LEADERSHIP STATEMENT

INDIANA UNIVERSITY

THE POSITION

After 13 years of accomplishment-filled service as president of Indiana University, President Michael A. McRobbie has announced that he will be stepping down in June 2021. The IU Board of Trustees announce a nationwide search to recruit a new leader who can further build upon the university's rich history and international reputation.

Reporting directly to the Board of Trustees, the president is responsible for the effective operation of the university. The board is seeking a leader who is strategic, visionary, student-centered, and capable of addressing the challenges and opportunities facing major public universities this decade and beyond. The selected individual will possess unquestioned integrity, exemplary communication skills, and the ability to manage a large, complex, multi-location higher education university.

Outstanding managerial skills, financial acumen, and the ability to raise funds and develop additional revenue streams are all important characteristics. Candidates must value a world-class faculty, expert staff, and exceptional students, and demonstrate a commitment to diversity, equity, and inclusion.

TRUSTEES
Michael J. Mirro, M.D., *Chair*
Patrick A. Shoulders, *Vice chair*
MaryEllen Kiley Bishop
W. Quinn Buckner
Molly C. Connor
Harry L. Gonso
James T. Morris
Donna B. Spears
Melanie S. Walker

OUR UNIVERSITY

Founded in 1820, Indiana University is one of the United States' top public and AAU universities. With more than 110,000 students and more than 8,000 full- and part-time faculty on all seven campuses, IU is also one of the largest institutions of higher education in the United States. The university has more than 716,000 living graduates, and is the largest employer in the state of Indiana with more than 18,800 full-time employees. Its annual budget totals over $3.8 billion.

Indiana University has more than 150+ online degree programs to choose from and offers approximately 20,000 classes each semester. IU is home to world-class business and music schools, the world's first school of philanthropy, and the nation's first school of informatics and largest medical school. Countless other academic programs are ranked among the world's best, including programs in the arts and sciences, education, intelligent systems engineering, law, international studies, journalism, nursing, public health, and public affairs.

As a leading public research university, IU and its faculty, staff, and students are at the forefront of innovation. In 2019, the university received a record $680.2 million in external funding to support research. IU faculty have been awarded major national and international prizes, including the Nobel Prize, Pulitzer Prize, Oscar Award, and Emmy Award, as well as major research grants from the National Science Foundation, and the Ford, Guggenheim, Rockefeller, and MacArthur foundations.

OUR MISSION

Indiana University is a major multi-campus public research institution, grounded in the liberal arts and sciences, and a global leader in professional, medical, and technological, education. Indiana University's mission is to provide broad access to undergraduate and graduate education for students throughout Indiana, the United States, and the world, as well as outstanding academic and cultural programs and student services. Indiana University seeks to create dynamic partnerships with state and local communities to support economic, social, and cultural development and to offer leadership in creative solutions for 21st-century problems. Indiana University strives to achieve full diversity, and to maintain friendly, collegial, and humane environments, with a strong commitment to academic freedom.

Our vision is to continue as one of the greatest research universities of the 21st century, and the preeminent higher education institution in the state. In pursuing this, Indiana University is committed to advancing these core values:

- Excellence and innovation
- Discovery and the search for truth
- Diversity of community and ideas
- Respect for the dignity of others
- Academic and personal integrity
- Academic freedom
- Sustainability, stewardship, and accountability for the natural, human, and economic resources and relationships entrusted to IU
- Sharing knowledge in a learning environment
- Application of knowledge and discovery to advance the quality of life and economy of the state, the region, and the world
- Service as an institution of higher learning to Indiana, the nation, and the world

We are guided every day by our dedication to excellence in education and research, engagement in the global community, and a commitment to helping people near and far.

OUR STUDENTS

Indiana University has more than 70,000 undergraduate students, and more than 19,000 students in graduate and professional programs across its campuses and online.

Our students represent more than 165 countries, and nearly one-fourth of degree-seeking students are multiracial, Black, American Indian, Asian American, Hispanic, or Pacific Islander. Indiana University set a new record for diversity in 2020 with a total of 23,401 degree-seeking minority students—the fourth consecutive year that IU's student body has exceeded 20,000 degree-seeking minority students.

For the past five years, Indiana University has been named a top producer for the Fulbright U.S. Student Program, giving students the opportunity to immerse themselves in international experiences that are one of the hallmarks of an IU education.

IU graduates join the growing list of more than 716,000 living alumni worldwide.

