



INDIANA UNIVERSITY SOUTH BEND

Executive Vice Chancellor for Academic Affairs Prospectus

Indiana University South Bend invites nominations and applications for the position of Executive Vice Chancellor for Academic Affairs. The Executive Vice Chancellor for Academic Affairs exercises broad responsibilities for all aspects of the academics and enrollment management of the campus, in coordination with the Chancellor and other senior leaders. IU South Bend seeks a dynamic and innovative leader to guide the next stage of excellence in the institution's development. The Executive Vice Chancellor will assume academic leadership at the largest regional campus of Indiana University.





INDIANA UNIVERSITY

1820-2020

INDIANA UNIVERSITY: AN OVERVIEW

With seven campuses serving approximately 93,570 students, Indiana University is one of the nation's oldest and largest state universities. It was founded in 1820, only four years after Indiana achieved statehood. More than 83% of Indiana's population lives within 50 miles of one of the seven campuses.

The institution is governed by the Trustees of Indiana University, who are charged with policy and decision-making authority, granted by the Indiana General Assembly, to carry out the programs and missions of the University. Of the nine Trustees, the Governor of the State appoints five and the alumni elect three. A full-time student, appointed by the Governor, fills the ninth slot for a two-year period.

The university is led by President Michael McRobbie and other university officers, with a chancellor on six of the campuses and a provost at the Bloomington campus.

Indiana University is comprised of the following core campuses:

Indiana University Bloomington
Indiana University–Purdue University Indianapolis

And the following regional campuses:

Indiana University East (Richmond)
Indiana University Kokomo
Indiana University Northwest (Gary)
Indiana University South Bend
Indiana University Southeast (New Albany)

The Regional Campuses of Indiana University have two identities that are inseparable and mutually reinforcing, yet strong and distinct. The Regional Campuses are an integral part of Indiana University; they award Indiana University degrees, they uphold the standards of IU, and they enroll approximately one-third of IU students. Their primary educational mission places them on the front lines of IU's commitment to the State of Indiana for education and development, and they are in the forefront of the state's commitment to increase the number of Hoosiers holding baccalaureate and postgraduate degrees. Regional Campuses have distinctive identities that are part of the unique areas in which they are located and which they serve. The strategic plan, [*Blueprint 2.0*](#) references the collaboration of regional campuses and the mission of the campuses.

Indiana University also offers courses through facilities at several other sites throughout the state. Indiana University operates year-round with two academic semesters and summer school programs of varied lengths, depending on the campus.

Indiana University has approximately 5,500 full-time faculty or lecturer-rank appointees and generates more than 1,190,000 credit hours. In 2019, more than 23,500 degrees were awarded throughout the university. Approximately 75% of all students are Indiana residents. The total university budget for 2018-2019 is nearly \$3.7 billion, coming from the Indiana General Assembly, student instructional fees, student housing and dining income, government and private gifts and grants, revenue from hospitals, and other income from sales and services. This budget includes over \$2.1 billion for unrestricted funds, over \$1 billion for restricted fund groups, and over \$487 million for auxiliary and service fund groups. Indiana University has over 670,000 living alumni worldwide.

The Indiana University Foundation serves all of the campuses and maximizes private support for Indiana University by fostering lifelong relationships with key stakeholders and providing advancement leadership and fundraising services for campuses and units across the University.

More information about Indiana University may be found on its website: www.iu.edu.

INDIANA UNIVERSITY SOUTH BEND: AN OVERVIEW

[Indiana University South Bend](#) (IUSB) enrolls more than 5,000 degree seeking students making it the largest of the regional campuses of Indiana University. Programs are offered at the undergraduate and master level on an 80-acre campus overlooking the scenic St. Joseph River. IU South Bend has 420 faculty, including 170 tenure/tenure track, 90 full-time non tenure track, and 160 part-time faculty. Residential housing is available for 400 students and major capital improvements are underway in several academic buildings. IU South Bend is accredited by the Higher Learning Commission, having received its most recent reaffirmation in 2018.

IU South Bend is led by Chancellor Susan Elrod, who was appointed on July 1, 2019. She brings with her over a decade of higher education campus and national leadership experience. She has served as a provost, dean and academic leader at public comprehensive universities in the California State University System and the University of Wisconsin system. Her leadership track record includes strategic planning and enrollment management, faculty development, improving faculty diversity, enhancing support for research, and building campus-wide initiatives that increase student access, persistence and completion. She holds a Ph.D. in Genetics and has nearly 20 publications on topics ranging from undergraduate research to systemic change and leadership, as well as several scientific publications and patents. She is a nationally recognized leader in STEM higher education. She serves as an advisor on several national projects, is an active scholar in higher education leadership and systemic change and was recently elected as a Fellow of the American Association for the Advancement of Science (AAAS). The Chancellor reports to John Applegate, Executive Vice President for University Academic Affairs. Executive Vice President Applegate reports to IU President Michael McRobbie.



