



**Indiana University–Purdue University Indianapolis  
Associate Vice Chancellor for Undergraduate Education and Dean of University College  
Indianapolis, Indiana**

**The Search**

Indiana University–Purdue University Indianapolis (IUPUI) seeks a visionary individual to provide leadership for campus-wide student success programs and initiatives supporting undergraduate education as the Associate Vice Chancellor for Undergraduate Education and Dean of University College (AVC/Dean). The role of the AVC/Dean is to promote the culture of persistence and achievement, which begins in University College and continues throughout the undergraduate curriculum to graduation. Established in 2014, the Division of Undergraduate Education (DUE) encompasses University College, Institute for Engaged Learning, Honors College, as well as other programs, services, and councils that support degree completion, high-impact practices, and general education throughout the entire undergraduate experience. IUPUI’s DUE is a recognized leader in fostering students’ academic success. Built on a culture that emphasizes belonging, inclusivity, diversity, and equity, focuses on collaboration, supports assessment, and encourages innovation, programs within DUE have improved student persistence and enhanced academic achievement.

Reporting to the Executive Vice Chancellor (EVC)/Chief Academic Officer, the AVC/Dean is a member of the EVC Leadership Team and the Council of Deans. The AVC/Dean manages the programs that serve students throughout the undergraduate years, to ensure the programs and services meet the current and evolving needs of IUPUI undergraduate students. Partnering closely with the Deans and the Divisions of Enrollment Management and Student Affairs, the AVC/Dean serves as the central architect of a culture of undergraduate persistence and achievement at IUPUI. Additionally, the AVC/Dean actively represents IUPUI in Indiana University system-level efforts addressing student success.

The AVC/Dean provides vision, guidance, and leadership to transition to higher education, advising, experiential learning, and ongoing undergraduate academic support programs at IUPUI. The AVC/Dean leads DUE faculty and staff to meet the needs of IUPUI’s diverse students, encourages experimentation and innovation designed to benefit students, and promotes equity of opportunity and diversity. The AVC/Dean works with academic units across all disciplines to advance student success and improve student retention and graduation rates. The AVC/Dean also oversees the financial operations of DUE and identifies and seeks external funding, provides campus-wide leadership in undergraduate general education, and oversees the assessment of all DUE. The AVC/Dean uses assessment and evaluation to inform decisions, improve programs,

allocate resources, and demonstrate the value of programs. The AVC/Dean directly supervises the Dean of the Honors College, the Executive Associate Dean of the Institute for Engaged Learning and the Assistant Dean of University College; each of these leaders provides strategic and operational oversight for their respective areas.

IUPUI has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the new AVC/Dean. All confidential inquiries, applications, and nominations should be directed in confidence as noted at the end of this document.

## **INDIANA UNIVERSITY–PURDUE UNIVERSITY INDIANAPOLIS (IUPUI)**

### **IUPUI'S Mission**

Indiana University–Purdue University Indianapolis, is Indiana's urban research and academic health sciences campus.

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.

By offering a distinctive range of bachelor's, master's, professional, and Ph.D. degrees, IUPUI promotes the educational, cultural, and economic development of central Indiana and beyond through innovative collaborations, external partnerships, and a strong commitment to diversity.

### **IUPUI OVERVIEW**

IUPUI is Indiana's urban research campus and a recognized national leader in life and health sciences research, civic engagement, service learning, and the first-year experiences. Created in 1969 as a partnership between Indiana and Purdue Universities, IUPUI is one of the seven campuses of Indiana University and includes the core campus in Indianapolis and regional education centers in Columbus (IUPUC) and Fort Wayne (IUFW).