70,000
DEGREE-SEEKING UNDERGRADUATE STUDENTS

19,000
GRADUATE AND PROFESSIONAL STUDENTS

OUR CAMPUSES

IU Bloomington

IU Bloomington has 16 degree-granting colleges and schools, plus the Hutton Honors College, that run on a semester-based academic calendar. The Bloomington campus, which is consistently ranked among the most beautiful in the nation, has a total undergraduate and graduate enrollment of more than 42,500 students. The campus has students from all 92 Indiana counties, 50 states, Washington, D.C., and 139 countries.

STUDENTS COME FROM

50
STATES

139
COUNTRIES

Bloomington is the largest Indiana University campus and offers a traditional college experience. IU Bloomington's mission is to create, disseminate, preserve, and apply knowledge. It does so through its commitments to cutting-edge research, scholarship, arts, and creative activity; inspired and challenging undergraduate, graduate, professional, and lifelong education; culturally diverse and international educational programs and communities; first-rate library and museum collections; economic development in the state and region; and meaningful experiences outside the classroom.

IU's diverse academic programs—including African history, analytical chemistry, environmental policy, social psychology, music, nuclear physics, and foreign languages—are among the best, with several ranking No. 1 and in the top 10 nationally and globally. The university is also known for innovation and firsts like the nation's first school of informatics.

In the latest rankings of national and regional universities by *U.S. News & World Report*, Indiana University Bloomington is listed among the nation's top 40 public universities. The campus was also tied for 47th as a best college for veterans and tied for 68th in a listing of most innovative schools.

Indiana University's academic offerings are constantly evolving to prepare students for the careers of tomorrow. In the past several years, IU Bloomington has created new schools, including the IU Hamilton Lugar School of Global and International Studies, The Media School, and the IU Eskenazi School of Art, Architecture + Design. The campus has expanded its online programs and launched new programs, like intelligent systems engineering, in growing and in-demand fields.

In addition, the university's Center for Rural Engagement has launched initiatives in 39 communities bringing together thousands of residents and IU faculty, staff, and students to address health, resilience, and quality of place. This new model for university-community engagement is making an impact in rural Indiana communities.

All of IU Bloomington's groundbreaking research and academic enrichment takes place on a storybook campus, which is home to more than 750 student organizations, several campus cultural centers, and the Little 500—frequently called "the greatest college weekend."

IUPUI

The second-largest IU campus, with more than 28,000 students, is IUPUI. Indiana's premiere urban public research university is the main site of the IU School of Medicine, the School of Health and Human Sciences, IU School of Nursing, IU School of Dentistry, Fairbanks School of Public Health, and IU School of Social Work in addition to 12 degree-granting schools. IUPUI includes the Lilly Family School of Philanthropy, the world's first school dedicated solely to the study and teaching of philanthropy. IUPUI has the most diverse student body campus within IU and nearly 36 percent of the students are Pell Grant receivers.

IUPUI has been ranked as one of the top 100 national universities for best undergraduate teaching and one of the top 50 graduate nursing programs. It is a seven-time winner of the "Excellence in Diversity" award.

IUPUI students learn in the heart of downtown Indianapolis, where they can choose from more than 400 different degree options. Students have the opportunity to connect with more than 700 community organizations through research, service learning, volunteer projects, and experiential learning.

Diversity is a core value of the culture at IUPUI. One-third of its most recent freshman class were students of color. The campus honors its commitment to diversity through its Welcoming Campus Initiative, which aims to make campus a welcoming place to everyone through a series of task forces, town halls, and focus groups.

IU School of Medicine

The IU School of Medicine is a national leader in medical research and education. As the

largest medical school in the U.S., the school has more than 60 academic departments and specialty divisions across nine campuses in Indiana and strong clinical partnerships with Indiana's most advanced hospitals and physician networks. Nearly 2,000 full-time faculty and 3,000 volunteer faculty throughout Indiana are teaching the physicians of tomorrow.

The IU School of Medicine has facilities across the entire state, both at existing campuses and regional medical centers in nine cities including Bloomington, Evansville, Fort Wayne, Gary, Indianapolis, Muncie, South Bend, Terre Haute, and West Lafayette.

IU South Bend

The IU South Bend campus offers more than 100 undergraduate academic degree programs and numerous graduate programs. It has more than 4,700 total students who enjoy a well-rounded college experience with on-campus housing options, and over 100 clubs and organizations to engage in.

IU Northwest

A vibrant campus with more than 70 degree programs, IU Northwest in Gary, Indiana, is the university's northernmost campus. Home to one of Northwest Indiana's top business schools and only medical school, IU Northwest offers more than 60 student clubs and organizations to choose from and 10 winning RedHawk athletic teams to root for. In 2020, the campus was named a Hispanic-Serving Institution (HSI).