The Chancellor’s cabinet includes the Chief Information Officer, Vice Chancellor for Administration and Finance, Vice Chancellor for Student Engagement and Success, Vice Chancellor for University Advancement, and the Executive Vice Chancellor for Academic Affairs.

IU South Bend Mission Statement

Indiana University South Bend is the comprehensive undergraduate and postgraduate campus that serves North Central Indiana and is a regional campus of Indiana University. The campus values excellence in teaching, student-faculty interaction, research and creative activity, diversity and inclusivity, a global perspective, and collaboration in life-long learning. IU South Bend develops engaged citizens prepared to build strong communities.

IU South Bend offers nearly 100 academic degree programs including 23 graduate degrees and certificates. The academic program is organized around five colleges and schools, along with the social work program, which is governed by the IU School of Social Work located in Indianapolis. The academic schools and colleges are: The Ernestine M. Raclin School of the Arts, the Judd Leighton School of Business and Economics, the School of Education, the Vera Z. Dwyer College of Health Sciences, and the College of Liberal Arts and Sciences. The Schurz Library supports the academic mission of the campus.

The majority of students who attend IU South Bend reside in an eight-county area encompassing North Central Indiana. Over 72% of students are between 18 – 24 years old and the majority work part-time. Approximately 71% of students are enrolled full-time and nearly 37% are first generation students. Females make up 65% of the students. Nearly 14% of students identify as Latinx and 8.2% as African

American. The campus also hosts about 150 international students. A majority (65%) of IU South Bend graduates remain in the region upon completion of their studies.

Faculty at IU South Bend are experts in their fields. Over 90% of the faculty hold terminal degrees in their discipline. Faculty at IU South Bend embrace the model of the teacher-scholar, where the centrality of the teaching mission is integrated with robust research and creative activity. IU South Bend faculty regularly win teaching awards from IU. Along with a number of IU Distinguished Teaching Award winners, at present 53 faculty are members of the IU Faculty Academy of Excellence in Teaching (FACET). This distinction is only awarded to the best teachers from all the IU campuses. Faculty regularly receive grants for research and teaching from the National Science Foundation, the National Endowment for the Humanities and the Fulbright Scholars Program.

An area of distinction for IU South Bend is the commitment to engaged student learning. Faculty regularly engage with students in research projects, internships, and service learning activities, whether it be students working in the lab beside their professors, or interning at local non-profit, municipal or business organizations. To advance the campus' commitment to community engagement, efforts are underway to further institutionalize community engagement in our programs and services. The Director of Community Engagement is measuring and assessing the impact of community engagement. IU South Bend is eagerly awaiting the outcome of the application submitted in April 2019 to obtain the Carnegie Engaged campus designation.

Academic Schools and Colleges

Ernestine M. Raclin School of the Arts

The [Ernestine M. Raclin School of the Arts](#) consists of five departments – Communication Studies, Fine Arts, Music, New Media, and Theatre and Dance. The school offers 13 majors, two graduate degrees, and two music diplomas. Students have regular opportunities to perform in plays, and dance and music recitals. Students have also had their work featured in media installations and art shows. In 2019, two students were awarded Grammy Awards for participating in a musical video about Deferred Action for Childhood Arrivals (DACA) students.

Faculty in the Raclin School are active nationally and internationally. They have performed with world class orchestras and as soloists, produced plays, and exhibited at juried competitions both at home and abroad. Professor of Sculpture Dora Natella has been commissioned to create a sculpture for the IU Bicentennial.



Faculty in the Raclin School regularly engage their students in creative activity both on and off campus. Through faculty connections in the wider arts community, IU South Bend students have gained invaluable

experiences at all levels of stage production, performed alongside professors at music concerts, and co-presented with professors at professional meetings.

The Raclin School is also home to the IU South Bend Piano Studio and was recently designated as a Steinway campus.

Modern performance facilities enrich the learning and performance experiences of students and community members alike. The Louise E. Addicott and Yatish J. Joshi Performance Hall has state-of-the-art acoustic capabilities. A major renovation of the Recital Hall provides an inviting space for performances by guest performers as well as faculty and students.

The Art Gallery, located in the central hallway of the newly renovated Education and Arts Building, features student, faculty, local, and international exhibits throughout the year.

Judd Leighton School of Business and Economics

The Judd Leighton School of Business and Economics offers bachelor and master degrees in a number of business areas including accounting, marketing, economics, and general business. The Leighton School has been ranked as an “outstanding business school” by the Princeton Review. It is accredited by the American Association of Collegiate Schools of Business (AACSB International), a distinction held by fewer than 5% of business schools worldwide.

Students in the Leighton School perform in the top ten percent or better of the Educational Testing



Services “Major Field Test in Business” exams on a regular basis. Likewise, Master of Business Administration students have performed in the top ten percent or better on graduate level tests. Students are encouraged to engage in internships and other professional development activities. Career counseling for business students is supported with funding from the Leighton Foundation.

Faculty in the Leighton School are accomplished researchers and award-winning educators, and include highly experienced practicing professionals. Leighton School faculty regularly mentor their students to participate in regional and national conferences and competitions.