From the start, IUPUI was designed to be an integral part of a revived Indianapolis, the state capital and now the 15th-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 capitol 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 ascendency, 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 a Tier 1 school in US News & World Report's rankings of "best national universities." With over 27,000 students, including 8,000 in graduate or professional programs, and more than 3,900 total instructional faculty, more than 550 academic programs, \$633 million in research expenditures, and a \$1.7 billion operating budget, IUPUI is one of the Midwest's largest urban

campuses. IUPUI has been recognized by U.S. News & World Report's college rankings as an innovative university and has won national awards for its health and life sciences programs, first-year experience, learning communities, service learning, international partnerships, diversity efforts, undergraduate teaching, and outcomes assessment. IUPUI's student population includes 31.6 percent students of color. Of the undergraduates: 91 percent are Indiana residents, 57 percent are female, 28 percent self-classify as a domestic minority (underserved), and 3 percent are international. All professional and pre-professional programs have earned programmatic accreditation. The institution itself is accredited by the Higher Learning Commission.

Currently, 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, health and human sciences, public health, 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 as well as IU degrees. The IU School of Medicine has a statewide reach with nine medical education campuses 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.

IUPUI is governed as part of Indiana University (IU), which has campuses in Bloomington, where the president's office is located, Richmond, Kokomo, Gary, South Bend, New Albany, and Indianapolis. The Columbus and Fort Wayne campuses fall under the administration of IUPUI. Indiana University is governed by a nine-member board of trustees, which meets quarterly on the campuses around the state. University President Dr. Pamela Whitten and the board of trustees appoint and supervise the leaders for each of Indiana University's campuses. Dr. Andrew R. Klein was appointed IUPUI's interim chancellor in 2022 and serves simultaneously as executive vice president of Indiana University. He joined the faculty of the university in 2000 and served as the dean of IUPUI's McKinney School of Law from 2013 to 2020. Chancellor Klein has a 10-person cabinet, led by his second-in-command, Dr. Kathy Johnson, Executive Vice Chancellor and Chief Academic Officer. In keeping with its urban mission, a community Board of Advisors meets bimonthly with IUPUI officers. Click [here](#) for more information about the IUPUI Administration.

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."

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. Monthly deans' meetings enhance cross-school collegiality.

## **STRATEGIC PLAN**

The [IUPUI campus strategic plan](#), "Our Commitment to Indiana and Beyond," launched in 2014 and refreshed in 2018, reaffirmed 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. Having accomplished many of the objectives envisioned then, as IUPUI celebrated its 50th anniversary, the commitment was updated with renewed goals and objectives. All campuses at Indiana University are about to embark on a new strategic planning process during the upcoming academic year.

### **RESPONSIBILITY CENTERED MANAGEMENT (RCM)**

Indiana University is known nationally for its implementation of "responsibility centered 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 tuition, research, gift, and fee income. Academic units are assessed to support central campus and university services. 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.

## **LEADERSHIP**

### *Andrew R. Klein, Interim Chancellor*

Dr. Klein was named interim chancellor of IUPUI on February 16, 2022, and assumed responsibilities on March 1. Currently the Paul E. Beam Professor of Law in the Robert H. McKinney School of Law, Dr. Klein joined the IUPUI faculty in 2000 and served as associate dean for academic affairs from 2004 to 2007. In 2007, Dr. Klein was a visiting fellow at Clare Hall and a visiting scholar on the Faculty of Law at the University of Cambridge. From 2010 to 2013, Dr. Klein served as chief of staff in the Office of the Chancellor and associate vice chancellor for academic affairs at IUPUI. He was appointed the 12th dean of the McKinney School of Law in 2013, providing strategic vision and leadership, and advancing research, education, and civic engagement until returning to the faculty in 2020.

Dr. Klein focuses his teaching and research on tort and environmental law. A dedicated classroom instructor, Dr. Klein's work has garnered numerous awards, including five teaching awards, three faculty leadership awards, two outstanding administrator awards, and the Indiana University Trustees Teaching Award. For his years of service to IUPUI and to the McKinney School of Law as dean, Dr. Klein was honored with an IU Bicentennial Medal in 2019 and a Chancellor's Medallion in 2021.

