



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

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, including University College, 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 the DUE and University College, identifies and seeks external funding, provides campus-wide leadership in undergraduate general education, and oversees the assessment of all DUE and University College programs. The AVC/Dean uses assessment to inform decisions, improve programs, allocate resources, and demonstrate the value of programs. Three Executive Associate Deans, overseeing the Honors College, Institute for Engaged Learning, and University College, report directly to the AVC/Dean.

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

### **IUPUI'S MISSION**

Indiana University–Purdue University Indianapolis, a partnership between Indiana and Purdue Universities, 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 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 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 14<sup>th</sup>-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, 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.

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, 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 six times a year 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. 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 since 1985, in addition to serving in various administrative and executive leadership positions. Chancellor Paydar 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.

## **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**

### **NASSER H. PAYDAR, CHANCELLOR, IUPUI**

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

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

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

Dr. Paydar earned bachelor's, master's, and doctoral degrees in mechanical engineering from Syracuse University in 1979, 1981, and 1985, respectively. As an IUPUI faculty member, he has

served as principal and co-principal investigator on research grants from federal and state agencies and private companies, including Cummins Electronics, DePuy, the National Institutes of Health, the U.S. Army, and the U.S. Naval Air Warfare Center. His research in the area of solid mechanics, with applications in biomechanics and electronic packaging, has been published widely in scientific journals.

### **KATHY JOHNSON, EXECUTIVE VICE CHANCELLOR AND CHIEF ACADEMIC OFFICER, IUPUI**

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.

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 14<sup>th</sup>-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.

## **THE POSITION**

### **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 University College 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.

We achieve this by adhering to our collective values:

1. We collaborate with the campus and Indianapolis community to create integrated learning experiences that span beyond the classroom and empower students.
2. We innovate through investigating and listening to the lived experiences of our students.

3. We create experiences that are accessible to all and continually identify under-resourced groups to provide improved support and resources that reduce educational inequities.
4. We invest in our faculty and staff by providing opportunities for growth and learning.

## **DUE VISION**

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

## **UNIVERSITY COLLEGE**

Established in 1997 with initial funding from the Lilly Endowment, [University College](#) (UC) was founded to aid students in the transition from high school to college. A model urban academic program, UC has a unique curriculum for entering students and offers them opportunities to participate in programs that will help them adjust to college and experience academic success.

Most students entering IUPUI are granted admission to University College (either full or dual admission with a degree-granting school). Students remain in University College until they have declared a major and met the necessary conditions for transferring to a degree-granting school. Approximately 4,000 students are enrolled in University College this fall.

Housing more than 20 programs and events, University College supports IUPUI in increasing student persistence and graduation. Staple programming includes first-year seminars, themed learning communities, Bridge Week for all incoming freshmen, student-focused advising, tutoring, and multiple peer-mentoring initiatives—all designed to aid new students in their transition to the university.

## **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, 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.

## **PRIORITIES 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 for the right person. IUPUI is seeking an Associate Vice Chancellor and Dean who will embrace the following priorities:

- **Providing a Strategic Vision.** 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. With a relatively new structure and IEL as a new unit within DUE, 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 and University College within the campus. 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.
- **Scaling 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 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.

- **Building and Strengthening 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 success. The AVC/Dean will continue to build partnerships to fulfill the IUPUI community engagement mission.
- **Diversity, Equity, Inclusion, and Belonging.** 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, and 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.
- **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 engaged learning taxonomies help improve course design and 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.
- **Fundraising and Developing New Resources.** 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.

- **Reflecting on lessons learned and leadership through unprecedented times.** All of higher education has been impacted by the global pandemic, and the reactive nature of the industry posed challenges for many institutions. The uniqueness and history of innovation within the Division of Undergraduate Education 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.

## **RESPONSIBILITIES**

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, 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;
- 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;
- build productive and enduring relationships with community institutions and residents; and,
- attract external funding for DUE, University College, and IUPUI initiatives, especially through sponsored funding grants and innovative programs.

## **DESIRED QUALIFICATIONS AND CHARACTERISTICS**

The next AVC/Dean will demonstrate the following:

- 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 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.

## **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.



Steve Leo, Managing Director  
Vicki Henderson, Senior Associate  
Storbeck Search  
610-572-4296  
[IUPUIAVCDean@storbecksearch.com](mailto:IUPUIAVCDean@storbecksearch.com)

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

*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.*