A data analytics lab was recently completed where business students will have access to state-of-the-art technology and software in this expanding field.

School of Education

The [School of Education](#) consists of four academic departments that offer undergraduate and master-level degrees. Majors in the School include elementary education, secondary education, special education, and counseling and human services education. The School is nationally accredited through CAEP (formerly NCATE) and regularly exceeds state licensure requirements. The School prepares students for teaching careers and most of the students stay in the local area. In addition, the School offers a number of certificate programs for practicing teachers.

Faculty in the School have deep ties to local school systems and are regularly engaged in K – 12 educational efforts. The School of Education collaborates with local school districts to provide in-service courses for teachers, both during the school year and in the summer months. Most recently, the School of Education received a grant from the state that funds students to obtain master degrees in education in return for a commitment to teach in South Bend schools for three years. This grant, written in collaboration with the local South Bend School Corporation, represents an excellent example of a community-IU South Bend partnership designed to benefit both entities.

In addition to education programs, the School houses the Health, Physical Education and Recreation Program (HPER) courses required in the campus-wide general education program and the Threshold Learning Community (Educ U100) program designed for conditionally admitted students.

Professional staff in the IU South Bend [Student Counseling Center](#) (SCC), part of the division of Student Engagement & Success, are assisted by pre-licensed counselors who have significant experience working with college student populations. Graduate students in mental health specialties serve as interns in SCC under the supervision of licensed clinical professionals.

The School of Education is housed in the recently renovated Education and Arts Building on campus.



Vera Z. Dwyer College of Health Sciences

The [Dwyer College of Health Sciences](#) offers degrees in Nursing (both B.S. and MSN), dental education, radiological sciences, clinical lab sciences, health sciences, and speech language pathology (M.S.). The college is currently developing a graduate level occupational therapy program. With the growing demand for health care professionals, the Dwyer College is dedicated to providing its students with the best training for careers in their chosen field. All programs in the College meet the accreditation standards for their discipline. Students in the clinical fields have access to extensive clinical experiences in area health facilities and hospitals. The well-designed curriculum, along with faculty and student engagement, has ensured students are successful in passing state licensing exams.



Faculty in the College of Health Sciences are not only practitioners but also engaged in applied scholarship. In recent years, the College has increased its number of doctorally trained faculty. Faculty are also active in professional development activities related to teaching and learning effectiveness.

In addition, the College of Health Sciences oversees a community health center, HealthLinc, the campus Health and Wellness Center, and a dental clinic. HealthLinc and the dental clinic provide medical and dental services at low to no cost to community members.

College of Liberal Arts and Sciences

The [College of Liberal Arts and Sciences](#) (CLAS) is home to over 80 undergraduate majors, minors, and certificates in the sciences, social sciences, and humanities. In addition, it offers four master level graduate degrees and a graduate certificate. Approximately half of all full-time faculty at IU South Bend are in CLAS and it provides nearly 85% of the campus required General Education curriculum. Faculty in CLAS are committed to teaching, research, service, and community engagement.



Students in CLAS have many opportunities to engage in activities outside the classroom. In the sciences, students work with faculty in research lab settings. IU South Bend is a participant in a five-year [LSAMP](#) grant funded by the NSF that provides summer research opportunities for underrepresented students in the STEM fields. Students in the social sciences have engaged in service learning and internship activities in the community. Students in the humanities have engaged in independent study and other projects to hone their career skills including editing and production work in the college's publication outlets including the Pub Hub, Wolfson Press, and 42 Miles Press.

Faculty in CLAS are engaged in research activities that have garnered national and international attention. In 2019, Assistant Professor of Biochemistry Shahir Rizk was recognized with the prestigious Cottrell Award, a competitive award that recognizes a select group of young scholars in the field of chemistry who excel in teaching and research. Physicist Ilan Levine conducts NSF funded research on dark matter; Professor Kelcey Ervick has published award winning novels and poetry; and political scientist Neovi Karakatsanis is a leading authority on Greek and Southern European politics.



In addition, the CLAS is home to three Centers focused on community engagement: The Civil Rights Heritage Center, the American Democracy Project, and the Center for a Sustainable Future. Each is described in the following section. CLAS also hosts the annual Bender Lecture, which brings notable scholars to campus such as former U.S. Poet Laureate Rita Dove, who visited in 2018 and former Ambassador Prudence Bushnell in 2019.

Program in Social Work

The program in [Social Work](#) is part of the IU School of Social Work. As such, the program's curriculum and accreditation are shared across all the IU campuses that have a social work program. The campus Director of Social Work has a reporting line to the Executive VCAA and sits on the Academic Cabinet. The social work program offers a Bachelor and Master of Social Work. Students enrolled in the program are expected to follow campus policies with regards to the general education curriculum and rules concerning the Student Code of Ethics. The majority of students in the BSW and MSW programs remain in the greater South Bend area after receiving their degrees.

