



VICE CHANCELLOR FOR FINANCE AND ADMINISTRATION

Indiana University-Purdue University Indianapolis (IUPUI) is seeking an exceptional, collaborative administrator for the position of Vice Chancellor for Finance and Administration (FIAD).

Reporting to IUPUI Chancellor Paydar, the Vice Chancellor serves as a member of the senior cabinet and is a member of the Indiana University Fiscal Council, with secondary reporting relationship to the Indiana University vice president and CFO.

The Campus

IUPUI is Indiana's urban research and health sciences campus and a national leader in life sciences research, civic engagement, service learning, and first-year experiences. Created in 1969 as a partnership between Indiana and Purdue Universities, IUPUI is one of the seven campuses of Indiana University.

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. Many separately located schools were gathered to form a new campus on 512 acres immediately adjoining a lively downtown, three blocks from the state capital and next to an area that is home to museums, a zoo, and NCAA headquarters. IUPUI has been a major 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.

Ranked as a tier-one school in *US News and World Report's* rankings of "best national universities," IUPUI also ranked 16th nationally in a new measure of institutions' commitment to undergraduate teaching. With about 30,000 students and more than 2,500 faculty, \$343 million in research expenditures, and a \$1.3 billion operating budget, IUPUI is one of the Midwest's largest research campuses as it approaches its 50th year. IUPUI has won national awards for its health and life sciences programs, first-year experience, learning communities, service learning, international partnerships, diversity efforts, and outcomes assessment.

IUPUI is a comprehensive campus of 17 schools and two colleges. About half of the campus's faculty are clustered in the health sciences – medicine, dentistry, nursing,

optometry, health and rehabilitation sciences, and social work. Several schools – Business and Informatics & Computing, for example – operate jointly on Indiana University’s Bloomington and Indianapolis campuses. Two schools – Science and Engineering & Technology – grant Purdue degrees. The IU School of Medicine, co-located with IUPUI, 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. The Indiana University School of Dentistry is located on the IUPUI campus and is the only dental school in Indiana. Each of the 17 schools in Indianapolis has its own website accessible through iupui.edu.

IUPUI is governed as part of Indiana University (IU). The president’s office is in Bloomington with IU campuses in that city as well as Richmond, Kokomo, Gary, South Bend, New Albany, Columbus, and Indianapolis and academic programs on Purdue’s campus in Fort Wayne. Indiana University is governed by a nine-member Board of Trustees, which meets six times a year on the campuses around the state. University President Dr. Michael A. McRobbie and the board of trustees appoint and supervise the leaders for each of Indiana University’s seven campuses. Dr. Nasser H. Paydar was appointed IUPUI’s chancellor in 2015 and serves simultaneously as executive vice president of Indiana University. He is IUPUI’s fifth chancellor, and has been an IU faculty member in addition to serving in various administrative and executive leadership positions since 1985. Chancellor Paydar has an 11-person cabinet, led by his second in command, the executive vice chancellor/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, IUPUI seeks to be a “leading research institution recognized for the success of its students, its advances in health and life sciences, and its intellectual, economic, and cultural contributions to the well-being of the citizens of Indianapolis, the state of Indiana and beyond.”

State support for IUPUI has increased modestly over the past ten years, although it has fallen as a percentage of the operating budget from 40% in FY 2007 to 32% in FY 2016. Thanks to disciplined state budgeting, 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 4% for AY 15-16. The Indianapolis campus has been able to address state funding limitations through increases in tuition revenue, research funding, and fund-raising. On the latter score, IUPUI first raised \$1,039 billion in a campaign ending in 2004 and then \$1.39 billion in a campaign ending in 2013. Indiana University is currently in the midst of a \$2.5 billion campaign involving all the campuses of the university, including IUPUI.

