



Search for the Executive Vice President and Chancellor Indiana University Indianapolis

Indianapolis, Indiana

THE OPPORTUNITY

Indiana University Indianapolis (IU Indianapolis)—a new institution embodying Indiana University’s commitment to building one of the nation’s premier urban research universities in the state’s capital city—seeks a bold, visionary, and entrepreneurial leader to serve as its inaugural executive vice president and chancellor (chancellor).

From its inception, IU Indianapolis will be primed for greatness, and the chancellor will join a campus characterized by tremendous ambition, enthusiasm, and potential. Indiana University (IU) has committed to expanding IU Indianapolis’s already extensive academic and research portfolios, enhancing talent attraction and retention, and investing millions of dollars in the campus. The campus’s location in the state capital of Indianapolis—the 16th largest city in the country—and its proximity to the state legislature and multiple *Fortune 500* companies create unparalleled opportunities for collaboration with elected officials and industry leaders. Already, the university, Indiana General Assembly, and federal funders are investing heavily in IU Indianapolis, as evidenced by plans to establish a new [Science and Technology corridor](#); the allocation of \$60 million to expand and renovate research and laboratory space on campus; and the creation of the Hydrocephalus Research Center, with [\\$11.7 million in research funding](#) from the U.S. Department of Defense.

IU has long played a critical leadership role in Indianapolis, and IU Indianapolis’s growth will leverage the heritage of [Indiana University-Purdue University Indianapolis \(IUPUI\)](#), whose dedication to outstanding teaching and learning, resourceful innovation, community engagement, groundbreaking research, and efforts to enhance diversity, equity, and inclusion have anchored IU’s presence in the capital for over five decades. The vast majority of academic programs at IUPUI, along with 1,308 faculty, 2,195 professional and support staff, and 85% of all current IUPUI students (approximately 23,500 undergraduate, graduate, and professional students) will transition to become part of IU Indianapolis, creating a robust foundation for future growth. The operating budget for the campus totals \$818 million, and the endowment totals \$229 million. IU Indianapolis received \$93.2 million in sponsored funding in FY 2023, of which \$51.2 million was for research.

At this pivotal moment in its history, IU Indianapolis seeks in its inaugural chancellor a singular leader who can partner with IU leadership and the IU Indianapolis campus community to chart a bold and ambitious

path forward. The chancellor will lead the campus in defining and articulating its new identity as IU Indianapolis; strengthening its commitments to teaching and learning; enhancing the student experience at all levels, both in and out of the classroom; strategically growing the research enterprise; engaging even more meaningfully with the surrounding communities in Indianapolis, as well as broadly across the region and the state of Indiana, including attending to economic development and workforce needs; representing the institution compellingly to external stakeholders, including elected officials, community and industry leaders, and donors; developing new resources and deploying existing resources responsibly and efficiently; and embedding the values of diversity, equity, and inclusion in all institutional activities.

Indiana University has engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be directed in confidence to the firm as indicated at the end of this document.

INDIANA UNIVERSITY

Since its founding in 1820, [Indiana University \(IU\)](#) has built a globally recognized reputation for academic rigor, world-renowned research, and creative excellence while serving Indiana, the nation, and the world. Comprising the university are [IU Bloomington](#), [IU Indianapolis](#), five regional campuses ([IU East](#), [IU Kokomo](#), [IU Northwest](#), [IU South Bend](#), and [IU Southeast](#)), two regional centers ([IU Fort Wayne](#) and [IUPUC, which will become IU Columbus in 2024](#)), nine School of Medicine [campuses](#), and several [Global Gateways](#) connecting the university to the world.

IU's global reputation has been built in large part by the more than 21,000 world-class faculty and staff who teach innovative courses, conduct ground-breaking research, engage meaningfully with the broader community, and support the overall operation of the institution. Faculty and other researchers collaboratively pursue all lines of academic inquiry—from the study of religion, ethics, and society to cutting-edge information technology questions to the latest innovations in improving STEM learning among students—across more than 200 [research centers, institutes, and museums](#). IU received \$777.74 million in sponsored funding in FY 2023, of which \$551.1 million was for research.

