founding Dean of the IUPUI School of Health & Human Sciences (SHHS)**.

Established in July 2018, SHHS brings together the Schools of Physical Education and Tourism Management (PETM) and Health and Rehabilitation Sciences (SHRS) to provide transformative academic, research, and civic engagement programs that impact the lives of students, their communities, the state of Indiana, and beyond. The Founding Dean will have a unique opportunity to shape and grow the new school, building on the strong traditions of the programs now affiliated with SHHS, while envisioning a course for the future that supports the university's mission to advance the state of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally.

The new School of Health and Human Sciences is rooted in the strong foundations previously established by PETM and SHRS. PETM has a long history that stretches back 150 years, making it the oldest academic unit at IUPUI—and the oldest physical education program in the nation. SHRS has been a leader in educating healthcare professionals for over 100 years.

Combined, SHHS is now home to 1,705 students, 54 faculty members, and 38 staff. The student population is comprised of 78% undergraduate students and 22% graduate and graduate professional students. With a 2018-19 budget of \$17.1 million, a significant surplus, and cash reserves, SHHS has excellent fiscal health and is considered the strongest unit on campus.

*Due to the recent restructuring to form SHHS, the school's main website is currently in progress. Please direct any inquiries or requests for further information to:

Jett Pihakis, Ph.D.

Consultant to the Search Committee
Russell Reynolds Associates
IUPUI.HHS@russellreynolds.com

HISTORY OF THE NEW SCHOOL OF HEALTH & HUMAN SCIENCES

Starting with a single degree offering in physical education, PETM grew and evolved as the decades passed. At the time of the restructuring, its three departments offered five undergraduate programs, two graduate programs, and 17 minors and certificates. SHRS can trace its beginnings back to 1918 with the creation of the Dietetic Internship and in 1941 when the IU School of Medicine first began offering allied health degrees. It underwent many name changes as time went on and continued to add academic programs to its portfolio. By June 2018, it was home to five departments offering one undergraduate degree program, seven graduate and graduate professional degrees, and four certificates and minors.

SHHS FAST FACTS

- History of teaching future physical education professionals for over 150 years
- Dietetic Internship celebrated 100 years of graduates from 1918-2018
- Over 60 years of teaching occupational and physical therapists
- 100% pass rates for 2018 graduates of the Occupational Therapy, Physical Therapy, and Physician Assistant Studies programs in their respective licensing tests.
- Health Sciences program ranked 9th in the nation according to bestschool.org
- Occupational Therapy program ranked 25th in the nation according to US News & World Report
- One of two Masters in Event Tourism in the nation
- Poised to offer the first accredited Clinical Doctorate in Nutrition in the nation

ACADEMIC PROGRAMS

SHHS offers a variety of undergraduate, graduate, and professional degrees for students to pursue their passion for helping others live well and thrive. Comprised of eight academic departments, the School of Health & Human Sciences offers six undergraduate programs, 13 graduate and professional degree programs, and 13 certificates in traditional and online formats.

SHHS Departments include:

- Health Sciences
- Kinesiology
- Military Science
- Nutrition and Dietetics
- Occupational Therapy
- Physical Therapy
- Physician Assistant Studies
- Tourism, Event, and Sport Management

For a complete listing of SHHS degrees, majors, and certificates, please refer to Appendix A.

SHHS is actively creating new academic programs to meet the needs of students in both the healthcare and event management areas. We have the following degree proposals currently under review at various levels of campus approval.

- Clinical Doctorate in Nutrition with two tracks; one that will replace the current accredited Dietetic Internship Graduate Certificate Program.
- Tourism, Event, and Sport Management currently has in review, several 4+1 degree programs, most collaborating with other units.

The Military Science Department offers SHHS students the opportunity to master additional skills and competencies. A minor in **Leadership and Military Science** prepares students interested in pursuing a career as an Officer in the United States Army. Those who complete the academic and hands-on courses of instruction, and are otherwise eligible, can be commissioned as a Second Lieutenant in the United States Army. In seeking the Scholar-Athlete-Leader student, the program offers a wide variety of leadership experiences, academic challenges, and unique learning opportunities not available with any other department.