An elected Faculty Council has a central role in assuring faculty participation in IUPUI’s institutional governance. There is an active elected Staff Council, student government

association, and various administrative councils. Once a month, the chancellor meets with the academic deans and vice chancellors as a group. The schools rely heavily on central facilities, such as the library and cross-campus IT services managed by Indiana University. Cross-school collegiality is enhanced by monthly deans' meetings.

When IUPUI was founded, it served as the public postsecondary general-access point for students in the Indianapolis area; more recently, with the statewide development of a community college system, IUPUI has focused on serving better-prepared undergraduate students in four-year programs and on developing new graduate programs. In the 1990s, the campus created an innovative University College for new entrants without declared majors. University College helped increase the campus' six-year completion rate from 22% for the 1998 cohort of first time full time beginners to 45% for the 2009 cohort. Aggressive use of "high-impact practices" in undergraduate education – learning communities, peer tutoring, service learning, undergraduate research, and innovations in teaching and advising – lie at the core of this accomplishment, as does equally vigorous use of assessment data. IUPUI has a long-term commitment to bring its completion rates to the top among urban public universities. The IUPUI Honors College, founded in 2009, provides resources to support the needs of high ability students.

IUPUI's enrollment of about 30,000 includes 8,000 in graduate or professional programs. Of the undergraduates: 94% are Indiana residents; 56% are female, 24% self-classify as a domestic minority, and 4% are international. Effective Fall 2016, IUPUI is implementing a banded tuition approach whereby full-time undergraduate students enrolled in on-campus degree programs and all non-degree undergraduate students will pay the same amount for their basic tuition when taking between 12 credits and 18 credits, rather than pay a per-credit rate. In-state students will pay a flat tuition rate of \$4,070.55 per semester; out-of-state students will pay \$14,363.70, although students in several neighboring Midwestern states pay 150% of in-state tuition for undergraduate programs. Overall enrollment continues to increase along with residential options for students. North Hall, providing 700 beds, opens in Fall 2016. Altogether, IUPUI offers 250 degree programs; all professional and pre-professional programs have earned programmatic accreditation. The institution itself is accredited by the Higher Learning Commission.

The IUPUI campus strategic plan, "[Our Commitment to Indiana and Beyond](#)," reaffirms the campus's mission as interconnected to the city of Indianapolis and the state of Indiana, as well as to continued national and global engagement to improve the quality of life in communities worldwide. The following strategic goals and objectives are identified:

- Promote undergraduate student learning and success;
- Increase capacity for graduate education;
- Transform online education;
- Optimize our enrollment management;
- Leverage our strengths in health and life sciences;
- Accelerate innovation and discovery through research and creative activity;

- Deepen our commitment to community engagement;
- Strengthen internationalization efforts;
- Promote an inclusive campus climate; and
- Develop faculty and staff.

Building on the strategic plan, Chancellor Paydar recently launched the [Welcoming Campus Initiative](#), with the goal of transforming the physical environment and culture of the campus to make IUPUI a truly welcoming campus for visitors, students and employees alike.

The [Bicentennial Strategic Plan for Indiana University](#), approved by the Board of Trustees in December 2014, includes eight strategic priorities that will be addressed between now and IU's bicentennial in 2020. The plan provides a roadmap for IU's efforts to remain among the best public research universities.

Indianapolis

Indianapolis, encompassing a metropolitan population of 1.9 million, is the 14th largest city in the nation and is the state's capital. This diverse city boasts a high quality of life, reasonable cost of living, and is also home to outstanding cultural institutions, several professional sports teams, and companies such as Eli Lilly & Co, Roche Diagnostics, and Dow AgroSciences.

Community engagement is built into IUPUI's curriculum and the campus is an integral part of the Indianapolis community. Its location in the heart of Central Indiana facilitates working closely with government, business, and other community organizations and enhances collaboration in research, education, economic development, and numerous cultural initiatives. IUPUI is just blocks away from the Indiana Government Center, and adjacent to White River Park, home of the NCAA National Headquarters, the Indiana State Museum, the Indianapolis Zoo, and the Eiteljorg Museum.