The university enrolls more than 71,000 degree-seeking undergraduate students and 19,000 graduate and professional students in over 930 [academic programs](#). Students participate in more than 1,500 student clubs and organizations; compete in 40 Division I athletic teams across IU Bloomington and IU Indianapolis, as well as more than 60 NAIA athletic teams across the five regional campuses; and benefit from study abroad programs in more than 70 countries. Reflecting the university's commitment to access, 76% of degree-seeking undergraduates receive financial aid, and 47% of Bachelor's degree recipients graduate with no student debt.

Upon commencement, these students join an active and engaged body of more than 760,000 living alumni—placing IU among the nation's five universities with the largest bodies of living alumni—who participate in more than 160 [IU Alumni Association](#) chapters and groups worldwide. These alumni regularly become leaders in their fields and are widely recognized for their achievements. Among their

many accolades, IU alumni have earned nine Nobel Prizes, 21 Pulitzer Prizes, 104 Olympic Medals, 357 Fulbright Awards, four Tonys, six Oscars, 33 Emmys, and 50 Grammys.

The university is united by an aspirational vision for its third century. Guided by three pillars—Student Success and Opportunity; Transformative Research and Creativity; and Service to Our State and Beyond—and [seven core principles](#), [IU 2030: The Indiana University Strategic Plan](#) outlines an ambitious and shared path to new heights that reaffirms the university's rightful place within the highest tier of American public higher education.

Pamela Whitten, President

[Pamela Whitten](#) became the 19th president of IU on July 1, 2021. A visionary scholar and accomplished educator and researcher, Whitten has held a variety of leadership roles, beginning at Michigan State University where she served as a dean for five years, and most recently as president of Kennesaw State University. As IU's first female president, Whitten assumed the helm at one of the nation's leading research universities at a time of record-level research funding and philanthropic support.

Whitten holds a Ph.D. in communication studies from the University of Kansas, a Master of Arts in communication from the University of Kentucky, and a Bachelor of Science in management from Tulane University. She is an internationally recognized expert in the field of telemedicine. As part of her work in higher education, she additionally held leadership roles at the University of Georgia and the University of Kansas Medical Center.

INDIANA UNIVERSITY INDIANAPOLIS

Since 1969—the year Indiana University and Purdue University came together to create [Indiana University-Purdue University Indianapolis \(IUPUI\)](#)—IUPUI has been recognized for its outstanding teaching and learning, resourceful innovation, commitment to community engagement, research that changes lives for the better, and efforts to enhance diversity, equity, and inclusion. The campus and its 206,000 living alumni have long played a critical role in the metropolitan Indianapolis region and across the state. In June 2023, the Indiana University and Purdue University Boards of Trustees [approved a definitive agreement](#) to formalize the separation of IUPUI. The creation of independent campuses will enable the two major research universities to build upon their legacies of excellence and impact to meet the needs of Indiana and its capital city for decades to come. Following a final year of operations as IUPUI, which will serve as a period of transition, IU will officially begin operation of IU Indianapolis on July 1, 2024.

IU Indianapolis will be a comprehensive research university with extensive undergraduate, graduate, and professional degree programs spanning the full spectrum of inquiry, as represented by the diverse array of schools that will constitute the institution. All academic programs at IUPUI—with the exception of the Purdue School of Engineering and Technology and Computer Science within the School of Science—along with 1,308 faculty, 2,195 professional and support staff, and 85% of all current IUPUI students

(approximately 23,500 undergraduate, graduate, and professional students) will transition to IU Indianapolis. The schools that will transition to IU Indianapolis include [Dentistry](#); [Education](#); [Health and Human Sciences](#); the [Herron School of Art and Design](#); the [Kelley School of Business](#); [Liberal Arts](#); the [Lilly Family School of Philanthropy](#); the [Luddy School of Informatics, Computing, and Engineering](#); the [Robert H. McKinney School of Law](#); [Medicine](#); [Nursing](#); the [Paul H. O'Neill School of Public and Environmental Affairs](#); the [Richard M. Fairbanks School of Public Health](#); [Science](#); [Social Work](#); the [Honors College](#); [University College](#); and [IU Graduate School Indianapolis](#).