REVENUE AND EXPENSES

Since the 1990s, IUPUI has been a leading national user of “responsibility center management” (RCM). Virtually all tuition, research, and other revenues flow directly to academic units; IUPUI deans are responsible for generating and managing unit revenue streams, including tuition, research, gift, and fee income. 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. Similarly, at the campus level, IUPUI and its sister campuses bear responsibility for their budgets and fundraising. The IUPUI 2018-2019 annual operating budget is \$1.4 billion.

COMMUNITY ENGAGEMENT AND SERVICE LEARNING

SHHS emulates IUPUI’s distinguished tradition of community engagement by encouraging all students, faculty, and staff to volunteer throughout the community. Service learning is an integral component of the SHHS identity.

Tourism and health professions have a strong foundation in volunteerism, and we recognize that our students gain valuable skills that build professional development. The school is always looking for ways for our students to connect with the Indianapolis community.

All SHHS students regularly participate in various community engagement activities. These include annual fundraising efforts for the Central Indiana Alzheimer’s Association, the Bloomington Children’s Therapy Service, and the Physical Therapy Foundation. Students participate in food drives for Gleaners Food Bank, the Ronald McDonald House, and PAWs Pantry. Occupational therapy students regularly participate in Servants at Work (SAWs) by building wheelchair ramps for persons with disabilities or other age-related disabilities. In the last reported year, PETM students completed over 114,000 hours of community engagement and have trained over 1,000 Indianapolis Public Schools students to walk or run a 5K.



Dietetic Interns at Gleaners

Our Tourism, Event, and Sport Management (TESM) faculty and students have significant and embedded partnerships with organizations throughout Indianapolis. TESM faculty remains active in Indianapolis organizations, and students serve in the social media command center at the Indianapolis 500, ticket sales for the Indianapolis Indians, Grand Park projects, Incrediplex, and the Indiana Sports Corporation.

Creating opportunities for students to study abroad remains a top priority for SHHS. TESM Study Abroad partnerships include summer or full semester programs in Germany at Heilbronn University, a spring break opportunity in the Caribbean in cruise line management, a summer experience in cultural heritage tourism in Central Europe, and a summer experience in Puerto Rico that centers on ecotourism. An opportunity to travel to South Korea focused on sports marketing is also available for students.



TESM students in Germany

SHHS faculty and students enrolled in the occupational therapy, physical therapy, and physician assistant studies programs regularly participate in the **IU Student Outreach Clinic**, an interdisciplinary clinic which provides pro bono healthcare services to an underserved community on Indianapolis' near east side. These clinics are available twice a month for patients, with students and faculty raising funds each year to cover all operational expenses.



GoBabyGo recipient

SHHS is also home to the **GoBabyGo@IU** program. Organized in 2015 by physical therapy students, GoBabyGo@IU is an innovative program that provides children with physical and developmental disabilities with adaptive mobility options. These options include modified vehicles designed not only to give the children with the ability to get around independently but are also engineered to further the child's therapy regimen. Physical therapy students collaborate with students from the IUPUI School of Engineering and Technology to build the vehicles.

Camp Brosius, a treasured university gem, has provided outdoor adventures to families and students for nearly 100 years. Located along the west shoreline of Elkhart Lake, Wisconsin, Camp Brosius is within an hour of Milwaukee and Green Bay, and a half hour from Lake Michigan. It's a mere two-and-a-half hours from Chicago and Wisconsin's beautiful Door County. The school's degree-seeking exercise science, fitness management and personal training, physical education teacher education, and sports management students still take required coursework in leadership at Camp Brosius in May and August.



Camp Brosius

Regarding special events, Camp Brosius now hosts retreats, reunions, business meetings, conferences, and more. Some guests who met as counselors have married on the property. Other guests who are business owners have arranged to host clients on the property for events.



Kinesiology student with an AMP participant

The **Adapted Movement Programs** (formerly known as Adapted Physical Activity Clinics) founded in 1996, and at that time was comprised of two separate programs. Since its inception, Adapted Movement Programs have expanded with three additional clinics. The Adapted Movement Programs have two fundamental priorities: to offer affordable family-centered programming and to provide a learning environment for IUPUI Kinesiology students. Their mission is to provide family-centered, community-based physical activity programs for all individuals with disabilities.