Financial Profile

Indiana University is known nationally for its implementation of "responsibility center management" (RCM), which it began in 1989. Virtually all tuition, research, and other revenues flow directly to academic units; IUPUI deans are responsible for generating and managing their revenue streams, including those for 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. Likewise, at the campus level, IUPUI and its sister campuses bear responsibility for their own budgets and fundraising.

Campus administration is supported by an assessment on schools. IUPUI has a long history of campus, budgetary, and academic planning (current versions, with yearly

updates, may be seen on the website); a Resource Planning Committee has advised the chancellor on priorities and their funding over the years. Central funding has supported the recruitment of underrepresented faculty, scholarship assistance (increasing retention and graduation rates), recruitment of out-of-state (up 40% since 2005) and international students (up 120% since 2005), recruitment of students of color (up from 15% to 23%), establishment of the Honors College, start-up costs for a School of Public Health, a variety of new degree programs., and creation of 37 interdisciplinary “signature centers.”

The all funds budget for IUPUI is approximately \$1.3 billion. The general fund budget is \$658 million of which approximately 54 percent is derived from tuition and fees and 33 percent from state appropriations. This state allocation is dependent on performance-based funding, which is a system that allocates funds based on outcomes generally, and on-time degree completion in particular. Other components of the budget are Designated/Restricted \$315.2 million; Contracts/Grants \$305 million; and Auxiliary Services \$75.2 million.

Reporting Relationships

The [Vice Chancellor for Finance and Administration reports to](#) the IUPUI chancellor, and serves as a member of the senior cabinet. The Vice Chancellor is also a member of the Indiana University Fiscal Council, with a secondary reporting relationship to the Indiana University vice president and chief financial officer.

Reporting to the Vice Chancellor are the assistant vice chancellor finance & administration, associate vice chancellor auxiliary services, assistant vice chancellor for human resources, and the associate vice chancellor for campus facility services. The fiscal officers of the schools and colleges also have a secondary reporting relationship to the Vice Chancellor.

The Opportunity

The Vice Chancellor for Finance and Administration serves as a strategic advisor to the chancellor and recommends financial and administrative objectives, policies, programs and practices that ensure a sound financial structure for the campus. Working with the chancellor and executive vice chancellor/chief academic officer (EVC/CAO), the Vice Chancellor is responsible for budget planning and for developing a long-term sustainable economic model that ensures the viability of the campus. The Vice Chancellor works collaboratively with the deans and fiscal officers of the schools and two colleges, and also serves as the chair of the Resource Planning Committee (RPC).

The Vice Chancellor is responsible for financial oversight of the IUPUI campus, including planning, managing and evaluating the campus operations of Administrative Services, Auxiliary Services, Budget, Bursar, Financial Services, Campus Facility Services, Parking Services, as well as Human Resources in alignment with Indiana University Administration. The Vice Chancellor serves as a liaison to Indiana University

Administration in the areas of Public Safety, Purchasing, and Environmental Health and Safety, with campus oversight and advocacy of these units, which are run centrally through Indiana University. The Vice Chancellor provides campus oversight for emergency management and continuity of operations.

IUPUI is seeking a Vice Chancellor who will embrace the following priorities:

