



## Indiana University-Purdue University Indianapolis

### Dean, IU School of Liberal Arts

Indiana University-Purdue University Indianapolis (IUPUI) invites nominations of, and applications from, dynamic and collaborative leaders for the position of Dean of the IU School of Liberal Arts. IUPUI seeks a talented and energetic leader who believes in the ability to enhance students' educational experiences through transformation and innovative change. The dean will foster cutting-edge research, strengthen the commitment to outstanding teaching, and promote meaningful service. The School seeks to improve student success, partnerships within local, state, and international communities, develop new and strengthen existing marketing and enrollment strategies, and provide bold advocacy for the value of a liberal arts education within the University, regionally, statewide, and beyond.

### 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 nine campuses of Indiana University.

From the start, IUPUI was designed to be an integral part of a revived Indianapolis, the state capital and now the 14th largest city in the nation. Many separately located schools were gathered to form a new campus on 512 acres immediately adjoining a lively downtown, three blocks from the state 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 ascendancy, just as the city's cultural development, high quality of life, and reasonable living costs have helped IUPUI attract outstanding faculty, staff, and students.

IUPUI is a Tier 1 school in *US News and World Report's* rankings of "best national universities." With over 29,000 students and more than 2,800 faculty, \$435.9 million in research expenditures, and a \$1.4 billion operating budget, IUPUI is one of the Midwest's largest urban campuses. From July 1, 2018 to June 30, 2019, IUPUI celebrated 50 years of change and growth. IUPUI has been recognized by *U.S. News and World Report's college rankings as an innovative university*, won national awards for its health and life sciences programs, first-year experience, learning communities, service learning, international partnerships, diversity efforts, and outcomes assessment.

IUPUI is a comprehensive campus of 17 schools and two colleges. About half of the campus's faculty are clustered in the health sciences – medicine, dentistry, nursing, optometry, health and 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. The IU School of Medicine, co-located with IUPUI, has a statewide reach with nine medical education campuses located in Bloomington, Evansville, Fort Wayne, West Lafayette, Muncie, Gary, South Bend, Terre Haute, and Indianapolis – its main campus. The Indiana University School of Dentistry is located on the IUPUI campus and is the only dental school in Indiana.

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, Columbus, Fort Wayne, 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. Michael A. McRobbie 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 in addition to serving in various administrative and executive leadership positions since 1985. Chancellor Paydar has an 11-person cabinet, led by his second-in-command, 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. Cross-school collegiality is enhanced by monthly deans' meetings.

IUPUI's enrollment of over 29,000 includes more than 8,000 in graduate or professional programs. Of the undergraduates: 85.4% are Indiana residents, 57.3% are female, 28.6% self-classify as a domestic minority, and 5.6% – over 1,500 – are international. Altogether, IUPUI offers more than 350 degree programs; all professional and pre-professional programs have earned programmatic accreditation. The institution itself is accredited by the Higher Learning Commission.

According to the 2018 Open Doors Report, IUPUI ranks among the top 150 campuses nationwide sending students abroad as part of their academic programs. In 2016-17, the latest year for which data is available, 591 IUPUI students participated in study abroad experiences.

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

- Promote undergraduate student learning and success;
- Increase capacity for graduate education;
- Transform online education;
- Optimize our enrollment management;
- Leverage our strengths in health and life sciences;
- Accelerate innovation and discovery through research and creative activity;
- Deepen our commitment to community engagement;
- Strengthen internationalization efforts;
- Promote an inclusive campus climate; and,
- Develop faculty and staff.

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

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

### **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 those for tuition, research, gift, and fee income. The ability to carry

forward unspent operating dollars and reserve funds from year to year enables deans to engage in multi-year planning and budgeting. Likewise, at the campus level, IUPUI and its sister campuses bear responsibility for their own budgets and fundraising.