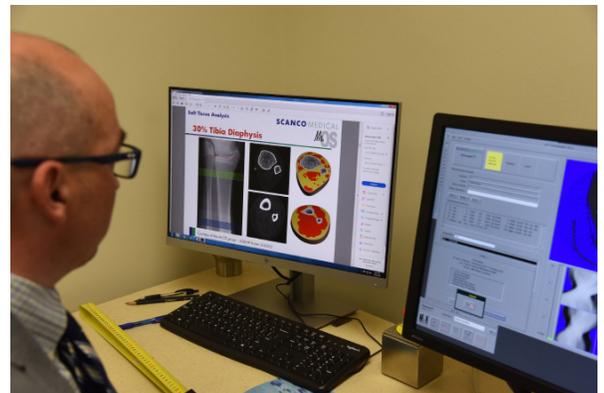
RESEARCH CENTERS AND INITIATIVES

In 2017-18, SHHS was awarded 20 external grants for a total of \$1,734,666. SHHS is the home to several of Indiana University's research centers and laboratories, including the Applied Regenerative Medicine Lab, Bone Physiology Lab, Community Mobility & Participation in Society Lab, and the Human Structure & Function Lab.

Investigations conducted by school researchers include pulmonary physiology, human structure and function, aging research, rehabilitation and integrative therapy, physician empathy, phantom limb pain therapies, digital media consumption in professional sports, and yoga treatments for patients with traumatic brain injury.

The **Events and Tourism Institute** has years of event management, tourism, and destination development experience with a foundation in the world of academics. Our work researching, developing, analyzing, and consulting with communities has elevated us from education-based programs to strategic-minded solutions.

The **Musculoskeletal Function, Imaging, and Tissue Resource Core**, a part of the Indiana Center for Musculoskeletal Health, is actively involved in numerous collaborative investigations on the overall health of the bones, muscles, joints, and other connective tissues. The FIT Resource Core provides standardized assessments of physical function and bone/muscle imaging in the creation of a single database connected to patient medical records, facilitating future research.



The **Physical Activity and Wellness Institute** was created to become the preeminent national leader in the wellness industry through research, service learning, and consultation. Their wide range of services is based on the foundation of academics and delivered by both internal and external industry experts who have dedicated their lives to wellness, physical activity, and fitness programming.



The SHHS **Sports Innovation Institute** leverages the power of students and faculty from across the university to attack today's sports-industry problems with innovative solutions. The institute supports the investment of infrastructure, technology, and innovative products and services to increase the quantity and quality of events hosted; expanding the city's capacity for more events; growing and evolving our volunteer program; solidifying existing relationships; diversifying funding programs; and developing other sports-related businesses

FOR ALL: THE INDIANA UNIVERSITY BICENTENNIAL CAMPAIGN

Publicly launched in September 2015, For All: The Indiana University Bicentennial Campaign set a goal of \$2.5 billion to be raised by IU's 200th anniversary in 2020 -- the most significant campaign goal in the history of the university and one of the most ambitious goals by any public university in the nation. The campaign supports four broad university priorities identified within the Bicentennial Strategic Plan for Indiana University: supporting IU students and enabling their success; preparing the next generation of global leaders; developing new ideas that change the way we live; and creating a healthier state, nation, and world.

SHHS is successfully participating in the campaign, raising funds towards a \$6 million goal. The Founding Dean will have demonstrated success in strengthening philanthropic support from individuals, foundations, and corporations, or a genuine appetite to engage in such fundraising.



INDIANA UNIVERSITY GRAND CHALLENGES

The Grand Challenges Program is a bold commitment to address major, focused and large-scale problems facing humanity that can only be solved by the application of dedicated research findings across disciplines in collaboration with community partners. IU is pioneering the approach of pairing faculty and students from all disciplines in partnership with cross-sector teams of community and business leaders.

The **Precision Health Initiative (PHI)**, the first Grand Challenge, aims to cure at least one cancer through the development of new cell, gene, and immune therapies. PHI will also seek to cure one childhood disease and unlock preventative treatments for one neurodegenerative disease and chronic illness.



The second Grand Challenge, **Prepared for Environmental Change**, will position Indiana to combat the growing threats caused by extreme and unpredictable weather patterns and environmental changes that result. It brings together a broad, bipartisan coalition of government, business, nonprofit and community leaders to help Indiana better prepare for the challenges that environmental change brings to our economy, health and livelihood.