The Elkhart Center

IU South Bend Elkhart Center is an educational center located in downtown Elkhart, Indiana. The



building, dedicated in 2007, contains 13 classrooms including a student lounge, student technology center, and classrooms designed for health sciences instruction. The Center is currently the home of IU South Bend's graduate programs in Speech Language Pathology, Occupational Therapy, and Master in Nursing-Family Nurse Practitioner programs. This Center represents an area of opportunity for further program growth and expansion to serve the community in Elkhart County.

Areas of Academic Distinction

Civil Rights Heritage Center

As a locus for community engagement on the west side of South Bend, as well as a center for social and economic justice, the Center engages both campus and community in meaningful dialogue. A local civil rights movement archive is housed at the Center and is linked to a local African American Landmark Tour. Over 5000+ attendees participate in 150+ annual events that focus community conversations around issues of justice and race. Faculty members teach classes and present lectures. The Center also hosts cultural events, art exhibits, community celebrations, awards ceremonies and more.

<https://clas.iusb.edu/centers/civil-rights/index.html>

American Democracy Project

The American Democracy Project (ADP) strives to promote civic engagement in the region. Students actively participate in hosting local candidate debates, voter registration drives, and citizen-focused information sessions. The ADP is at the forefront of informing voters about issues and candidates during election campaigns. It is part of the national American Democracy Project sponsored by the American Association of State Colleges and Universities. ADP Director Dr. Elizabeth Bennion has won the national Barbara Burch award twice for her leadership. Dr. Bennion is also the host of WNIT's *Politically Speaking* which airs weekly on local public television.

<https://clas.iusb.edu/centers/adp/index.html>

Center for a Sustainable Future

IU South Bend's Center for a Sustainable Future is a leading resource in the community with regards to areas of sustainability and works closely with Sustainability Studies and the broader Sustain IU initiatives. The Center sponsors speakers, presentations, and day-long workshops to community members on sustainability including a spring lecture series. In 2019, the Center led efforts to become the first IU Sustainable Campus and one of the nation's newest Bee Campuses. In 2020, a Tree Campus application should be approved.

<https://clas.iusb.edu/centers/cs-future/index.html>

All three of the above report directly to the Dean of the College of Liberal Arts and Sciences.

Additional Areas Reporting to the EVCAA

Described below are the additional areas that report to the EVCAA. An organizational chart can be found here: <https://iusb.edu/chancellor/administrative-structure.html>

Franklin Schurz Library

The Franklin Schurz Library is the hub of research activity on campus. It contains 341,000 monographs, 161, 292 e-journals, and 475 databases. In 2018-19, it provided course related instruction to over 1800 students. Over 160,000 visits were made to the Library in the last academic year. The Schurz Library sponsors the Library Research Prize for students. In recent years, the Schurz Library has taken a leadership role on campus and within IU in developing open educational resources. For the past two summers, the Schurz Library has sponsored workshops for faculty to develop syllabi utilizing open educational resources.

Enrollment Management

Core units involved in enrollment management report to an Associate Vice Chancellor for Enrollment Management. These units are Admissions, Financial Aid and Scholarships, Registrar, and Retention and Success initiatives. These include the Titan Success Center (TSC), which is responsible for coaching and advising students who are conditionally admitted to IU South Bend. The TSC proactively monitors the progress of students through their first two years. It provides academic advising and it coaches students to effectively balance life-school issues, overcome bureaucratic obstacles, and develop grit and a growth mindset. The TSC also sponsors programs directed at underrepresented students to promote a sense of belonging and self-efficacy. It advocates for students to assist them to stay on track in their studies.

IU South Bend draws students from the richly diverse population of north central Indiana and southwestern Michigan. The institution supports a culture of inclusive excellence by engaging in programs, activities and events. In Fall of 2019, the incoming class was comprised of 22% Latinx/Hispanic students. Programs such as the [21st Century Scholars Program](#) offer high performing students from low-to moderate-income families an affordable college education.

Academic Centers for Excellence (ACE)

The Academic Centers for Excellence provides academic tutoring for all students. Tutoring is available for a variety of subjects including math, writing, and sciences. ACE coordinates and trains the peer tutors who work in the various tutoring sites around campus. It also works with faculty to provide appropriate tutoring for students in specific courses.

Online Education

IU South Bend participates in online education primarily through the IU Office of Online Education. The five regional campuses of IU collaborate with each other in offering online courses. In addition, the regional campuses have worked to develop totally online degree programs. A revenue sharing arrangement between the campuses allots tuition dollars based on campus of enrollment and campus of

instruction. About 50% of IU South Bend students are enrolled in at least one online course. Because online education continues to evolve at IU, the regional campus EVCAAs meet once a month to discuss online education issues. IU South Bend sponsors a number of funding opportunities for faculty to adapt their courses to the online format.

Office of Institutional Research

The Office of Institutional Research is responsible for facilitating data informed decision making on campus, and reporting data to various IU, state, and federal offices, such as the Higher Learning Commission and Integrated Postsecondary Education Data System (IPEDS). Collaborating with the IU Office of Institutional Research, it works to meet the data information needs of offices and departments. The campus is currently recruiting a new Director of Institutional Research.

