



# INDIANA UNIVERSITY FORT WAYNE

## **Vice Chancellor and Dean Position Profile**

Indiana University Fort Wayne (IUFW) invites applications and nominations for the position of Vice Chancellor and Dean. The campus seeks an experienced academic health administrator with demonstrated leadership in teaching, research, and service to provide leadership to the campus and foster relationships with deans and other campus leaders at the Indiana University–Purdue University Indianapolis (IUPUI) campus and with campus leadership of Purdue University Fort Wayne (PFW). The IUFW campus falls under the administration of the IUPUI campus.

### **INDIANA UNIVERSITY FORT WAYNE: AN OVERVIEW**

For more than a century, Indiana University has provided higher education opportunities for northeast Indiana in Fort Wayne. Established in 1917, the Indiana Extension Center in Fort Wayne provided opportunities for the Fort Wayne community to enroll in extension classes. Upon an agreement between trustees of Indiana and Purdue Universities in 1961, the State of Indiana transferred 114 acres of land to the trustee boards, and they broke ground for a new campus, launching the beginnings of a cooperative arrangement between the two universities.

Coinciding with the move to the new campus, the IU Board of Trustees approved the Indiana–Purdue Regional Campus at Fort Wayne in 1964 and it became known by the abbreviation of IPFW.

In 2016, the Indiana General Assembly reviewed a staff report, “Report on Role and Governance of IPFW,” recommending a split. The change was implemented on July 1, 2018, and IPFW was reorganized into two separate universities: Indiana University Fort Wayne and Purdue University Fort Wayne.

IU Fort Wayne officially began its first academic term on August 20, 2018.

As part of the agreement, IU Fort Wayne’s academic mission is to be focused on health sciences. Additionally, students take their general education core classes through PFW and student housing and activities are also provided by PFW.

## **IUFW MISSION STATEMENT**

Indiana University Fort Wayne prepares outstanding health professionals to be clinicians, educators, researchers and leading innovators promoting high quality physical, mental and oral health care for local, regional, national and global communities, advancing social justice for the health care needs of all persons (approved March 15, 2018).

## **IUFW VISION**

Indiana University Fort Wayne will be a global leader in providing exemplary health science education, research, and innovation to promote human health and well-being.

## **ACADEMICS**

Through Indiana University, programs in the following areas are offered at the IU Fort Wayne campus:

- [IU School of Dentistry](#) awards an undergraduate certificate in [Dental Assisting](#), a B. S. in [Dental Hygiene](#), and a B.S.D.T. in [Dental Technology](#)
- [IU School of Health and Human Sciences](#) offers a B.S. in [Health Science](#)
- [IU School of Medicine](#) confers a B.S. in [Medical Imaging Radiologic Technology](#), a B.S. in [Medical Imaging Sonography, and the M.D. Program](#)
- [IU School of Nursing](#) offers the B.S.N in [Nursing](#), the B.S.N. [Nursing RN-BSN Online](#), and the B.S.N. [Nursing Accelerated Second Degree](#)
- [Richard M. Fairbanks School of Public Health](#) offers the B.S.P.H. in [Community Health](#) and the B.S. in [Health Services Management](#)
- [IU School of Social Work](#) offers a B.S.W. and M.S.W. in [Social Work](#)

Minors are offered in Community Health, Health Administration, Health Data Science, Psychology, Sociology, and Spanish, and certificates are offered in Community Health, Nutrition, and Rehabilitation and Disability Studies.

## **FORT WAYNE**

Fort Wayne, a major metropolitan area, is located in northeast Indiana at the convergence of three rivers, the St. Mary's, the St. Joseph, and the Maumee Rivers. The rivers serve as a great source of recreation, with kayaking, canoeing, boating, or hiking and biking on the beautiful trails along the Fort Wayne riverfront, including the 25-mile [Rivergreenway Trail](#).

With a population of approximately 270,000 residents, Fort Wayne is the second most populous city in Indiana and offers many amenities such as award-winning restaurants, championship sports teams, outstanding performing arts and much more. Fort Wayne is the cultural, economic, and health care center of northeastern Indiana and northwest Ohio. Rooted in innovation and manufacturing, Fort

Wayne’s economy includes a number of key industries including insurance, medical device and technology, truck assembly, logistics and e-commerce, advanced materials, and design.

Fort Wayne is served by ten medical centers belonging to two regional healthcare providers in the city, Parkview Health System and Lutheran Health Network. IU Health has a growing presence in the region. The hospital systems provide unprecedented opportunities for students at IUFW to gain experience through internships, clinicals, and volunteer opportunities.

In 2021, Fort Wayne was named the third best-run city in the United States by *WalletHub*. *WalletHub* compared the operating efficiency of 150 of the largest U.S. cities, looking at areas such as financial stability, education, health, safety, the economy, infrastructure, and pollution. Additionally, the National Civic League named Fort Wayne as an All-America City Award recipient in 1983, 1998, 2009, and 2021.