Responding to the Addictions Crisis, the third Grand Challenge, aims to reduce deaths from addiction, ease the burden of drug addiction on Hoosier communities, and help to improve health and economic outcomes. Utilizing IU's seven campuses, and in partnership with state officials, IU Health, Eskenazi Health, and others, this statewide initiative is one of the nation's most comprehensive state-based responses to the opioid addiction crisis—and the largest led by a university. IU's commitment to invest \$50 million to collaborate with community partners to prevent and reduce addictions in Indiana.

THE POSITION

The Founding Dean of SHHS will be the leader in crafting the School's vision, mission, values, and strategic plan. We seek a Founding Dean who will build on and strengthen the administrative structure to support the ongoing work of the School as well as future direction.

To ensure a strong and viable School through the management of resources in a fiscal environment characterized by Responsibility Center Management, the Founding Dean will take a keen interest in generating and sustaining diverse revenue streams through program development/expansion, enrollment management, fundraising, and extramural support for research and scholarly activities. Further, candidates should possess the ability to develop and sustain strong external relationships with leaders from multiple sectors including school districts, community organizations, public officials, foundations, and universities.

Reporting to Kathy Johnson, the Executive Vice Chancellor and Chief Academic Officer of IUPUI, and ultimately Nasser Paydar, IUPUI Chancellor, the Founding Dean for the IUPUI School of Health & Human Sciences is responsible for leading the School in fulfilling our mission to serve the public. Oversight of academic quality of programs, planning for strategic advancement grounded in campus and school values, ensuring the overall fiscal health, and serving as the public face of the school are primary responsibilities of the Founding Dean. Through shared administrative and faculty governance, the Founding Dean will provide academic and administrative leadership as the School transitions to an independent unit.

KEY PRIORITIES AND OPPORTUNITIES FOR THE FOUNDING DEAN

- Develop a strategic vision for the School's future, leveraging the strengths and opportunities of PETM and SHRS for a strong beginning as SHHS;
- Foster the growth and development of scholarly work;
- Provide academic oversight and guidance to excellent and competitive SHHS academic programs;
- Support increased SHHS student enrollment and retention, graduation, and positive career outcomes;
- Build a national and international reputation for SHHS as a leader in education, research, and service learning within school disciplines;
- Lead, recruit, and retain a diverse and dedicated faculty;
- Build external partnerships and purposeful community engagement ranging from clinical affairs to event management in order to advance the academic mission;
- Cultivate individual and corporate donors while enhancing a culture of philanthropy within the school.

QUALIFICATIONS AND EXPERIENCE

- Doctorate in an appropriate field from a regionally accredited institution;
- Appointable to the rank of Full Professor within an academic unit of SHHS;
- Evidence of distinguished teaching, scholarship, and service;
- Record of academic leadership experience, including significant and progressive administrative experience in complex institutional and organizational settings;
- Experience in strategic planning, program assessment, and policy development to enhance academic units within a college or university;
- Outstanding communication and interpersonal skills, intellectual curiosity and openness, humility, and the ability to learn from others.
- Ability to unify and lead a faculty community that encompasses an array of different disciplines and perspectives, and a record of supporting faculty development;
- Demonstrated commitment to diversity, including recruitment and retention of diverse students, staff, and faculty;
- Experience in resource development and management, including financial resources from diverse revenue streams and human resources;
- Enthusiasm and appreciation for fundraising; the ability to contribute to and lead development efforts;
- Demonstrated commitment to shared governance, transparency in management, and data-driven decision-making;
- Have the ability to speak the language of different disciplines, integrate across fields to synergize research, engage multiple communities, and stimulate learning to capitalize on the diversity of the school.
- Ability to work effectively and collaboratively with administration, faculty, staff, students, and other constituent groups.

NOMINATION AND APPLICATION PROCESS

The review of nominations and applications for the position will commence immediately and continue until the position is filled. All candidate information will be held in strict confidence. Qualified applicants should forward an electronic version (Microsoft Word or Adobe PDF files preferred) of their curriculum vitae and a letter of interest to:

Jett Pihakis, Ph.D.
Consultant to the Search Committee
Russell Reynolds Associates
IUPUI.HHS@russellreynolds.com

IUPUI LEADERSHIP

IUPUI Chancellor Nasser Paydar

Nasser H. Paydar is chancellor of Indiana University–Purdue University Indianapolis (IUPUI) and executive vice president of Indiana University. An IU faculty member for more than 30 years, he has held various administrative and executive leadership positions at the university.