Continuing Education

The Office of Continuing Education is housed in Academic Affairs and is responsible for working with community partners to offer relevant training and educational opportunities for the region's workforce. It helps to design and deliver tailored programs and certification classes for a variety of employers in business, manufacturing, and health care. These programs and certifications are non-credit bearing.

Office of Research Administration

The Office of Research Administration works to support all research on campus. It works with faculty to identify potential funding for research and assists them in crafting competitive proposals. Post-award, the Office ensures that appropriate records are kept, funding is distributed to appropriate accounts, and reminds faculty of how research funds may be used. The Office coordinates all Institutional Review Board (IRB) correspondence and records in conjunction with the online IU service Quali. The Office also serves as the liaison to the IU Office of Research Administration.

University Center for Excellence in Teaching

The University Center for Excellence in Teaching (UCET) supports teaching and learning on the IU South Bend campus. Its mission is to enhance faculty development and student learning through various programs and support systems. These include workshops on pedagogical best practices, technology integration, new faculty orientation, confidential consultations about teaching, mentoring, and assistance with teaching portfolio development. In addition, UCET provides funding for travel to teaching conferences and for various pedagogical innovation projects, including research in the Scholarship of Teaching and Learning.

High Impact Practices

Community Engagement

IU South Bend is working to institutionalize community engagement in all aspects of its work. As part of this work, the Task Force on Community Engagement developed criteria for identifying courses that include community engagement components. It is also working to create processes and criteria for assessing the impact of community engagement, both on campus and in the larger community. Community engagement oversees various funded opportunities for students and faculty to engage in community engaged activities. This effort is being overseen by Director of Community Engagement, Gail McGuire.

Center for Excellence in Research and Scholarship

Established in 2018, the Center for Excellence in Research and Scholarship (CERES) seeks to advance and facilitate a culture of research and scholarship on campus. CERES brings researchers together to discuss research techniques, the writing process, and the use of technology in academic inquiry. Recent efforts have brought a geomapping workshop to campus and one on how to use social media (e.g., twitter) for research purposes. CERES has also co-sponsored a showcase featuring TED Talk-like presentations (called Pop-Up University) as well as talks offering findings from faculty sabbaticals. A particular focus is to promote faculty led student research, such as multi-year efforts to research the Vibrant Communities initiative in nearby Elkhart, where IU South Bend offers classes in a new facility.

First Year Experience

The First Year Experience is designed to integrate first year students to IU South Bend. It is focused on first year seminars (FYS), where the curricula include opportunities for students to learn about campus resources, to embrace a growth mindset, and to orient themselves to being college students. Each FYS is taught by a full-time instructor who is assisted by a trained peer mentor, often a student who has previously taken the course. Beginning Fall 2020, all new students will be required to enroll in a FYS as part of their campus-wide General Education requirements.

Honors Program

The IU South Bend Honors Program has seen exponential growth in the past few years and now includes over 290 current students. The program provides opportunities for students to engage in community service-learning activities as well as extracurricular cultural enrichment trips and projects. Honors students have undertaken fundraising drives for local community agencies, tutored students in elementary schools, and participated in clean-up operations along the St. Joseph River. Honors students have access to full tuition scholarships, an honors residential living experience, and honors designated courses.

International Programs and Study Abroad

International Programs coordinates faculty-led overseas study to numerous overseas locales. The number of overseas programs and the students who enroll have increased dramatically in recent years. In 2019, 139 IU South Bend students traveled outside of the country on IUSB sponsored study trips. Recent trips have taken students to Iceland, Canada, Great Britain, Mexico, South Africa, China, Costa Rica, Scotland, and Belize to name a few. Most of these programs are of short duration (10 days to one month) and strive for affordability, both of which have been popular with students. In addition to programs that focus on language and culture, faculty have created thematic foci for study abroad programs. For example, the program in Iceland examined environmentalism and sustainability; the program in Canada examined human rights and social justice; two programs in Belize focused on health education and the other on marine biology; the program in China examined traditional medicine and students who traveled to Costa Rica studied blue zones while living with host families.



Other areas of EVCAA Engagement

Shared Governance

IU South Bend has a long tradition of shared governance. The Chancellor, EVCAA, and other members of the Chancellor's Cabinet work closely with the Faculty Senate and other campus committees to ensure transparency, information sharing, and timely and wise decision-making. The Student Government Association is led by President Rodger Pinto who was named a Newman Fellow in 2019.

The EVCAA chairs the Academic Cabinet consisting of the Deans, the Associate Vice Chancellors, the Director of Social Work, the VC for Student Affairs, the Registrar, the Director of Institutional Research, the Director of the Office of Research Administration, the Academic Affairs Office manager, and the president of the Academic Senate. The Academic Cabinet deliberates on all aspects of academic policy. It also makes policies or policy recommendations on a variety of academic matters.