IU Southeast

Situated just across the Ohio River from Louisville, Kentucky, IU Southeast is a walkable campus that puts students close to cultural excitement and opportunities with Fortune 500 companies. IU Southeast offers more than 100 degree programs. The campus offers options for on-campus housing.

IU East

IU East offers more than 60 academic programs including business, education, informatics, and social work. The campus is a leader in online education. Located in Richmond, Indiana, it is the premier four-year and master's public institution in eastern Indiana and western Ohio.

IU Kokomo

Among its more than 60 academic programs, IU Kokomo offers six that are 100% online. It also offers a vibrant campus environment and opportunities for internships, international travel, and athletics.

IU Online

IU Online has been ranked among the Best Online Programs for bachelor's degrees by *U.S. News & World Report*. It offers more than 135 online academic programs and provides access to hundreds of online classes from IU's campuses.

OUR COMMUNITIES

Bloomington

Indiana University and Bloomington are, in many respects, inseparable. Events start on campus and spill into the city. Festivals fill the city and get magnified on campus. And the natural wonders that surround both are enjoyed by all.

Bloomington has a thriving arts scene, rich cultural opportunities, and endless chances to explore and enjoy nature. It is No. 9 on Travel and Leisure's list of America's Quirkiest Towns, is No. 3 on Livability's 2013 list of 10 best foodie cities, and has one of America's best farmers' markets as ranked by Cooking Light.

Indianapolis

As one of the 20 largest cities in the country, and the capital of Indiana, Indianapolis is a cultural and economic hub. It's home to the headquarters of Fortune 500 companies, state and federal government offices, major health care systems, and half a dozen professional sports teams. More than 26 million people visit the Circle City each year, and it hosts over 600 conventions annually.

Find global premieres of a never-before-seen art exhibit at the Indianapolis Museum of Art. Or attend an outdoor concert at the Farm Bureau Insurance Lawn at White River State Park. Interested in theater and Broadway? Then you'll want to spend some time on Mass Ave, which features five performing arts theaters.

WHERE WE'VE BEEN

"The Bicentennial Plan for Indiana University" was approved by the Board of Trustees in 2014 and established the university's bold plans to advance IU into its third century as an international leader in higher education. The plan featured eight priorities as IU approached its 200th anniversary on Jan. 20, 2020.

A commitment to student success

Indiana University's tuition is one of the lowest among its peers and has remained below higher education inflation levels for the past five years. The university has developed several programs and adopted many measures aimed at keeping an IU education affordable, including banded tuition, increased financial assistance, and a pioneering a student debt letter that has reduced student indebtedness by 19 percent since 2011–12.

A community of scholars

Indiana University is paving the way in the state through IU Online, where all courses, materials, and degree programs are created and taught online by exceptional faculty. IU Online is helping more Hoosiers earn degrees, one of the many ways Indiana University reaches beyond the boundaries of its campuses.

Catalyzing research

By investing nearly $300 million in three Grand Challenges initiatives, Indiana University researchers are working to address large-scale problems facing humanity. The Precision Health, Prepared for Environmental Change, and Responding to the Addictions Crisis initiatives reflect a commitment to focusing IU's resources—financial and otherwise—in new and strategic ways to increase efficiency, drive multi-disciplinary innovation, and apply new solutions to critical problems facing Hoosiers.

Re-imagining education

Indiana University is better poised to meet the educational needs of the state and the nation following the restructuring of its School of Education, which is now two independent schools. The School of Education at IUPUI is building on its reputation in urban education through its partnership with Indianapolis Public Schools, while the School of Education at IU Bloomington continues to strengthen its programs that connect students with faculty who are conducting cutting-edge research impacting the field of education.

A global university

International literacy and experience are part of the foundation of an Indiana University education, and IU has become a leader in these areas. In addition to welcoming a diverse international student body coming from more than 160 countries, Indiana University has nearly doubled the number of its students who study abroad in the past 15 years. The university has also established Global Gateway offices in Bangkok, Beijing, Berlin, Mexico City, and New Delhi to help faculty, staff, students, and alumni advance their opportunities all over the globe.

Health sciences research and education to improve the state and nation's health

IU School of Medicine, the largest medical school in the country, helps the university continue to break records for the amount of research funding it receives in grants and awards. Indiana University received a record $234.9 million from the National Institutes of Health. One of those grants is supporting an IU-led, five-year study of early-onset Alzheimer's disease that could lead to new treatments.

Building a prosperous and innovative Indiana

Through IU Ventures and the Innovate Indiana Fund, Indiana University connects students, faculty, staff, and alumni with resources necessary to launch startups or inventions. Over the past 20 years, these efforts have resulted in more than 2,900 inventions, more than 4,300 global patent applications, and nearly $140 million in licensing and related income distributed to IU campuses, departments, and labs.