Prior to joining IUPUI, Dr. Klein was on the faculty of Samford University's Cumberland School of Law from 1992 to 2000. He earned his bachelor's degree from the University of Wisconsin and his juris doctorate with distinction from Emory University School of Law where he studied as a Robert W. Woodruff Fellow in Law and was editor-in-chief of the Emory Law Journal. Following law school, Dr. Klein served as a law clerk to Judge Joseph W. Hatchett of the United States Court of Appeals for the Eleventh Circuit.

*Kathy Johnson, Executive Vice Chancellor and Chief Academic Officer*

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. Beginning in July 2022, she assumed the role of acting associate vice chancellor for undergraduate education (in addition to her current duties) as a search for a permanent leader is conducted.

Dr. Johnson is a graduate of Emory University with a Ph.D. in Psychology, specializing in Cognition and Development. She has extensive publications in scientific journals in areas related to expertise acquisition and concept development and has served as PI or Co-PI on a number of grants awarded through the National Science Foundation and the National Institutes for Health. Nationally, Dr. Johnson has served on steering committees for the Coalition of Urban-Serving Universities, as president of the Association of Chief Academic Officers, and as chair-elect for APLU's Council on Academic Affairs.

## **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 easy commutes. Indianapolis has six thriving Cultural Districts, each offering a distinct mix of shopping, dining, and entertainment. Named "the biggest and boldest step by any American city" by Project for Public Spaces in New York City, the \$63 million Indianapolis Cultural Trail is an internationally acclaimed eight-mile biking and walking trail that connects all six of Indy's Cultural Districts. Indy is one of the country's most walkable cities, with numerous parks, paths, and recreational amenities promoting a healthy and active lifestyle.

Indianapolis is home to outstanding cultural institutions as well as companies such as Eli Lilly & Co, Roche Diagnostics, Salesforce, and Dow AgroSciences. Indianapolis, often called Indy, is home to the Indiana Pacers of the National Basketball Association (NBA), Indiana Fever (WNBA), and the Indianapolis Colts of the National Football League (NFL) and is widely recognized for hosting the Indianapolis 500, the world's oldest major automobile race which takes place each year on Memorial Day weekend. Indianapolis also regularly hosts major sports events such as the NCAA Final Four.

The Indianapolis Airport was the world's first complete aviation campus to earn LEED certification. Indianapolis International Airport is approximately 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 by Airports Council International for seven consecutive years. 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.

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 State Park, home of the NCAA National Headquarters, the Indiana State Museum, the Indianapolis Zoo, the Madame Walker Legacy Center, and the Eiteljorg Museum.

## **IUPUI's NEXT CHAPTER**

In August 2022, Indiana University and Purdue University leadership announced that they have taken the first steps toward transforming the 52-year-old IUPUI into independent academic organizations in which IU and Purdue will each govern their own programs.

This bold new vision allows IUPUI to transform its campus into the state's next-generation urban research university. In this new vision, the university will enhance its academic programs, advance science and research capabilities, and expand funding opportunities for groundbreaking ventures. This reorganization is designed to increase the number of job-ready graduates in an innovation-led economy, fuel economic growth in the region and the state, and enhance service to the Indianapolis community and beyond.

Student success is at the heart of this vision and enhancing the institution's mission to advance the region and the intellectual growth of its citizens. It is a terrific opportunity to join the institution at a time of strategic reorganization, with maximum impact on students and the student experience, and build the next generation campus for the state of Indiana. (see [vision.iupui.edu](http://vision.iupui.edu))

## DIVISION OF UNDERGRADUATE EDUCATION (DUE)

The [Division of Undergraduate Education](#) (DUE), established in July 2014, serves as the catalyst for enhancing the quality of the undergraduate student experience while promoting on-time graduation for all undergraduate students at IUPUI. DUE includes [University College](#), [Honors College](#), and the [Institute for Engaged Learning](#). A link to the DUE organizational chart is available [here](#).