The EVCAA is a member of the Academic Leadership Council (ALC) which consists of the executive vice chancellors of all the IU regional campuses in addition to the provost of IU Bloomington and the EVCAA of the Indianapolis campus along with other officers. The ALC is chaired by IU Executive Vice President John Applegate. The ALC meets about four times a year and provides the EVCs with information on upcoming developments and policies from external entities such as the Indiana Commission on Higher Education and the state legislature. It also promotes discussion on IU policies and practices.

Technology Infrastructure

Through IU's University Information Technology Services (UITS), the technology infrastructure for the campus is sound and up to date. Faculty and staff computers are replaced every three years through life-cycle funding. Computers in computer labs and general use classrooms are also regularly updated. All campus classrooms have technology desks. UITS also supports a wide variety of software applications from the IT cloud-based server and IU Anyware. The technology infrastructure supports faculty teaching needs in a variety of learning environments. As technology becomes increasingly integrated into teaching and learning, UITS seeks to continuously update its services and products.

Budget and Finances

The annual operating budget for IU South Bend is approximately \$65 million. Approximately 56% of the budget is derived from tuition and fees. Approximately 43% comes from state appropriations, and the rest comes from gifts and indirect research costs.

The state appropriation includes performance-based funding. Campuses are evaluated on the basis of a series of performance metrics which determines additional allocations from the state. Four year graduation rates, degree progress benchmarks, number of STEM graduates, and number of Pell eligible students who graduate are a few of the metrics used to determine performance dollars for public universities in Indiana. IU South Bend has shown increases in all the above metrics in the past few years so has benefited from performance-based dollars.

Fundraising

IU South Bend has an Advancement team led by the Vice Chancellor for University Relations (Interim) and has made dramatic progress in developing a strong fundraising and development ethos in the past decade. IU is about to celebrate its 200th year as a university and has been engaged in a Bicentennial fundraising campaign. Each campus was given a specific fundraising goal to meet and IU South Bend's goal is \$35 million of which \$28 million has already been raised. The Office of Advancement is a collaborative arm of the IU Foundation. The overarching mission of the IU Foundation is to promote philanthropic giving to support the mission of providing excellent education throughout all campuses of IU.

Of note are two transformational gifts that IU South Bend received in the past decade: a \$5.85 million gift from the Dwyer Charitable Trust which provided scholarships for nursing students, funding to renovate Riverside Hall into a Health Sciences center as well as housing a health clinic, and the naming of the College of Health Sciences to the Vera Z. Dwyer College of Health Sciences. A gift of \$4 million by the Leighton Trust was received by the School of Business and Economics, which provided scholarships for students, research funding for faculty, the creation of a career services office for the School, and the recruitment of a retention specialist in the school.

Information about the Campus and Region

The Campus Footprint

IU South Bend is located on the St. Joseph River, approximately ten minutes from the city center. The campus has steadily expanded its footprint, most recently by building residential housing across the river. A pedestrian bridge connects the main campus to the River Crossing residential apartments. A pedestrian mall acts as a focus for the academic buildings on the main campus. The Administration Building, which houses Student Services, the offices of the Chancellor and Academic Affairs, and the Leighton School of Business and Economics was last renovated in 2009. Northside Hall was opened in 1972 and houses a number of academic departments as well as performance spaces and classrooms. The Franklin Schurz Library was opened in 1989; Wiekamp Hall was opened in 1996 and houses department offices and classrooms, including computer labs; the Student Activities Center was opened in 2001 providing students, faculty, and staff with opportunities for sport and exercise; and the Education and Arts Building was completed in 2013. In addition, the campus includes Riverside Hall, now renamed Dwyer Hall and the former Purdue Technology Building.

Off campus buildings include the Natatorium, home to the IU South Bend Civil Rights Heritage Center located on the west side of South Bend, and the Elkhart Center, recently renovated to accommodate health sciences programs. The IUSB Elkhart Center is located in the city center of Elkhart and was one of the catalysts in the recent renaissance of downtown Elkhart.



South Bend and the Region

The city of South Bend is located in north central Indiana, an area that extends north to the Michigan state line. The city's population is just over 100,000 but combined with the neighboring towns of Mishawaka and Granger, the population for the region approximates over 350,000. The region is home to six colleges and universities, and it has extensive cultural amenities, including the Civic Theatre as well as the Morris which hosts a Broadway series and the long-established South Bend Symphony Orchestra. There are multiple parks and recreational areas in the area, including the recently renovated Howard Park with its new skating ribbon and fire pits just a mile and a half from IU South Bend. Housing prices in the area remain affordable and with much variety, be it single family homes or condominiums. A well-established health care community, including a new VA center, provides all levels of support from primary care to urgent, emergency, and hospital care. South Bend also enjoys an excellent set of restaurants with a wide range of cuisines. Downtown, walkable events often include outdoor, live music. South Bend is less than a two-hour drive from Chicago and the South Shore train provides easy access to downtown Chicago several times a day. Lake Michigan's beaches and water-based activities and the newly designated national park at the Indiana Dunes lie a 45-minute drive from South Bend. Outdoor activities in the immediate area include many opportunities to enjoy an active lifestyle such as hiking, birdwatching, cross-country skiing, ice skating, fishing, and canoeing. A downtown stadium hosts the South Bend Cubs, a minor league team. Several history and art museums round out a full set of community amenities.