Excluding the School of Medicine, the total operating budget for the campus for FY 2023-24 totals approximately \$818 million; 52% derives from student tuition and fees, 27% from state appropriations, 13% from assessments revenue, 4% from other revenue, 2% from indirect cost recovery, and 2% from fee replacement. IU Indianapolis received \$93.2 million in sponsored funding in FY 2023, of which \$51.2 million was for research. The permanent endowment totals approximately \$229 million.

Vision and Strategic Plan

IU has defined a [clear and ambitious vision](#) for its campus in the state's capital city: IU Indianapolis will be one of the nation's leading urban research universities. The university aims 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. Aligned with the university-wide strategic plan, the [IU Indianapolis 2030 strategic plan](#) is organized around [three central pillars](#), each with defined goals, objectives, and metrics: [Student Success and Opportunity](#), [Transformative Research and Creativity](#), and [Service to Our State and Beyond](#). The institution has a longstanding tradition of collecting and reporting progress made toward institutional goals, which is presented in [annual reports](#).

IU Indianapolis's approach to enhancing diversity, equity, and inclusion (DEI) centers around creating a welcoming and inclusive environment driven by faculty, student, and staff success. Recognizing the importance of advancing DEI efforts across the entire campus, leadership devised the [IUPUI Diversity Plan](#) to guide institutional efforts from 2016-2021. More recently, specific DEI-oriented goals are embedded into each of the three central pillars of the current *IU Indianapolis 2030* strategic plan. Further, with guidance from the [Division of Diversity, Equity, and Inclusion](#), the campus has supported each school and unit in the creation of [local diversity plans](#).

Growing Momentum

University leadership is fueling the campus's already significant momentum by supporting and investing in [key initiatives in Indianapolis](#). The following examples build on an array of initiatives that will collectively shape the future of IU Indianapolis.

Drawing on dedicated funds appropriated by the Indiana General Assembly, the university will invest \$60 million to significantly expand and renovate research and laboratory space and up to \$10 million to attract 30 new STEM faculty. The university will also [establish a Science and Technology Corridor](#) in Indianapolis

to serve as a focal point of Indiana's science and technology ecosystem. The SciTech Corridor will leverage expanded research programs, new laboratory space, and robust STEM degree programs to attract faculty talent and grow enrollment in key disciplines, bolstering the talent pipeline for Indiana employers and fostering new industry collaborations. Aligned with these efforts, the Luddy School of Informatics, Computing, and Engineering—the nation's first school of informatics—has [expanded from IU Bloomington to IU Indianapolis](#), and there are plans in place to double Indianapolis enrollment in the school.

The university is [doubling instructional capacity at the IU School of Nursing](#), which will allow for a 50% increase in the school's enrollment. In addition, the university is enhancing the integration of the School of Science with the IU School of Medicine and other allied health science schools, for instance through the new [Pathway to Medicine program at IU Indianapolis](#). These efforts will expand the number of students who will be prepared for health science-based careers, improve the pipeline of doctors and nurses, and keep more graduates in the state.

Adding to a rich collection of existing [research centers and institutes](#), the School of Science, supported by [\\$11.7 million in research funding](#) from the U.S. Department of Defense, is creating the Hydrocephalus Research Center in Indianapolis, which will serve as a national center for collaboration among researchers involved in discovering solutions to these conditions. The grants will provide opportunities for undergraduate, graduate, and postdoctoral students who will shape the next generation of hydrocephalus research and become tomorrow's health science leaders.

Location in Indianapolis, Indiana: "The Crossroads of America"

With a population of approximately 880,000, Indianapolis, the capital city of Indiana, is the 16th largest city in the United States. Home to several major league sports teams, the National Collegiate Athletic Association (NCAA) Headquarters, Indianapolis Motor Speedway, White River State Park, and numerous museums and other cultural attractions, Indianapolis was recently recognized as one of the top 100 places to live by [U.S. News](#). The state legislature and many companies—including Eli Lilly, Roche Diagnostics, Elevance Health (formerly Anthem), Elanco, and Corteva—are headquartered in the city, creating a rich ecosystem for collaboration and partnership. CNBC recently ranked Indiana as the [fifth best state for infrastructure](#), specifically noting the state's strategic geographic location, investments in rail lines, access to key ports, good condition of roads and bridges, and widespread access to broadband.