Paydar joined IUPUI in 1985 as an assistant professor of mechanical engineering in the School of Engineering and Technology. From 1989 to 2003, he held a number of positions in the school, including chair of the Department of Mechanical Engineering, associate dean for graduate programs, associate dean for academic programs, and executive associate dean. In 2004, he became vice chancellor and dean of Indiana University–Purdue University Columbus, a position he held for three years.

Paydar was appointed chancellor of Indiana University East in 2007, serving in that role until he returned to IUPUI in 2012, when he was named the campus's executive vice chancellor and chief academic officer. He became IUPUI's fifth chancellor in 2015, succeeding Charles R. Bantz.



Executive Vice Chancellor and Chief Academic Officer Kathy Johnson

Dr. Kathy Johnson began serving as interim executive vice chancellor and chief academic officer of IUPUI in August 2015 and was appointed to the position permanently in July 2016. As executive vice chancellor and chief academic officer, Dr. Johnson plays a key leadership role in developing and guiding the implementation of IUPUI's academic plans and programs. Additionally, she oversees the process for the recruitment, hiring, and advancement of faculty, including promoting the continued success of the campus's efforts to increase the quality and diversity of its faculty.

Dr. Johnson joined IUPUI in 1993 as an assistant professor of psychology in the School of Science at IUPUI. From 2008 to 2011, she served as chair of the Department of Psychology. From 2011 to 2015, Dr. Johnson served as dean of University College and associate vice chancellor for undergraduate education.



IUPUI (INDIANA UNIVERSITY – PURDUE UNIVERSITY INDIANAPOLIS)

IUPUI is a campus of Indiana University that grants both IU and Purdue degrees. IUPUI was created in 1969 as a partnership between Indiana University and Purdue University, with IU serving as managing partner. From the start, it was designed to be an integral part of Indianapolis, the state capital and now the 15th largest city in the nation. IUPUI has been a significant contributor to the city's ascendancy, just as the city's cultural development, high quality of life, and reasonable living costs have helped IUPUI attract outstanding faculty, staff, and students.

IUPUI is home to 30,000 undergraduate, graduate, and professional students from all U.S. states and 145 countries. It is Indiana's third-largest university campus, home to a diverse community of leaders, doers, thinkers, creators, and innovators in downtown Indianapolis. Indianapolis is the capital city and the economic and government center of Indiana. Located in the heart of a vibrant downtown, the campus is within walking distance to art and historical museums, the Indianapolis Zoo, NCAA Headquarters, Lucas Oil Stadium, Circle Centre Mall, Bankers Life Fieldhouse and much more.

Besides academics, IUPUI students can get involved in many student organizations, as well as Greek life and intramural sports. Student athletes can try out for the IUPUI Jaguars varsity teams, which compete in the NCAA Division I Summit League. IUPUI also hosts many events for students to attend, including the annual International Festival, which presents foods and crafts from around the world.

Faculty and students at SHHS have unique resources such as access to an anatomy cadaver lab, the medical library, and the Fairbanks Hall Simulation Center; are within walking distance to four of Indiana's leading hospitals, will benefit from a partnership with the IU School of Medicine, the nation's largest medical school, and have access to over 400 community and clinical partnerships.

SHHS also plays a vital role in the state and local tourism economy. We've formed lasting community and corporate partnerships in downtown Indianapolis, so you get hands-on experience exploring the ins and outs of hospitality and tourism management. Industry stakeholders and businesses often look to our students and our experienced faculty for help rethinking their strategic planning to maintain a competitive edge.