## **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 8-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, and companies such as Eli Lilly & Co, Roche Diagnostics, 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 compete 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 Park, home of the NCAA National Headquarters, the Indiana State Museum, the Indianapolis Zoo, and the Eiteljorg Museum.

## **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 Deans and Directors of University Colleges & Undergraduate Studies, and as Indiana's state liaison for the Association of American College and Universities' Faculty Collaboratives Project.

## **SCHOOL OF LIBERAL ARTS**

The Dean of the IUPUI School of Liberal Arts has a unique opportunity to thread liberal arts theory and learning into the fabric of a dynamic urban community and a multi-disciplinary university. IUPUI's classroom windows look onto the State Capital, the Eiteljorg and State Museum, NCAA Hall of Champions, a picturesque Canal Walk and White River State Park. The campus is walking distance to the downtown hub of the city's government and commercial activity, its cultural institutions and arts and entertainment venues.

This urban location presents a unique academic opportunity to create a rich liberal arts experience that has broad visibility, clear community relevance and strong partnerships with civic and business leaders that complement rigorous curriculum and robust program offerings. The Indianapolis business community is both diverse and accessible, a big-city economy with a Midwest sensibility that places great value on working together to improve lives. Collaboration has a strong precedent among IUPUI's schools as well, with established avenues and increasing appetite for dual degrees and other cross-disciplinary programming. The location and culture of IUPUI are ideal for a leader who believes strongly in the value of a liberal arts education and has the creativity and innovation to take it to the next level.

Established in 1972, the School of Liberal Arts is Indiana's University's only school with an exclusive focus on teaching and research in the humanities and social sciences. The urban Indianapolis setting creates opportunities for academic experience beyond the boundaries of campus and classroom, and offers a multitude of opportunities for faculty and students to connect with the community around research projects, teaching experiences, and service. IUPUI is also situated centrally on the IUPUI campus, creating opportunities for a wide variety of multidisciplinary collaborations.

A hallmark of the IUPUI campus, its impact goes well beyond the School. Liberal Arts creates and exchanges knowledge that promotes understanding of the human experience, grounded in the liberal arts tradition and with a commitment to diversity and inclusion, and an eye for practical application of knowledge. The School of Liberal Arts provides substantial student opportunities in research, service, hands-on community engagement, and global learning.

The School of Liberal Arts comprises 12 academic departments: Anthropology, Communication Studies, Economics, English, Geography, History, Journalism & Public Relations, Philosophy, Political Science, Religious Studies, Sociology, and World Languages & Cultures. In addition, there are 25 academic programs and more than a dozen research and resource centers and institutes. Most departments offer graduate degrees and certificates, and several departments offer dual degree programs. Students may also choose a Ph.D. program in American Studies; Communication

Studies, Health Communication; Economics: Economics of Nonprofits; and Economics, Health. The School offers close to 100 academic degrees (38 undergraduate majors and certificates, 24 Masters and graduate certificates, and 3 PhD programs) and 47 undergraduate minors and 7 graduate minors. In addition, the School offers 3 BA/MA programs and a BA/JD program. The IUPUI campus is revising curricula to create more opportunities for double majors across schools and accelerated (4+1) degrees involving the arts, humanities, and social sciences.

There are 1,895 undergraduate majors and 232 graduate students. More than 900 degrees were awarded in 2018-2019. The average age of Liberal Arts undergraduates is 25; 64% of undergraduates are female, and the School attracts a substantial number of non-traditional students. Forty percent of majors have taken all of their coursework at IUPUI/IU. In 2018/19, the School of Liberal Arts provided more than \$300,000 in scholarships and awards to its majors and minors. Liberal Arts students recently studied abroad in China, Mexico, Greece, Kenya, Spain, Japan, England, Jordan, Zambia, France, Germany, and many other nations around the globe. The School of Liberal Arts honors program allows students to deepen their learning and understanding of their discipline and work closely with faculty on research and service projects.