Toward a culture of building and making

Indiana University has undergone the largest academic restructuring in its history over the past 15 years, resulting in the establishment of 10 new schools and numerous degrees. The university established its first engineering program with the intelligent systems engineering degree, and also founded the Eskenazi School of Art, Architecture + Design.

READY FOR THE FUTURE AND OUR NEXT LEADER

As Indiana University enters its third century, it will build on these Bicentennial promises. Higher education is facing unprecedented challenges and opportunities given the ongoing pandemic and how we all learn, teach, and work. IU is excited to welcome a new leader who will lead and guide us into this new world while preserving the rich traditions and academic excellence everyone has come to expect from Indiana University.

What we are looking for

Reporting directly to the Board of Trustees, the president is responsible for the effective operation of the university. The board is seeking a leader who is strategic, visionary, student-centered, and capable of addressing the challenges and opportunities facing major public universities this decade and beyond. The selected individual will possess unquestioned integrity, exemplary communication skills, and the ability to manage a large, complex, multi-location higher education university. Outstanding managerial skills, financial acumen, and the ability to raise funds and develop additional revenue streams are all important characteristics. Candidates must value a world-class faculty and demonstrate a commitment to diversity, equity, and inclusion.

The best candidates will also possess a majority of the following attributes and characteristics:

- A passion for educating students and changing lives; a deep commitment to increasing access to higher education in the state, including an emphasis on underrepresented and first-generation college students.
- Visionary leadership, with a discerning strategic approach to the challenges and opportunities facing higher education generally and IU specifically; experience with developing a strategic plan that will ready the university for the future and will reaffirm its mission and identity.
- A demonstrated commitment to diversity, equity, and inclusion; inspires and expects a diverse student body, faculty, and staff; promotes multiculturalism and anti-racism.
- Dedicated to the value of a complex and critical research enterprise and its role in enriching lives in our state, country, and the world. Can demonstrate leadership of a culture committed to discovering, inventing, and creating.
- Understanding of higher education financial challenges and issues, particularly those facing public institutions; financial acumen and the ability to develop a comprehensive and fiscally responsible university budget.
- Outstanding communication and interpersonal skills characterized by a positive desire to engage others: personable, approachable, open, enthusiastic, honest, trustworthy, transparent, empathetic, warm, and possessing a sense of humor. A collegial and adaptable style; the ability to listen and

learn while demonstrating fairness, and respect for others.

- Commitment to consensus-building, team-building, collaboration, and interdisciplinarity as foundations of excellence throughout the university; but has the ability to act decisively when necessary.
- Ability to generate resources for the university, including both public funding and private philanthropy and to connect these resources to the mission of the institution; recognize that effective fund-raising for the university is a necessary activity of a university in the 21st century as well as effective donor and alumni engagement.
- Is capable of appropriately recognizing, appreciating, and managing the unique missions of an AAU institution with a national and international reputation, a major urban research institution, and five regional institutions that provide access to a quality higher education experience.
- Experience working with federal, state, and local public officials; ability to effectively communicate and elevate the understanding of the value of public higher education; the ability to work with and communicate the IU story to state and federal officials; effectively advocate for needed legislative funding.
- Strong belief in shared governance, partnering with faculty and other constituencies on key issues affecting the academic mission of the university; respect for and understanding of the importance of academic freedom and promotion and review.
- Genuine engagement and enthusiastic participation in the everyday life of the university, enjoying a visible presence on campus, and welcoming participation in the social, cultural, and educational life of the state. Participate as an active member of organizational and community boards outside of the university.
- An understanding and appreciation for intercollegiate athletics, as well as the benefits and challenges they present beyond and within the Big Ten Conference.
- Ability to create and enhance partnerships with business, industry, community partners, and other educational institutions statewide, nationally, and internationally.
- Commitment to faculty and staff development.
- Understanding and commitment to technology, innovation, and engagement through development and collaboration within the business community.
- Understanding of global partnerships and collaborations within the higher education framework.

APPLICATIONS

While applications and nominations will be accepted until a new president is selected, interested parties are encouraged to submit their materials to our consultant at this address by Nov. 1, 2020, to ensure optimal consideration.

Application materials should include a current resume and a letter of interest, and may be sent to:

Indiana University President Search
R. William Funk & Associates
2911 Turtle Creek Boulevard—Suite 300
Dallas, Texas 75219
Email: krisha.creal@rwilliamfunk.com
Fax: 214-523-9067

INDIANA UNIVERSITY

NON-DISCRIMINATION STATEMENT

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, color, disability, ethnicity, sex, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sexual orientation, or veteran status.