The [Undergraduate Affairs Committee](#) serves as the central undergraduate affairs governing and advisory board for the IUPUI campus

The main roles of DUE include:

- Improving curricular coordination across the 17 schools conferring undergraduate degrees at IUPUI.
- Supporting high-quality academic experiences and engaging all undergraduate students in high-impact practices, particularly transfer students, students from underserved groups, and adult learners.
- Improving students' degree completion rates through collaboration with schools and other administrative units.

DUE has a culture of assessment in which program evaluation and data are used to inform strategic decisions and improve programming. DUE also widely disseminates data to various publics on campus and assesses the impact of DUE services and programs on student learning outcomes, academic achievement, and retention. The DUE assessment team has maintained an active national professional profile that includes participation in national organizations such as the Association for Institutional Research (AIR), numerous conference presentations, and publications in journals such as *New Directions in Institutional Research* and the *Journal of Learning Communities Research*.

DUE has 134 full-time equivalent academic and staff positions. Affiliate Senior and Adjunct Faculty are drawn from the ranks of all IUPUI schools. The vast majority of these faculty do not teach University College courses; however, they provide guidance in support of University College decision making and governance.

The AVC/Dean will actively manage a budget of \$20.7 million. This includes \$16.4 million general funds, \$1.1 million designated, \$3.1 million contract and grants, and .1 million in restricted funds. Income for DUE is derived overwhelmingly from allocations from the campus dependent on revenue created by the academic schools, with a small amount from the few credit-bearing courses offered through University College. Within the IUPUI model, deans operate as Chief Executive Officers, with considerable autonomy for strategic priorities and academic programs; faculty and staff recruitment, development, and compensation; external affairs and fundraising; and financial management and budgeting.



## **DUE MISSION**

The Division of Undergraduate Education enhances academic success for IUPUI's diverse undergraduate population by coordinating and advancing vital initiatives and resources that amplify personal and collective achievement.

DUE achieves this by adhering to their collective values:

1. They collaborate with the campus and Indianapolis community to create integrated learning experiences that span beyond the classroom and empower students.
2. They innovate through investigating and listening to the lived experiences of their students.
3. They create experiences that are accessible to all and continually identify under-resourced groups to provide improved support and resources that reduce educational inequities.
4. They invest in their faculty and staff by providing opportunities for growth and learning.

## **DUE VISION**

DUE envisions an inclusive environment from which all students graduate empowered to reach their full potential and make meaningful contributions to society.

### **University College**

Since 1997, [University College](#) has been developing and leading large scale student success initiatives and programs which benefit students throughout their time at IUPUI and as they launch their careers. With approximately 90 student success educators on staff, University College's 20 unique offices and programs support students through advising and career education, educational equity programs, and student transition and support.

Within *advising and career education*, the Office of Academic and Career Development provides proactive advising and career education for the approximately 3,000 students enrolled in University College as they confirm their major and career decisions and complete requirements for entering their degree-granting majors. ACD also helps students from any school as they explore and facilitate career and major changes. The Office of Student Employment provides resume, interviewing, and job searching services to students seeking high quality part-time or work study employment. The Life-Health Sciences Internship and the Sophomore Internship Programs help students take advantage of being a part of a vibrant city by pursuing on- or near-campus internships early in their academic careers. The Center for Transfer and Adult Students



serves as the initial source of support, guidance, and resources at IUPUI for students who have transferred to IUPUI or returned to college after some time away. CTAS also administers the Passport Program, a 30-year-old joint initiative with Ivy Tech Community College which facilitates seamless transfer with IUPUI and provides on-site advising for Ivy Tech students working on 2+2 programs with IUPUI. The advising and career education programs have enjoyed grant support from Duke Energy, Citizens Energy, and JP Morgan Chase as well as strategic collaborations with Employ Indy Workforce Development Board and the Indiana Chamber of Commerce.