LEADERSHIP OPPORTUNITIES

Listed below are several opportunities and challenges that relate to the leadership role of the administration and the new Executive Vice Chancellor for Academic Affairs.

IU South Bend is a vibrant institution that has built and sustains high-quality academic programs; a caring, student-focused culture; and a continuing tradition of innovation and collaboration. IU South Bend is poised to leverage the opportunities in the region as it seeks to continue its impressive track record of impact and commitment to the dynamic community it serves. While enrollment has declined, the institution is developing a new strategic plan, including enrollment management plans and diversity plans, that will lead to new and modified programs and, ultimately, improved enrollment, fiscal health and impact on the region.

Leading in Changing Times. IU South Bend has enjoyed considerable success over the past decade in advancing its academic profile and rankings. Like many other colleges and universities, IU South Bend operates in a very competitive environment, one that has become even more challenging in recent years with a lingering recessionary economy, regional demographic declines, increased competition and diminished state financial support. The Executive Vice Chancellor will play a leadership role in helping IU South Bend focus on new and revitalized academic programs and modes of delivery, including online and hybrid, and the diversification and expansion of revenue generating activities while also continuing its focus on student success and providing a high quality, affordable education. The campus will also begin a strategic planning process in Spring 2020. The EVCAA will play a key role in helping the campus complete this planning process during the Fall 2020 semester.

Building and Sustaining Relationships. IU South Bend is an open, collegial community of faculty, students, staff and administrators, committed to working together in an atmosphere of respect and common purpose. A commitment to shared governance, collaboration and partnerships serves as the foundation for a unified vision for the institution. The Executive Vice Chancellor will have an opportunity and responsibility to model these values, sharing information broadly, engaging others in meaningful dialogue and ensuring effective and timely decision-making and action.

Improving Student Enrollment and Success. Recruitment and retention are key to IU South Bend's ongoing progress as important components of effective enrollment management. The Executive Vice Chancellor will oversee the newly reorganized Academic Affairs and Enrollment Management units, to enhance collaboration and improve the institution's ability to recruit and retain talented students, fostering students' active and engaged learning and supporting their academic and developmental success. As demographics shift, IU South Bend will need to enhance its strategies for appealing to core markets of undergraduate (freshmen and transfers), graduate and non-traditional students. Strategies to enhance enrollment, maintain state-of-the-art technology, provide professional development for faculty, and develop new and innovative ways to deliver courses in order to maintain a high level of competitiveness will be essential—all the while, recognizing the essential core of faculty interacting with students face-to-face, particularly in undergraduate education.

Articulating the Identity of IU South Bend. The Executive Vice Chancellor will partner with the Chancellor to play a major role in promoting the strength of IU South Bend's programs and services to its various constituencies, particularly to current and potential students at the undergraduate and graduate levels. It will be important for IU South Bend to continue to build strong relationships with local school systems in South Bend, Elkhart and neighboring communities. Numerous opportunities exist for the Executive Vice Chancellor to contribute to the continued development of an effective communication and marketing strategy to help position the institution and its academic programs locally, regionally, nationally, and globally.

Community Engagement. IU South Bend's location in the dynamic city of South Bend and the Michiana region provides many opportunities to expand and enhance community-based learning, and community partnerships with organizations, agencies, civic clubs, and industry that align with the campus mission to serve the region. As a learner-centered, community-engaged regional campus of IU, the campus takes seriously its role as an anchor for the community. The EVCAA will play a key role with other campus leaders in developing an expanded community engagement profile.

Strengthening Diversity. Much progress has been achieved in enhancing the diversity of the student body and faculty/staff, in delivering programs and services for a diverse student population, and in hosting various annual activities and events hosted each year that celebrate different cultures and perspectives. But much more work is required to improve support for diverse students, staff and faculty. The Executive Vice Chancellor will play an important role in fostering diversity in the faculty ranks, supporting programs that improve access and success for students, and in working with units across campus to develop campus plans for diversity, equity and inclusion.

Maintaining Academic Excellence. IU South Bend has gained a reputation for providing students with high quality academic programs and experiential learning opportunities. In addition, IU South Bend is known for providing students with rigorous and relevant programs of study that bridge the theoretical and practical; that expand their intellectual, cultural and personal horizons; and that develop students' leadership skills. The Executive Vice Chancellor will work closely with faculty and administrators in the continued support of these important priorities and the region's workforce in the years ahead.

Enhancing Teaching and Scholarship. As a regional comprehensive institution, IU South Bend prides itself on the quality and centrality of teaching and learning, the role of scholarship in supporting and enhancing the institution's mission, and the role of assessment in sustaining a culture of continuous improvement. Achieving balance between these activities is challenging and dynamic. The Executive Vice Chancellor will continue to promote this balance and provide leadership of IU South Bend's Student Learning Outcomes assessment process in support of ongoing curricular reform and attainment of institution-wide learning objectives and competencies.