The School of Liberal Arts has 116 tenure/tenure-track, 71 clinical/lecturer/visitor, 18 academic specialist, and 221 part-time academic faculty. The School features world-renowned centers for research in the humanities and social sciences. The Institute for American Thought and the Center for the Study of Religion and American Culture are both housed in the School of Liberal Arts and are two of ten centers/institutes awarded Signature Research Center status at IUPUI. Religion & American Culture is the oldest and largest such research center in the nation. The Institute for American Thought houses the papers of and produces scholarly volumes on Frederick Douglass, Ray Bradbury, and the philosophers George Santayana, Charles Sanders Peirce, and Josiah Royce. Journals edited in the School include: *Religion and American Culture: A Journal of Interpretation*, *Journal of Teaching Writing*, *Journal of African Gender Studies*, *Journal of Africana Religions*, *Journal of the American Academy of Religion*, *Modern Language Journal*, *The Transactions of the Charles S. Peirce Society: A Quarterly Journal in American Philosophy*, *The Santayana Bulletin*, and *The New Ray Bradbury Review*. State-of-the-art technology generates groundbreaking liberal arts research in fields like geographic information science (GIS), health geographics, digital humanities, and professional editing. In 2019, Liberal Arts faculty received \$4.15 million in external grants and contracts and close to \$20 million over the last 5 years.

The School of Liberal Arts hosts over 35 active student organizations, plus the Liberal Arts Student Council, which collaborate with several campus-wide student organizations. The purpose of the Student Council is to support the exchange of information between Liberal Arts students and the School, as well as between Liberal Arts students and the campus-level undergraduate student government. The Council allocates student activities funds to student organizations housed in the IU School of Liberal Arts. Liberal Arts Student Council hosts meetings with the Dean and is active in many School events. The Liberal Arts Student Council earned recognition as Student Council of the Year in 2013-2014.

In addition, the School of Liberal Arts has a residential-based learning community and themed-learning communities for first-year students. The Liberal Arts residential-based learning community blends studying and socializing. Located in North Hall, the community offers academic, service, and social activities on campus and in Indianapolis. The residential-based learning community explores student values and goals, learns about resources at IUPUI, develops student leadership skills, and allows its students to grow as citizens and future professionals. The School of Liberal Arts offers several themed learning communities (TLC) for first-year students. Each TLC includes three or four courses connected by a theme, such as gender, language, and power, or justice and democracy. One of the courses is a first-year seminar that helps students transition to college life. Students who enroll in a themed-learning community experience small classes, have a faculty member, advisor, mentor, and librarian available for advice, and provide field trips and other experiences that bring classroom material to life and introduce students to opportunities.

The School of Liberal Arts recently launched the Dual Degree Advantage program, where IUPUI undergraduate students can add a Bachelor of Arts degree in liberal arts to complement their first major/degree in another IUPUI school within the traditional four-year timeframe at no additional cost. The Dual Degree Advantage positions graduates for success in their first jobs, provides an advantage in competition for future jobs, and enables the student to have a broader college experiences that pays dividends for life. The Dual Degree Advantage adds new skillsets that employers are looking for, such as critical thinking, leadership, communication skills, and cultural understanding.

### **Budget**

The School of Liberal Arts has an operating budget of over \$25 million, which the Dean manages and, through the responsibility centered financial management system (RCM), pays expenses and allocates financial resources to support strategic priorities and programmatic objectives. Under RCM, the School receives as income a share of state appropriations for the University, the tuition charged to its students, and other income it generates. The School's costs include assessments charged to it by the University, such as assessments for overhead (e.g., building maintenance, utilities) and shared campus costs (e.g., administration, computer labs).