The *educational equity programs* within University College provide mentoring, community, and specialized resources to students from historically marginalized, under-served, and under-resourced backgrounds in their first years through graduation. The Diversity Equity and Achievement Program (DEAP) is a community of faculty, staff, and students committed to the academic success, transition, leadership development, and career preparation of all participants. The 21st Century Scholars Success Program provides guidance and support services to over 2,000 scholars that attend IUPUI through first-year peer mentoring, success coaching, academic and tutorial support, emergency assistance and scholarship maintenance and financial aid preparation. Two federally funded TRIO programs, Student Support Services and Upward Bound, provide supplemental advising and programming for eligible first-generation and low-income IUPUI students and pre-college students. Finally, the Scholar Support Programs use a Transformative Education curriculum in educational and social support programs for independent youth, students transitioning from the foster care system, and other students facing uniquely challenging contexts. These programs have a longstanding partnership with the Nina Mason Pulliam Charitable Trust and the Bowen Family Foundation.

Finally, the *transition and support* programs provide new student orientation to all students entering IUPUI, offer mentoring in the first-year seminars taken by IUPUI students. Through the robust experiences in the Bepko Learning Center, any student at IUPUI can access student success coaching or academic mentoring in common foundational, gateway courses.

## **HONORS COLLEGE**

The IUPUI Honors College offers a unique curricular and co-curricular experience with housing, peer mentoring, student organizations, and more benefits that will make earning a degree at IUPUI challenging, engaging, meaningful, and relevant.

Through the Honors College, high-achieving students from a variety of academic degree programs can experience Honors coursework, one-on-one advising, and opportunities for research, international study, service, and experiential learning that allow them to build strong foundations inside and outside the classroom.

## **INSTITUTE FOR ENGAGED LEARNING**

The Institute for Engaged Learning (IEL) promotes equitable access to applied, integrated, and engaged learning opportunities for undergraduate students, including the high-impact practices of service learning, undergraduate research, first-year experience, and e-portfolio. The IEL accomplishes this through designing and implementing student-focused engaged learning opportunities, connecting faculty and staff with resources and professional development opportunities to embed engaged learning into curricular and co-curricular experiences, and assessing and tracking the fidelity of engaged learning opportunities at IUPUI.

## **UNDERGRADUATE STUDENTS**

IUPUI currently enrolls over 19,000 undergraduate students in over 200 programs offered through 16 schools. Ninety-one percent of IUPUI undergraduate students are from the state of Indiana and 34.6 percent are students of color. A high percentage of IUPUI undergraduate students are first-generation college students: 29 percent of undergraduate students have parents that have not completed a college degree.

Despite the gains in the student profile and in student retention, IUPUI's four-year graduation rate is 39 percent; the six-year graduation rate is 56 percent. While this represents significant improvement over the last decade, IUPUI and the Division of Undergraduate Education will continue to seek ways to improve graduation rates into the future.

## **ROLE OF THE ASSOCIATE VICE CHANCELLOR FOR UNDERGRADUATE EDUCATION AND DEAN OF UNIVERSITY COLLEGE**

The Associate Vice Chancellor for Undergraduate Education and Dean of University College is a key advisor to the Executive Vice Chancellor/Chief Academic Officer on all matters related to undergraduate education and exercises broad responsibilities for [leadership and management](#) of University College. Among other duties, the AVC/Dean will:

- provide visionary leadership for the enhancement of undergraduate student success;
- promote educational equity, IUPUI's urban mission, and the access and success of diverse, under-resourced, under-represented, and first-generation college students;
- collaborate with colleague deans across the campus to ensure effective planning and utilization of resources and support IUPUI's strategic priorities;
- work within the context of a shared governance environment, provide creative leadership in the development, review, improvement, and prioritization of student success programming;
- extend and develop collaborations among the programs within DUE and with other schools, units, and programs within the campus as well as with Ivy Tech Community College
- promote, support, and maintain racial and ethnic diversity among students, faculty, and staff;