THE ROLE OF THE CHANCELLOR

The chancellor will join the university at an unprecedented moment in its history, as the campus community transitions from IUPUI to IU Indianapolis. Recent investments made in the Indianapolis campus by IU leadership, the Indiana General Assembly, and federal funders contribute to a wave of significant forward momentum on campus. The university is primed for a visionary leader to join the community, chart an ambitious path forward, invest in the growing research enterprise, enhance the student experience, develop bold partnerships with industry and other external partners, bolster the regional workforce, and strengthen the university's connections to the city and state.

Reporting to the president of IU and serving on the [president's cabinet](#), the chancellor will lead a team of [twelve direct reports](#) and will be supported by the University's 1,308 faculty and 2,195 professional and support staff.

KEY OPPORTUNITIES AND CHALLENGES

Establish a bold new vision that unifies and energizes the IU Indianapolis campus

The chancellor of IU Indianapolis will build upon a foundation of student access and success, innovation and entrepreneurship, community partnership, and scholarly impact that has defined IUPUI for over five decades of excellence and growth. The astonishing momentum of the campus—tied to the highest ambitions of IU as a whole—primes the pump for a new chancellor to assess the institution's assets and opportunities for growth and forge its future. The chancellor will align IU Indianapolis's growth with the overarching framework of the IU 2030 strategic plan's central pillars in fundamental ways. In an increasingly competitive and ever-fluctuating higher education landscape, IU Indianapolis will thrive with the dedicated support of the Indiana legislature; the private and public partnerships awaiting IU Indianapolis in the growing, international metropolis of Indianapolis; and the strength and commitment of the IU Indianapolis community to its future.

Prioritize student success and orient the campus for the workforce of the future

Throughout its history, IU Indianapolis has made student success a central focus, with particular attention paid to opening the doors of opportunity for high-achieving students who need extra support in their academic journeys. The chancellor will continue to emphasize student success initiatives at IU Indianapolis, enhancing existing academic and support programs and ensuring that the University's student access and success functions—its outreach, mentoring, and advising offices—are appropriately staffed, broadly available, and oriented towards societal impact, career readiness, and lifelong success. Engaging the entirety of the campus community in their efforts, the chancellor will marshal energy and momentum to invest in inclusive pedagogies, faculty and staff development programs, and student success initiatives to ensure that the University's commitments to engaged pedagogy and excellent student outcomes grow alongside its investments in research impact.

Strengthen and broaden the research excellence and impact of IU Indianapolis

IU and the state of Indiana have committed to expanding IU Indianapolis's already extensive academic and research portfolios through the investment of millions of dollars in the physical and scholarly infrastructure of the campus. The university intends IU Indianapolis to lead in key fields of medicine, biosciences, and the information and computing sciences, among others, in order to advance the frontiers of human knowledge. The chancellor will build on this momentum, engage with leaders in the public and private sectors, and together address humanity's most critical challenges in an environment of intellectual rigor and entrepreneurial innovation. With three schools shared between IU Indianapolis and the Association of American Universities (AAU), Research One IU Bloomington campus—the Kelley School of

Business; Luddy School of Informatics, Computing, and Engineering; and O'Neill School of Public and Environmental Affairs—the chancellor will leverage the shared heritage, structures, and ambitions of these faculties, staff, and students to broaden and deepen the research output of the campus and ensure that its constituencies can partner seamlessly in IU's critical work to improve the quality of life for all Hoosiers, ensure the vitality of the state of Indiana and the nation, and strive towards a truly global impact.