POSITION RESPONSIBILITIES, REQUIREMENTS, AND QUALIFICATIONS

The Executive Vice Chancellor for Academic Affairs (EVCAA) serves as the chief academic officer of IU South Bend. The EVCAA reports directly to the Chancellor and serves in her absence as the institution's senior administrative officer. The EVCAA will be an effective academic leader committed to preserving and enhancing the quality of academic programs and support services and will be responsible for the overall direction, coordination, and evaluation of the division. Additionally, the EVCAA will be responsible for enrollment management, which includes admissions, financial aid and scholarships, registrar, and retention and student success, coordination across units in other divisions that are involved in enrollment management, as well as all personnel and budgetary matters for units within his/her area of responsibility. The EVCAA must work constructively with other members of the cabinet to set and execute the strategic direction of the institution and serve as an advocate for IU South Bend across IU and in the community and regional workforce served by IU South Bend. The EVC will work closely with the VC for Administration and Finance to ensure the best use of information technology, human resources, and facilities for the academic mission of the institution and work with the VC of University Advancement to engage with IU's external community and attract resources to support initiatives that involve academic programs.

Characteristic duties include but are not limited to the following:

- Exercising strong academic administrative leadership with primary responsibility to plan, develop and administer all aspects of the institution's programs, activities, personnel and budget in the instructional and academic support areas;
- Providing leadership in maintaining the highest academic standards and working closely with academic deans, department chairs, program directors, faculty, staff and student leaders to provide quality educational programs and services consistent with IU South Bend's mission;
- Leading the institution's enrollment management strategies and working collaboratively with faculty and staff in other units to continue to improve access, retention and completion;
- Leading the development of innovative programs that leverage new disciplinary trends, meet student demand as well as regional community, business and industry needs in alignment with goals to improve enrollment and diversify revenue streams;
- Promoting, supporting and encouraging research and scholarship;
- Promoting, supporting and encouraging excellence in teaching;
- Leading and supporting the institution's commitment to inclusive excellence in higher education, including recruitment, retention and success of a diverse community of students, faculty and staff;
- Leading the process of faculty personnel decisions and preparing appointment, rank, and tenure recommendations, and sabbatical leave recommendations, for action by the Chancellor, President and the IU Board of Trustees;
- Representing the institution with appropriate external agencies and organizations regarding academic programs and standards; and representing the institution externally in the community, region, and state;
- Directing the development and management of the Academic Affairs budget and reviewing and analyzing activities, costs, and operations to determine Academic Affairs' progress toward stated

goals and objectives;

- Working collaboratively as a member of the institution's senior leadership team to ensure that the institution achieves its mission and goals;
- Representing IU South Bend on internal, community, state, system, and national committees; and
- Representing IU South Bend on the Academic Leadership Council of Indiana University and on other university committees.

Required qualifications for this position include:

- An earned doctorate or other appropriate terminal degree;
- A distinguished record of teaching and scholarship, and eligibility for a tenured appointment at the rank of full Professor;
- An understanding of and experience with enrollment management;
- A proven track record of successful development and/or management of a diverse faculty, staff and student environment on campus, including recruitment and campus climate;
- A demonstrated commitment to academic excellence;
- Commitment to and experience with the mission, goals, and operations of a regional comprehensive public institution;
- Creativity and proven implementation skills necessary for quality curricular and other innovations, reforms, and modifications, along with experience working with student academic needs;
- Significant and successful experience in higher education administration including budgetary and personnel responsibilities, accreditation, strategic planning, and academic program development;
- An ability to craft creative, pragmatic solutions that will advance the institution;
- A track record of collaborative leadership, including leading and empowering diverse teams, working across units, and bringing people together to develop a shared vision and achieve common goals;
- Exceptional interpersonal and communication skills, including the ability to interact effectively and collaboratively with senior leadership, faculty, students, staff, donors, and external constituencies;
- A deep appreciation of and support for shared governance;
- A record of proactive, creative, visionary, and ethical leadership; and
- The capacity to sustain a sense of humor, energy and optimism while carrying out the demanding role of Executive Vice Chancellor for Academic Affairs.

PROCEDURES FOR CANDIDATES

The confidential review of applicant materials will begin immediately and will continue until the position is filled. Application materials should include a letter describing your interest in and qualifications for the position; a curriculum vitae; and the names, addresses (including email), and telephone numbers for at least five references which may include trustees, administrators, faculty, students, and community leaders. Applications and letters of nomination should be sent electronically to:



Steve Leo, Vice President
Vicki Henderson, Senior Associate
Storbeck/Pimentel & Associates, LP
IUSBVCAA@storbecksearch.com
610-572-4296

Indiana University is an equal employment and affirmative action employer and a provider of ADA services. All qualified applicants will receive consideration for employment without regard to age, ethnicity, color, race, religion, sex, sexual orientation or identity, national origin, disability status or protected veteran status.