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

IUFW is administered under the responsibility of the IUPUI campus; IUFW has access to and draws upon the resources and support services of IUPUI and the larger Indiana University enterprise.

IUPUI is Indiana’s urban research campus and a recognized 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 nine campuses of Indiana University.

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 human sciences, and social work. Across most of these programs, deans are based in Indianapolis, and program faculty are based on multiple campuses of Indiana University. 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 is regionally accredited through the Higher Learning Commission (HLC) as part of IUPUI and 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.

IUPUI is governed as part of Indiana University (IU), which has campuses in Bloomington, Richmond, Kokomo, Gary, South Bend, New Albany, Columbus, Fort Wayne, and Indianapolis. The Columbus and Fort Wayne campuses fall under the administration of IUPUI and are considered regional education centers. Indiana University is governed by a nine-member board of trustees, which meets six times a year on the campuses around the state. 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.”

## **LEADERSHIP**

The IUFW vice chancellor and dean reports on matters of overall strategy to the IUPUI chancellor (Nasser Paydar, the appointing officer for this search). For academic matters, the vice chancellor and dean (and all IUPUI deans) reports to the executive vice chancellor (Kathy Johnson) on the IUPUI campus.

## **THE POSITION**

Reporting to the IUPUI chancellor and executive vice chancellor for academic affairs, the vice chancellor and dean will oversee a cabinet composed of program leaders from each of the health areas for which degrees are conferred (with the exception of the M.D. Program), as well as directors for external affairs and development, enrollment management, and the business manager.

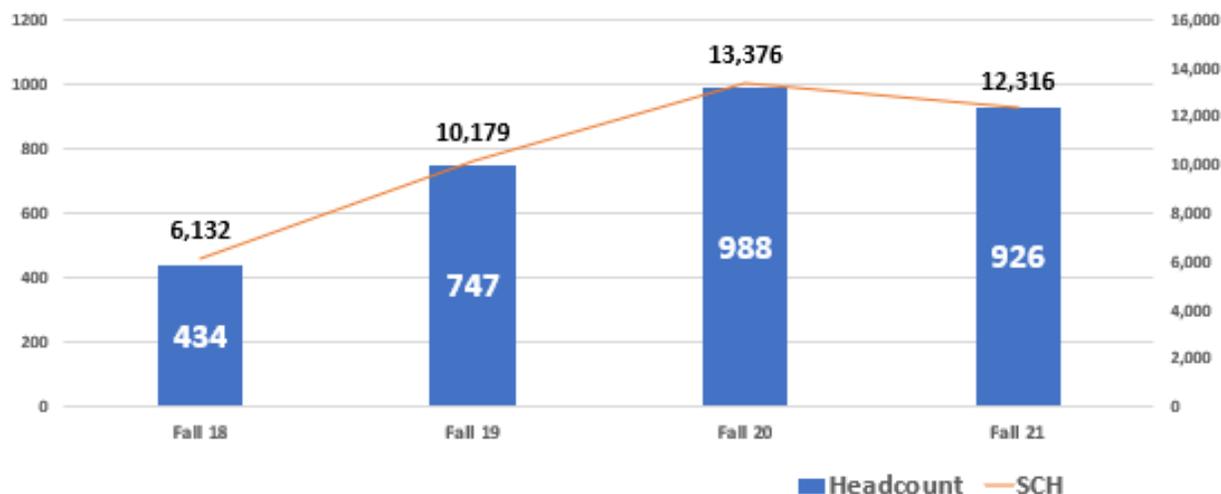
## **FACULTY AND STAFF**

Over the past 4 years, budgeted faculty and staff lines have increased nearly 20 percent to a current level of 76 full-time positions, supported by approximately 90 additional part-time faculty and staff. The faculty participate in faculty governance through IUFW but also have representation in the IUPUI Faculty Council. Similarly, IUFW has established a Staff Council for the staff at Fort Wayne. The IUFW staff members are also eligible to participate in programming/development opportunities through the IUPUI Staff Council.

## **STUDENTS**

IUFW students work closely with faculty and receive outstanding preparation to be clinicians, educators, and researchers. IUFW students engage in classes of the same rigor and academic experiences as all Indiana University students but on a smaller, more close-knit campus while still having the advantages of being on the Purdue University Fort Wayne campus. In 2020, IUFW nursing students had a 100 percent NCLEX Pass Rate and a 100 percent career placement rate for graduates.

Undergraduate student enrollment numbers and credit hours are indicated in the chart below:



## BUDGET

The vice chancellor and dean will oversee a budget of \$11.5 million within a Responsibility Centered Management (RCM) budget model.

## OPPORTUNITIES AND CHALLENGES

**Partnering with Purdue University Fort Wayne.** The Purdue University Fort Wayne campus offers the core undergraduate general education curriculum for IUFW students. Students share many campus amenities such as housing, student activities, and career development. The vice chancellor and dean must balance the dual roles of being a strong partner with PFW while also being a strong and forceful advocate for IUFW and its students.