### **Responsibilities of the Dean**

The Dean is the School's Chief Executive Officer and leads it in accordance with the University's mission and goals. Among the Dean's general responsibilities are to:

- lead and articulate the School's strategic vision;
- provide dynamic leadership for the School and campus;
- recruit a quality and diverse student body
- lead efforts around retention and assure strong student services to support retention graduation goals;
- engage with students in a variety of settings including curricular and co-curricular activities such as student government and student recognition events, and student organizations

- conduct quality hiring of School personnel and implement a meaningful evaluation system;
- assure fiscal responsibility in the RCM environment and garner resources in support of vision;
- hire, mentor, and retain a diverse faculty and staff;
- assure diversity and access in all aspects of the School's work;
- review and strengthen existing degree programs and stimulate development of new programs as warranted;
- foster interdisciplinary and dual degree programs across campus;
- meet with prospective and current donors and funders to secure philanthropic support for the School's mission;
- provide infrastructure and support to increase funding and scholarship; and,
- maintain own standing in the discipline and serve as a good University citizen.

The Dean of the School of Liberal Arts reports to the Executive Vice Chancellor. Reporting to the Dean are the Chairs of the twelve academic departments and multiple program directors as well as the following: Associate Dean for Student Affairs, Assistant Dean for Finance and Administration, Associate Dean for Research, Associate Dean for Faculty Affairs, Associate Dean for Academic Programs, Executive Director for Advancement, Human Resources Specialist, and Director of Facilities and Technical Services.

### **Challenges and Opportunities**

The following are opportunities and challenges for the new Dean of the School of Liberal Arts:

**Growing Enrollment and Expanding Programs.** The next Dean must ensure the growth, retention, and strengthening of the student body in part to address recent enrollment declines in the School. The Dean will provide leadership for recruiting efforts, marketing, and outreach and will ensure that the School is actively identifying and enrolling strong classes. Improving student services must be a priority for the next dean, and this will include not only overseeing the recruitment of highly capable students, but ensuring faculty and staff in the school employ a variety of student-centered approaches to increase retention and graduation rates. The Dean must be innovative and creative in regard to exploring various pedagogical methods, such as online delivery, and in creating an environment to promote excellence and distinction in meaningful ways.

**Value of Liberal Arts and Effective Marketing.** The School of Liberal Arts has earned a reputation for high-quality programs and scholarship. The School is a distinctive community of scholars. The Dean must articulate liberal arts and its value to a number of audiences within the University, as well as to parents, students, and the greater community and nation, and must look at various outlets including social media platforms to reach a broad audience. The Dean should take every opportunity to communicate the value of a liberal arts education, as career preparation and as beneficial for quality of life and society. The Dean needs to be an eloquent and persistent advocate for the liberal arts and the ways in which it prepares students for lives of thoughtful, effective, and purposeful engagement in the world.

**Budget Management.** Within the existing responsibility centered management (RCM) model utilized at IUPUI, the Dean of the School of Liberal Arts has the opportunity to construct a budget that can be geared towards the future development and strategy of the School. The Dean provides leadership in using the budget to drive both strategic initiatives and day-to-day operations. This requires a particular focus on increasing revenues through enrollments, strategic partnerships both on and off campus, and through research grants and fundraising efforts to create a positive cash flow for future strategic investments.

**Strengthening Diversity.** IUPUI has a historic commitment to diversity. Enhanced ethnic, religious, racial, and gender diversity needs to be central in the recruitment and retention of students, faculty, and staff. Additionally, the curriculum provides students the opportunity to address global issues and develop cross-cultural communication skills and would be enhanced through more extensive interaction with people from other cultures. Achieving campus diversity goals will require sustained and vigorous commitment from the entire community but rests largely on the leadership and vision of the Dean and their counterparts across the institution.