- maintain and expand IUPUI's position as a national leader in developing innovative programs to increase student success;
- guide the allocation of human and financial resources, including managing a budget within the RCM model;
- recruit, develop, and support faculty and staff;
- provide strong and persuasive advocacy for the importance of undergraduate education in partnership with the academic schools, including coordination and leadership for a first-year experience that integrates the curriculum and the co-curriculum and for applied and experiential learning throughout the undergraduate education.
- build productive and enduring relationships with community institutions and residents; and,
- attract external funding for DUE, University College, the Honors College, the Institute for Engaged Learning and IUPUI initiatives, especially through sponsored funding grants and innovative programs.

## **CHALLENGES AND OPPORTUNITIES**

IUPUI has nationally recognized programs in student success; a passionate, skilled, and highly dedicated faculty and staff; and a student-focused culture. The size and scope of the programs within the Division of Undergraduate Education allow for significant potential opportunities to fulfill the mission of IUPUI, at the same time, there are several unique leadership challenges and opportunities for the right person. The next Associate Vice Chancellor and Dean will be charged with addressing the following opportunities and challenges:

### **Unite the DUE around a shared vision and identity**

DUE aims to promote undergraduate student learning and success through collaboration with academic and support units across campus. As leader of a division that seeks to enhance and support the entire undergraduate experience through to graduation, the next AVC/Dean will develop a strategic vision and direction through a process inclusive of all DUE units. The AVC/Dean will build a cohesive unit supporting and promoting DUE within IUPUI and to external partners, strengthening the voice of the university and DUE at a national level. This work includes leading the vision for future programming, the organizational model, the mission, and the position of DUE within the campus as it embarks on its organizational transformation. In addition, the AVC/Dean will work with the Executive Vice Chancellor/Chief Academic Officer, the academic deans, and enrollment management and student affairs partners to develop innovative programming to shape the direction of retention and graduation initiatives.

### **Collaboratively strengthen and scale programs to improve retention and student success**

IUPUI has an enviable track record of developing innovative, distinctive undergraduate curricula and creating opportunities for students to engage in high-impact practices. The Profiles of Learning for Undergraduate Success (The Profiles) are institutional student learning outcomes

that provide a flexible, competency-based curricular and co-curricular learning framework. The campus is also nationally recognized for excellence in many high-impact practices, including the first-year experience, service learning, and themed learning communities. The next AVC/Dean will have opportunities to strengthen successful programs within and beyond DUE, cultivate synergies by collaborating with academic schools and units within the university to scale, with fidelity, programs to support student success through graduation, and improve retention and four-year graduation rates in collaboration with the academic schools. The AVC/Dean must advocate for the appropriate resources and support to sustain these efforts, including access to technology and its impact on the student experience

### **Build and deepen campus connections and community partnerships**

DUE's various units work together and collaborate with the academic schools to provide the best possible educational setting for students. Efforts to improve and expand the connections among these units represent a key opportunity and responsibility for the AVC/Dean. The AVC/Dean will effectively represent DUE while working collaboratively and transparently with the other Deans and their faculty and student affairs teams to provide programs and implement practices that lead to undergraduate student success. The AVC/Dean will continue to build partnerships to fulfill the IUPUI community engagement mission.

### **Actively foster an environment that advances, celebrates, and embraces diversity, equity, inclusion, and anti-racism**

DUE's staff and faculty have actively engaged in individual and organizational work around advancing diversity, equity, inclusion, and anti-racism (DEIA) as a key priority and framework for its work moving forward to further support student success. They have prioritized diverse hiring, retention, future training and education for the staff, a review of DUE policies and HR practices, and plan to complete a critical assessment of DUE and curriculum through a DEIA lens. The staff has already made recommendations where they believe changes can reduce inequities and create a more inclusive environment for staff and students. The AVC/Dean should be a strong advocate for DEIA with the ability to use their central leadership role on campus to create more equitable classrooms and student experiences for all undergraduate students.