- **Leading Collaboratively:** The Vice Chancellor will serve as a key advisor to the chancellor and EVC/CAO on the overall strategic direction and operation of the campus, play a key role in advising deans and fiscal officers within a decentralized RCM fiscal environment, and serve as a liaison within the broader Indiana University where services are increasingly centralized. The Vice Chancellor will join a collegial partnership of deans and administrators who work together to creatively identify solutions and who value dialogue and transparency, and will provide leadership to a talented and seasoned group of finance and operations managers. The combination of finance and administration groups within a complex multi-campus centralized environment offers an opportunity for a collaborative, savvy, and trustworthy leader to build partnerships across campus, within Indiana University, and with the community.
- **Strategic Resource Planning:** The Vice Chancellor will work with administrators, staff, and faculty to identify strategic and sustainable revenue models within the RCM environment to support a campus that is growing collectively and to support the ultimate priority of serving students and promoting their success. As a tuition-driven campus, the Vice Chancellor would be encouraged and challenged to innovate and think creatively about new revenue sources to support IUPUI's short and long term goals.
- **Managing Change:** The Vice Chancellor will be challenged to innovate strategic solutions within a decentralized RCM environment that is ever evolving due to continual growth and transformation on campus, a new banded tuition approach being implemented in Fall 2016, increasing centralization of administrative services within Indiana University, and delegation of selective services on campus. The Vice Chancellor should have a flexible, adaptive, and strategic mindset with the ability to innovate in a growing, changing environment.
- **Community Engagement:** The Vice Chancellor will foster relationships with external partners including local government, business, and community stakeholders. As a member of the senior cabinet, the Vice Chancellor plays a role in supporting IUPUI's mission as an urban research and academic health sciences campus, helping to move forward priorities like the Welcoming Campus Initiative, and engaging with the community on other projects and initiatives that are mutually beneficial.

- **Fostering a Supportive Work Environment:** The Vice Chancellor will continue to nurture an atmosphere of support, engagement, advocacy, and collaboration for and among the staff and units that report into the Vice Chancellor. The Vice Chancellor should be approachable and available whenever possible to listen and provide information, clarity, and feedback when requested or necessary.

Responsibilities

The main responsibilities for the Vice Chancellor for Finance and Administration include:

- as a member of the senior cabinet, consulting with the chancellor, the executive vice chancellor/chief academic officer and others in the campus administration concerning long- and short-range planning for the overall administration of the campus;
- analyzing and evaluating allocation requirements and budget requests pertaining to academic and non-academic programs for review and approval by the chancellor;
- coordinating the preparation, review and monitoring of the annual operating budget requests including allocation of overhead costs;
- providing fiscal models to support strategic decision making, supervising the assimilation of statistical data and the preparation and distribution of related budgetary reports;
- building collaborative partnerships with the deans of the schools to ensure strategic planning using the RCM model for continued growth;
- building collaborative partnerships with the community in support of IUPUI's mission as an urban research campus and other priorities;
- serving as liaison to Indiana University Administration, as well as on a variety of boards, advisory councils, and policy committees;
- advocating for the financial and administrative needs of IUPUI;
- interpreting and disseminating policies for financial activities; and,
- directing the planning and overall administration of the above-mentioned departments, including thoughtful supervision, reviewing and evaluating operational activities, planning and development, and utilization of physical, financial, and human resources.

Qualifications

Candidates for Vice Chancellor should demonstrate the following:

- a Master's degree in finance or a related field;
- a knowledge and understanding of an RCM budgeting model;
- progressively responsible and successful experience in accounting, financial management, budgetary planning and management, or a combination of these, in a higher education setting or an organization of comparable complexity;

- successful experience in strategic planning, especially as it relates to resource planning within an RCM environment;
- ability to communicate clearly and effectively with diverse internal and external constituencies;
- trustworthiness, honesty, and the highest level of integrity and ethics;
- an influential leadership style focused on transparency and collaboration along with building strong relationships and partnerships,
- ability to work effectively and successfully within a complex, multi-campus university with many centralized services;
- experience building productive relationships with community partners;
- understanding of and appreciation for the opportunities within an urban research institution and support for IUPUI's overall mission and vision; and,
- mutual respect for diverse cultures and inclusivity and a commitment to a diverse faculty, staff, and student population.

Application Process

Steve Leo, Partner; Lesley Boyd, Director of Research; and Lindsay Allison, Associate, of Storbeck/Pimentel & Associates, are assisting the search committee and IUPUI. Questions, requests for other information, and all written nominations and applications should be sent by email to: IUPUIFIAD@storbecksearch.com.

Indiana University 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.