**Planning for enrollment growth and managing space.** With a number of high-value programs in growth areas of healthcare, IUFW is well positioned to attract a strong cohort of students. In fact, prior to the pandemic, IUFW had seen strong enrollment growth, and there is a need to reestablish that trend. The vice chancellor and dean will need to work with school and program leaders, enrollment management professionals, and academic leaders locally and from IUPUI to ensure that the academic programs are well positioned to attract the best possible student enrollment. In addition, as the current space is leased from Purdue University Fort Wayne, the vice chancellor and dean will continue to work with unit leaders to determine space needs and with IUPUI in developing plans to secure appropriate space to meet future teaching and research needs.

**Build relationships and manage external relations for IUFW.** The vice chancellor and dean will actively engage stakeholders, donors, foundations, and clinical partners to enhance funding for programs as well as strengthen existing and help build new industry partnerships for internships and clinical placements. Additionally, the vice chancellor and dean, working with the development officer, will cultivate strong alumni relations with graduates of healthcare programs.

**Foster a culture of diversity, equity, and inclusion.** The vice chancellor and dean must embody a commitment to enhancing diversity, equity, inclusion, belonging, social justice, and antiracism as core values in all aspects of the IUFW culture. The vice chancellor and dean will lead and model for all a more equitable and inclusive environment that embraces all individual members of the IUFW community.

**Branding, marketing, and recognition of IUFW.** As a result of the agreement separating Indiana University and Purdue University programs, the IUFW name, programs, and brand will need to be promoted. The IUFW programs reside on a Purdue campus, with limited signage and identity markers for the IUFW students and visitors. The announcement of a new campus mascot (the Red Foxes) encourages comradery among students and the Fort Wayne community and begins the larger community engagement process. The next vice chancellor and dean will have the opportunity to continue to partner with Purdue University administration (based in West Lafayette) and Purdue University Fort Wayne to help find ways to enhance and illuminate the IUFW presence on campus. Beyond the campus, the vice chancellor and dean will be expected to be an active and visible member of the community, engaging in an active effort to raise the profile and educate the community on the strength of the IUFW programs.

**Collaboration with IUPUI Deans and administrators.** The curriculum as well as promotion and tenure for IUFW faculty is managed through the academic colleges and schools at IUPUI. Collaboration with the deans and administration of IUPUI is essential and requires the vice chancellor and dean to be an open communicator and strong partner in managing and advocating for the success of IUFW faculty.

## **DESIRED QUALIFICATIONS AND CHARACTERISTICS**

The IUFW vice chancellor and dean reports on matters of overall strategy to the IUPUI chancellor (Nasser Paydar, the appointing officer for this search). For academic matters, the vice chancellor and dean (like all IUPUI deans) reports to the executive vice chancellor on the IUPUI campus. As an officer of IUPUI operating within a larger statewide system, he or she must ensure that IUFW operations meet university standards and are aligned with IUPUI policies and statewide initiatives. Regular communication with IUPUI officers and with deans of the health-related schools is a significant part of the job, as is the management and cultivation of local and regional partners. IUFW has its own board of advisors (16 in number). A vice chancellor's ability to friend-raise and ultimately fund-raise will become ever more important going forward.

On campus, the vice chancellor and dean is the chief administrative officer, overseeing the effectiveness of 29 staff. The cabinet consists of program leaders from each of the health areas for which degrees are conferred, as well as officers for external affairs and development, retention and student success, enrollment management, and a business manager. The vice chancellor and dean manages the budget and resource allocation, fiscal and facilities planning, and the employment of people on campus.

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

## **PREFERRED QUALIFICATIONS**

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

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

- A pragmatic, action-oriented approach
- The communication and social skills to unite campus and community behind a common vision and build team relationships among faculty, staff, and students
- A good sense of the changes underway in today's higher education and workplace and the ability to weave these into strategies that serve students and the communities
- Experience to quickly bring gains in enrollment and student attainment, including increasing the diversity of the student body
- A demonstrated commitment to diversity, equity, and inclusion and its benefits
- The administrative and financial acumen to manage campus operations
- Appreciation for the scholarly work of faculty and the value of shared governance
- The political skill to navigate complex systems and capitalize on their benefits
- A disposition to build relationships for institutional advancement and fund-raising
- Networking skills for building collaborative alliances across institutions and within IUPUI's service area
- A person who enjoys students and welcomes new friendships in the community.

While IU Fort Wayne does not maintain a vice chancellor's residence, it is expected that the vice chancellor and dean will choose to live in Fort Wayne, absorbing its values and contributing to its life.

## **INFORMATION FOR CANDIDATES**

The review of credentials will begin immediately and will continue until the position is filled. To apply, please submit a current curriculum vitae, a letter of interest, and a list of five references.



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For more information about IUFW visit: <https://www.iufw.edu>

For information on IUPUI and its programs, please visit: <https://www.iupui.edu>

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