**Fundraising and Developing New Resources.** Indiana University is well into its university wide philanthropic campaign. Publicly launched in September 2015, [For All: The Indiana University Bicentennial Campaign](#) set a goal of \$2.5 billion to be raised by IU's 200th anniversary in 2020. The campaign goal is the largest in the history of the university and one of the most ambitious goals by any public university in the nation. With \$2 billion raised by late 2017, the goal was increased to \$3 billion. All deans are expected to spend a substantial amount of time in fundraising and the next Dean of Liberal Arts will be expected to establish a strong record of seeking and obtaining new private resources. The Dean, working in collaboration with the School's Office of Development & External Affairs, must enhance fund-raising opportunities for the School by creating stronger relationships with the 25,000 alumni of the School, as well as identifying other key donors within the community.

**Developing Faculty and Staff.** The incoming dean must support the development of faculty and staff at all levels. The Dean should recognize how varied the faculty are, both full-time and part-time, and the different needs of each. The Dean will be expected to continue a model of supporting, advancing, and appreciating staff, as well as to develop and implement robust training opportunities and clearly defined career paths. The Dean will need to demonstrate leadership that responds to the decline of faculty and staff levels and find ways to provide new resources and ensure equitable workloads.

**Expanding Research.** The School of Liberal Arts must enhance its research agenda and increase external research funding. The Dean will support and encourage new research initiatives and promote partnerships and collaborations across disciplines, both within the School and with schools throughout the University.

**Building Relationships Across IUPUI.** It is important for the Dean to continue to play an active, engaged, and transparent role with the faculty, staff, and students. The School's relative size and

diversity of programs have always been strengths, both internally and externally. The Dean will need to be an advocate for the entire School, working cooperatively with the other deans and IUPUI administrators. IUPUI's Deans have strong, collaborative relationships and the Dean of Liberal Arts is a key member of this group.

**Community Engagement.** IUPUI is an engaged campus where students, faculty, and staff are working with the larger community to benefit the public good. The School incorporates service-learning courses, internships, and volunteer opportunities into the curriculum. The Dean will be engaged in the community and the city of Indianapolis and should also seek additional opportunities to build upon the campus strength of civic engagement.

### **Qualifications of the Dean**

Successful applicants must have the academic qualifications and achievements consistent with an appointment as a tenured, full professor.

Candidates should also have an administrative record that demonstrates the following:

- innovative and effective leadership in higher education;
- ability to articulate an ambitious vision for research, teaching and service;
- a strong understanding of budgeting (especially in a responsibility centered management system) and how to use a budget to drive strategic initiatives;
- demonstrated ability to lead through change;
- a strong commitment to diversity, equity and inclusion, and a record that evidences success in enhancing it;
- ability to lead efforts around retention and persistence to ensure continued increases in graduation rates;
- commitment to campus civic engagement and high regard for public scholarship;
- a collegial administrative style that promotes a sense of academic respect and collaboration with faculty, staff, and students;
- ability to foster strong connections between internal and external constituencies;
- experience working within a diverse community of undergraduate and graduate students, staff, and faculty in a complex university setting;
- capability to be a dynamic and influential advocate for the School, its faculty, and academic programs, both internally and externally;
- experience in reconciling differing opinions and developing solutions;
- experience with strategic planning, extramural funding, assessment, instructional technology, and interdisciplinary approaches in education;
- ability and commitment in strengthening an environment that fosters and supports research and scholarship;
- respect for a variety of approaches to scholarship and a commitment to interdisciplinarity;
- experience working across disciplines in support of academic program development and research efforts;

- a commitment to enhancing School resources through fundraising and external grant opportunities; and,
- Experience recruiting and retaining high-quality faculty.

Additionally, the following characteristics are desirable in the successful candidate:

- a dynamic leadership style;
- outstanding listening and communication skills;
- transparency in dealings with others and acceptance of diverging perspectives;
- ability and skills bring together those with diverse views to consensus and common action;
- the highest personal integrity;
- ability to formulate and inspire others with a clear vision;
- ability to frame issues and conflicts in ways that foster resolution;
- commitment to academic freedom; and,
- capacity to value and enjoy personal contact and communication with students, faculty, staff, alumni, donors, and prospective donors.

### **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.



**& ASSOCIATES**

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

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