INDIANAPOLIS

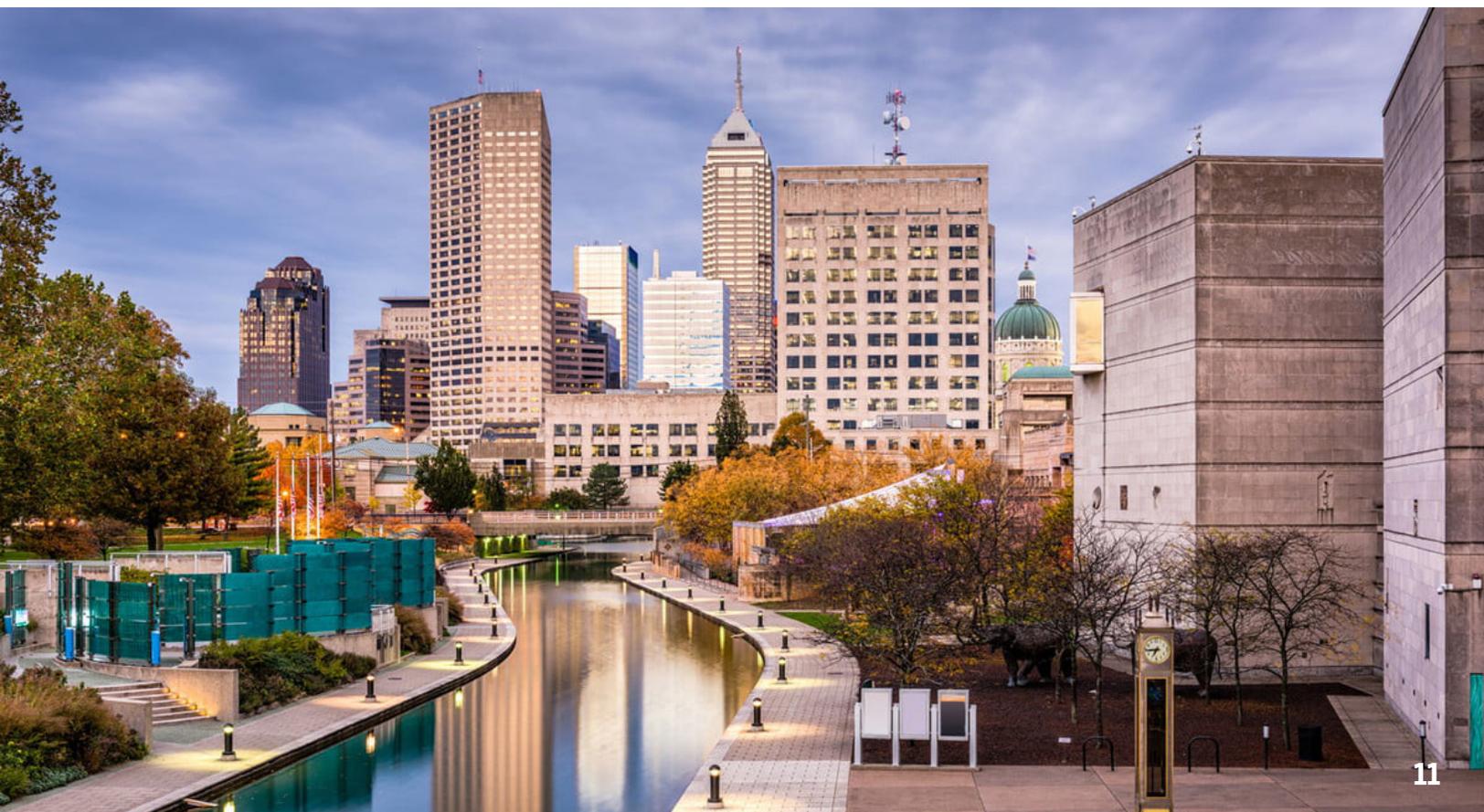
Boasting a desirable quality of life and reasonable cost of living, Indianapolis is a diverse city situated in a dynamic regional economy and home to a variety of outstanding cultural institutions, a rich art, theatre and entertainment scene, and a number of professional sports teams.

Downtown Indy has six thriving Cultural Districts, each offering a distinct mix of shopping, dining, and entertainment. From Mass Ave to Fountain Square, the internationally-acclaimed Cultural Trail connects visitors with these unique neighborhoods.

As one of the country's most walkable cities, Indianapolis already promotes active, healthy travel. But numerous parks, paths, and recreational amenities make Indy conducive to hosting energetic visitors of all ages and ability.

For those arriving by air, the LEED-certified Indianapolis International Airport is a short, low-traffic 15 minutes from downtown. The first new international airport in America designed and built after September 11, 2001, Indianapolis International Airport has been named the best airport in North America in 2015, 2014, 2013, 2012, and 2010 by Airports Council International, best airport in America from Conde Nast Traveler.

Traveling to and around Indianapolis is easy, convenient and affordable. Known as the Crossroads of America, Indy is within a day's drive of over half of the country's population. The city is a hot destination for leisure travel as well as conventions and meetings—in fact, in 2014 it was voted the top convention city in the U.S. by USA Today readers. Not only is Indianapolis home to many amateur and pro sports teams, it also regularly hosts major sporting events like the Indy 500 and the NCAA Final Four.