Engage in meaningful partnership with the city of Indianapolis, its surrounding communities, and the state of Indiana

Recognizing the tremendous promise of IU Indianapolis's next chapter, the state of Indiana and the city of Indianapolis have committed to significant investment and fruitful partnerships that stand to benefit the University significantly and will tie it to its broad community in new and fundamental ways. The chancellor will commit to the vision of a world-class research university in a world-class city, in a state dedicated to the success of its institutions in recognition of their value to the Hoosiers of today and tomorrow. The chancellor will bolster K-12 and educational pipelines across the state, foster economic development through technology transfer and innovation, reduce inequities, improve health outcomes, strengthen community engagement, and contribute to the workforce of the future. The chancellor will be an articulate champion of IU Indianapolis with the public and private power centers of a growing, international capital city, and will continue to make a powerful case for the centrality of IU Indianapolis to the city's future.

Continue to generate financial resources for IU Indianapolis, accelerate philanthropic success, engage its growing alumni base, and ensure a sustainable financial future

The IU Indianapolis community recognizes that meeting the campus's scholarly ambitions while expanding its ability to offer aid to students and strengthening its commitment to the student experience will necessitate stronger revenue streams, more state support, and deeper engagement with IU Indianapolis's growing alumni base and philanthropic supporters locally and nationally. The chancellor will be an impassioned advocate for the campus with legislators and supporters in Indianapolis and beyond, and dedicate significant time to fundraising, advancement efforts, and strengthening the stature of IU Indianapolis. In addition to generating resources through formal fundraising efforts, the chancellor will also be innovative in developing new revenue streams, for instance by building entrepreneurial programs and partnerships and focusing on enrollment. To achieve its ambitions, IU Indianapolis will require substantial resources, and the chancellor will lead the charge in developing them.

QUALIFICATIONS AND EXPERIENCE

IU Indianapolis requires a singular leader to guide it forward. The successful candidate will possess most, if not all, of the following qualifications, experiences, and qualities:

- A deep personal and professional commitment to IU Indianapolis's vision to be a leading urban research university;

- Success as a strategic, inclusive, transparent, and visionary leader; a leadership style characterized by a pioneering and entrepreneurial drive; the ability not only to imagine an exciting, ambitious, new future for an institution, but to bring it to fruition; a willingness to act boldly, take considered risks, and seize opportunities;
- The perspective needed to make difficult, strategic decisions; the capacity to build, support, and lead strong teams; experience executing large, aspirational, entrepreneurial, and fiscally responsible plans;
- Proven ability to thoughtfully bring about complex change, implement creative solutions, and establish best practices that are informed by data and tailored to unique institutional needs;
- A record of success in advancing diversity, equity, and inclusion efforts; experience embedding these values meaningfully in all units and areas of an institution;
- A demonstrated commitment to enhancing the holistic student experience both in and out of the classroom, particularly with regard to issues of access, wellbeing, and success;
- Experience growing and strengthening the research enterprise of a large, complex institution;
- The ability to listen closely to diverse stakeholders at all levels, both internal and external to the university; an aptitude for building trust and fostering meaningful collaboration;
- Experience representing an institution compellingly to external audiences, including donors, community partners, and elected officials; the skills and personality to fundraise successfully; the passion to galvanize diverse constituent groups in support of the institution; the presence needed raise the profile and visibility of IU Indianapolis on local, regional, state, national, and international levels;
- Unquestioned integrity, trustworthiness, ethics, and sound judgment; a strong moral compass;
- An understanding of and appreciation for shared governance and the values of the academy;
- A track record of academic or professional accomplishment sufficient to inspire the IU Indianapolis community; a terminal degree is strongly preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Indiana University has engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be submitted electronically and in confidence through the Isaacson, Miller website:

<https://www.imsearch.com/open-searches/indiana-university-indianapolis/chancellor>

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ethnicity, color, race, religion, sex, sexual orientation, gender identity or expression, genetic information, 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. Questions or complaints regarding Title IX may be referred to the U.S. Department of Education Office for Civil Rights or the university Title IX Coordinator. [See Indiana University's Notice of Non-Discrimination here which includes contact information.](#)

Campus Safety and Security: The Annual Security and Fire Safety Report, containing policy statements, crime and fire statistics for all Indiana University campuses, is [available online](#). You may also request a physical copy by emailing IU Public Safety at iups@iu.edu or by visiting IUPD.