### **Drive curricular quality and advances**

As facilitator of the IUPUI Undergraduate Affairs Committee, the AVC/Dean will play a key leadership role in academic policy, curricular innovations, and general education. Additionally, the campus has a strong culture of assessment, and, like other institutions, IUPUI needs to satisfy internal and external expectations for strengthened assessment of program learning outcomes. The IUPUI engaged learning taxonomies help faculty and staff identify ways of integrating applied and learning into curricular and co-curricular experiences, improve course design and the quality of high-impact practices. Additionally, the Experiential and Applied Learning Record (the Record)

provides an opportunity to document and verify high-impact practices outside of the traditional academic transcript.

### **Provide leadership in fundraising, revenue generation, and resource allocation to support the DUE's aspirations and priorities**

In 2013, IUPUI was one of the first public institutions to raise over a billion dollars in a capital campaign. The recently completed IU Bicentennial Campaign shattered its \$2.5 billion goal, ending with nearly \$3.9 billion, of which IUPUI raised \$459 million. All deans are expected to spend time cultivating potential donors, corporate partners, and foundation donors. The AVC/Dean will be expected to establish a strong record of seeking and obtaining new private resources, effectively steward existing funds that have been raised, and establish corporate and community partnerships to support student success.

### **Reflect on lessons learned and proactively lead through unprecedented times**

All of higher education has been impacted by the twin pandemics of COVID-19 and systemic racism, and the reactive nature of the industry posed challenges for many institutions. The uniqueness and history of innovation within the DUE have allowed the institution to adapt efficiently to these challenges. However, there are still barriers and gaps that exist in the academic and student support model. The next AVC/Dean will need to recognize changing needs to proactively identify what has worked and what has not – learning from both and adapting for the future.

### **DESIRED QUALIFICATIONS AND CHARACTERISTICS**

While no one person will embody all of them, the successful candidate will exemplify many of the following qualifications and attributes:

- scholarly record, including a Ph.D. or other relevant terminal degree, sufficient for a faculty appointment with tenure at the rank of full professor;
- capacity to work in a highly collaborative and transparent manner in partnership with deans, other leaders on campus, and key university colleagues statewide;
- a commitment to collectively advancing holistic student support and student success in partnership with enrollment management, student affairs, and the academic units;
- demonstrated commitment to diversity and inclusivity as a core value in all aspects of campus life;
- experience working with first-generation, under-resourced students from diverse socio-economic, racial, and ethnic backgrounds;
- experience as an effective communicator;

- track record of innovation, creativity, and best practices, as well as the capacity to lead change;
- engagement and connection to national initiatives and trends related to undergraduate education, student success, high-impact practices, honors programming, curriculum, and faculty development;
- leadership in undergraduate success programming, general education, and academic policy;
- fiscal experience, ideally within an RCM environment, and the ability to advocate for resources that enable the work of the division;
- capability to manage a large, complex organization with a unique, egalitarian culture and a highly dedicated staff deeply committed to equitable student success;
- ability to lead an inclusive strategic planning process;
- skill and comfort with data and its use in tracking and communicating success as well as to identify, uncover, and remedy inequitable policies and practices;
- capacity to pursue additional funding opportunities through foundations and private donors;
- knowledge of and appreciation for student affairs strategies and values and their key role in shaping student success; and,
- ability to articulate and champion a future of equitable excellence in all aspects of undergraduate education and strategically set priorities and long-term goals that move DUE toward that future.

### To Apply

IUPUI has retained Isaacson, Miller, a national executive search firm, to assist the Associate Vice Chancellor for Undergraduate Education and Dean of University College Search Committee in its identification and review of candidates. Inquiries, referrals, and resumes accompanied by a cover letter should be sent in confidence to:

Pam Pezzoli, Partner  
Robin Dougherty, Senior Associate  
Isaacson, Miller  
<https://www.imsearch.com/8717>

*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.*