APPENDIX A

SCHOOL OF HEALTH & HUMAN SCIENCES ACADEMIC PROGRAMS

	Bachelor	Master	PhD	Professional Doctorate	Undergrad Minor	Undergrad Certificate	Graduate Certificate	4+ 1 Degrees
Beverage Management Services						●		
Coaching					●			
Cultural Heritage Tourism						●		
Dance					●			
Dietetic Internship Program							●	
Dual Doctor of Physical Therapy/Ph.D.			●	●				
Event Tourism		●						
Events Management					●	●		
Exercise Science	●		●					
Fitness Management and Personal Training	●							
Gerontology						●		
Global Health and Rehabilitation						●		
Health and Rehabilitation Sciences			●					
Health Education					●			
Health Sciences	●	●						●
Health Sciences and Health Informatics								●
Hospitality Management					●	●		
Kinesiology		●						
Leadership and Military Science					●			
Nutrition						●		

	Bachelor	Master	PhD	Professional Doctorate	Undergrad Minor	Undergrad Certificate	Graduate Certificate	4+ 1 Degrees
Nutrition and Dietetics		●						
Occupational Therapy				●				
Personal Training						●		
Physical Education Teacher Education	●							
Physical Therapy				●				
Physician Assistant Studies		●						
Post-Professional Occupational Therapy				●				
Rehabilitation and Disability Studies						●		
Sport Event Tourism		●						
Sports Management	●							
Sports Management and Sports Analytics								●
Sports Marketing					●			
Sports Tourism Development						●		
Tourism, Conventions, and Event Management	●							
Tourism Management					●			
Tourism Planning and Development						●		
Wellness Coaching					●			
Youth Physical Wellness Programming						●		

APPENDIX B

For more information about IUPUI, please see the following web pages.

IUPUI Home Page: <https://www.iupui.edu/>

IUPUI Administration: <https://chancellor.iupui.edu/campus-leadership/index.html>

Office of the Chancellor: <https://chancellor.iupui.edu/>

Chancellor's Cabinet: <https://chancellor.iupui.edu/campus-leadership/cabinet.html>

IUPUI Deans: <https://chancellor.iupui.edu/campus-leadership/deans.html>

IUPUI Strategic Plan: <https://strategicplan.iupui.edu/>

Click on Downloads Tab to see Executive Summary, Strategic Plan and an Overview

Community Report: <https://communityreport.iupui.edu/>

Academic Affairs: <https://academicaffairs.iupui.edu/>

Institutional Research & Decision Support: <https://irds.iupui.edu/>

Research Development: <http://research.iupui.edu/>

Division of Student Affairs: <http://studentaffairs.iupui.edu/>

School of Health & Human Sciences: <http://shhs.iupui.edu/>

EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

IUPUI is an equal opportunity and affirmative action employer and a provider of American Disabilities Act services. All qualified applicants will receive consideration for employment without regard to age, ethnicity, color, race, religion, sex, sexual orientation or identity, marital status, national origin, disability status, or protected veteran status. Indiana University does not discriminate on the basis of sex in its educational programs and activities, including employment and admission, as required by Title IX.

APPENDIX C

Leadership at IUPUI

Beliefs and Values that are Critically Important for Leaders at IUPUI:

- IUPUI leaders must know, understand and value the mission of IUPUI, and this mission should always drive decision making with respect to student success, research excellence, and community impact.
- IUPUI leaders are guided by a strong belief in collaborating across disciplines to leverage institutional resources. They should be transparently collaborative (“I will give you all the information and insight needed and will provide as much help as I and my unit can provide”).
- IUPUI leaders are equity-minded; they should be able to identify patterns of inequity in student and faculty outcomes, and be willing to assume personal responsibility for effecting changes that will eliminate inequities.
- IUPUI leaders exemplify our shared commitment to a diverse and inclusive community—including our commitment to global education and research—as the foundation of the strongest academic community.
- IUPUI leaders utilize performance management processes to support and nurture IUPUI staff, and effectively communicate, collaborate and motivate staff in a manner that leverages campus resources.
- IUPUI leaders embrace our role as innovators in education and research and are willing to take reasonable risks to encourage positive evolution in both of those realms. Our leaders are innovative by necessity - the current way of doing things will not work for long on a dynamic campus like ours.
- IUPUI leaders understand and support the value of community engaged education and research and our role as an anchor institution within the city of Indianapolis.
- IUPUI leaders are trusted partners who make commitments that can be kept, and who keep those commitments.
- IUPUI leaders value and understand how to use high-quality data and information to improve student, staff, and faculty outcomes and to guide policy decisions.
- IUPUI leaders know the history of IUPUI and understand its relationship to IU and to Purdue University. They know and are sensitive to organizational complexities associated with core schools, clinical affairs, and university administration. While schools and units are typically the focus of leadership activities, our leaders value the notion of a “welcoming campus” and champion campus and university citizenship.
- IUPUI leaders value the fostering of student, staff, faculty and community democratic voice. Our leaders are committed to a democratic society as we harness the power of education in preparing its citizenry.

WHAT DOES IUPUI EXPECT OF SENIOR LEADERS?

Strategic Vision	<ul style="list-style-type: none"> • Each leader must develop a vision for the future of his or her area that is aligned with campus and university goals. To do this effectively, one must analyze issues and be able to imagine all of the aspects of a more idealized instance of the area – the leader needs to be able to see this and be guided by it continuously. • The leader must also be able to cultivate a shared vision among those he or she leads. To do this, one must have outstanding interpersonal skills. One must know your “base” and how to convince them to share this vision. • The leader must be able to engage in strategic planning and goal setting aligned with the vision. • The leader must be able to secure and allocate resources to support goal achievement.
Dynamic Leadership	<ul style="list-style-type: none"> • The leader must be able to structure the organization to help actualize the vision. • The leader must advocate for the unit. • The leader must achieve mission-related activities (quality teaching, research, service/engagement). • The leader must possess the courage to make tough decisions and to know when to say no. • The leader must cultivate relationships and communicate with team before and after change, and be able to convey both positive and negative feedback • The leader must generate resources. • The leader must be able to continuously assess what he or she is doing, and have the courage to admit having made a mistake. • The leader must be able to hold people accountable in order to sustain changes that are made. • The leader must help to cultivate a collegial environment and work to promote interdisciplinary efforts.
Administrative and Operational Functions	<ul style="list-style-type: none"> • The leader must manage resources (human, physical, fiscal, intellectual) effectively. • The leader must be able to cultivate and develop talent. Particularly in complex organizations, the leader must be able to hire well and surround him/herself with outstanding people. • The leader must promote diversity and effectively help to create an authentically inclusive climate within the unit. • The leader must ensure quality offerings of the programs and services of unit and be committed to continuous improvement. • The leader must be able to engage in development efforts (craft case statements, cultivate relationships with prospects; steward donors; supervise development officers; generate gifts and deepen donor relations).
Personal Goals	<ul style="list-style-type: none"> • The leader must maintain his/her own professional development. • The leader must model work-life balance. • The leader should be a good campus citizen and steward his/her role.

GENERAL LEADERSHIP KNOWLEDGE/SKILLS/ABILITIES/TRAIT:

Knowledge	<ul style="list-style-type: none"> • technical/disciplinary expertise • knowledge of IUPUI and IU (and/or Purdue) • knowledge of professions in higher education
Skills	<ul style="list-style-type: none"> • communication • conflict resolution • planning • problem-solving • decision-making • goal setting • interpersonal skills • data literacy
Abilities	<ul style="list-style-type: none"> • analytical • good judgment • ability/capacity to think strategically and multi-dimensionally • ability to continuously analyze what you're leading and make adjustments (e.g., ongoing SWOT analysis for your unit) • ability to lead change (need to know whether to force things vs. educate and empower others to do the work) • ability to select, orient, and train others (leaders, managers, employees) • ability to foster diversity and inclusivity • ability to cultivate external relationships (fundraising, employer cultivation, advisory board members) • ability to motivate others • ability to manage information • ability to build team • ability to promote change, risk-taking, innovation • ability to evaluate and improve performance • ability to "manage up" - discernment of which battles are worth fighting and which are not; sensitivity to individuals in power (making your wins their wins)
Traits	<ul style="list-style-type: none"> • high energy/drive • intelligence • solid emotional health/maturity • honesty/integrity • self-confidence • resilient • sense of humor • strong work ethic/hard work • humility • commitment to quality at all times