Indiana University Bloomington (IU Bloomington), the flagship campus of Indiana University, seeks an Executive Dean of the College of Arts and Sciences (“the College”) who is a visionary, collegial, and strategic intellectual leader and who will engage and inspire the faculty, staff, and students of the College. The College is the largest academic unit at IU Bloomington, its most substantial contributor to externally funded research, and the center of liberal arts education at IUB. The College of Arts and Sciences is home to three schools and more than 120 departments, programs, centers, and institutes that explore a vast range of disciplines. Its storied history includes several of the oldest and most distinguished programs in the country in the sciences, social sciences, and arts and humanities, including psychology and folklore. Its faculty has included the first female Nobel Laureate in economics, over 50 members of the American Association for the Advancement of Science, Pulitzer Prize recipients, National Book Award finalists, and members of many foreign and domestic academies. It is home to some of the country’s highest-ranking undergraduate, graduate, and doctoral programs in areas as diverse as creative writing, dance, and cognitive psychology, among many others. Its lasting impact in the natural sciences, social sciences, and humanities is well known and highly regarded, alongside its powerful contributions to media studies, design, and international affairs. The College seeks an Executive Dean to champion these contributions; steward its substantial resources; and build a shared vision for continued success in its core mission of teaching, research and creative activity, and service.

Indiana University Bloomington is a member of the Association of American Universities and is the research-intensive campus of Indiana University. With over 33,000 undergraduate students and more than 10,000 students in graduate and professional programs, the campus has 17 colleges and schools comprising over 550 degree-granting academic programs at the bachelor’s, master’s, doctoral, and professional levels. The College offers more than 70 degrees and programs, taught by over 1000 tenure- and non-tenure-stream faculty and supported by over 600 staff. It serves more than 12,000 undergraduate and graduate students. With an annual operating budget of $310 million in FY 2018, more than $60 million in externally funded research, and an endowment of $278 million, the College spans the disciplines, from bench science to humanities. Its academic units include the Media School; the Hamilton Lugar School of Global and International Studies; and the School of Art, Architecture + Design; the Divisions of Arts and Humanities; Natural and Mathematical Sciences; and Social and Historical Sciences; and more than 50 research centers.

Reporting to the Executive Vice President and Provost, the Executive Dean will provide leadership for the academic and administrative activities of the College, champion its legacy of contributions and its ongoing impact, and develop new streams of support for the College’s
diversity of scholarship and depth of student excellence. The ideal candidate will have a sophisticated understanding of the scholarly enterprise, demonstrate a record of collaborative leadership, bring high energy and passion for the College’s educational and research mission, and have significant depth of managerial and fundraising experience.

In this effort, Indiana University Bloomington has retained Isaacson, Miller, a national executive search firm, to assist a university search committee. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

INDIANA UNIVERSITY BLOOMINGTON

Indiana University Bloomington (IU Bloomington) is the flagship residential, doctoral-extensive research campus of Indiana University, whose core components include, in addition to IUB, Indiana University – Purdue University Indianapolis (IUPUI), the highly ranked IU School of Medicine in Indianapolis, and five regional campuses spread throughout the state. The Bloomington campus is committed to excellence, global engagement, inclusion and diversity; academic freedom; and meeting the changing educational and research needs of the state, the nation, and the world.

IU Bloomington enrolls over 33,000 undergraduate and more than 10,000 graduate students who learn, explore, and grow in 23 thematic and academic living-learning centers, more than 200 research centers and institutes, and more than 200 bachelor’s and graduate programs within its 17 schools and colleges. Diversity and inclusion are core values of Indiana University, and IU Bloomington has consistently increased the diversity of its class in recent years. A large number of IU Bloomington students are Pell recipients, and the campus has pioneered efforts to support them with wraparound scholarship programs. In addition, the campus hosts a number of programs and centers to support students from diverse backgrounds.

IU Bloomington boasts the top ranked environmental policy and management, public affairs, and nonprofit management graduate programs in the country. It has the world-renowned IU Jacobs School of Music and the number five ranked MFA theater program. The IU Kelley School of Business is ranked 22 by U.S. News and World Report (and seven among public university business schools). The Bloomington campus is home to a number of recently formed and emerging schools and programs integral to its future: The School of Informatics, Computing, and Engineering; the Cybersecurity Program; the Integrated Program in the Environment; a soon-to-be-completed hospital and multi-disciplinary academic health research center; and a new intelligent systems engineering program. IU faculty, students, and alumni aspire to the highest standards of their fields, bringing home prestigious national and international awards, including Nobel and Pulitzer Prizes; Tony, Emmy, Oscar, and Grammy Awards; and Guggenheim and Fulbright Scholarships.

The Bloomington campus has a long and distinguished record of international engagement, beginning early in the history of the university and growing exponentially in the second half of the twentieth century. Within the College, including the Hamilton Lugar School of International and Global Studies, the campus offers instruction in more languages than any other American university. The campus welcomes 7,000 international students from 144 countries, and one in four IU Bloomington undergraduate students participate in a study abroad experience before they graduate.
Founded in 1820, IU Bloomington is located just an hour south of the state capital in Indianapolis and is widely considered to be one of the country’s most beautiful college campuses. Many of IU’s original buildings were constructed from limestone quarried just a few miles away, and the active recent building program on campus has remained true to that heritage. Bloomington itself, a city of 80,000, stands among the highest-ranked college towns for quality of life in the nation. The century-old, 500,000 square foot Indiana Memorial Union (IMU) is a center of campus life, each year hosting more than 17,000 events. The campus and the town are lively: there are more than 1,400 musical performances on the IU campus each year, and the Musical Arts Center—the primary performance home of the Jacobs School of Music—is regularly compared to the Metropolitan Opera in New York City and is among the grandest collegiate performance venues in the U.S.

As IU approaches its bicentennial year in 2020, the University has embarked upon an ambitious series of initiatives engaging all units of the campus in its future success. The initiatives flow from the university’s Bicentennial Strategic Plan, which is supported by Bicentennial plans for each campus, including Bloomington. Its eight Bicentennial Priorities include commitments to student success; to catalyzing research around “Grand Challenges” in the humanities, professions, and social, natural, and clinical sciences; to expanding the global reach of IU; and to specific investments in health sciences research and education, among others. For more information on IU’s Bicentennial Strategic Plan and the IU Bloomington plan, please visit: https://strategicplan.iu.edu/priorities/

Leadership

Dr. Michael McRobbie became the 18th president of Indiana University in 2007. He first joined IU as Vice President for Information Technology and Chief Information Officer in 1997. He was subsequently appointed Vice President for Research in 2003, where his broad expertise in fostering research partnerships and his collaborative leadership style contributed greatly to engaging the educational and research mission of the University and strengthening IU’s traditions in the arts. Under Dr. McRobbie’s leadership, IU has seen major expansion in the size and quality of its student body, a large-scale academic restructuring, a reinvigoration of global partnerships, and nearly $2 billion dollars in capital construction. Dr. McRobbie also holds faculty appointments in computer science, philosophy, cognitive science, informatics, library and information science, and computer technology, He is a Fellow of the American Academy of Arts and Sciences and an honorary Fellow of the Australian Academy of Humanities.

Lauren Robel was named Provost of Indiana University Bloomington and Executive Vice President of Indiana University in 2012, reporting to President McRobbie. She is the Val Nolan Professor of Law in the Maurer School of Law, where she served as Dean from 2002 to 2011. As the chief academic officer for the Bloomington campus, Robel has overseen ambitious strategic and academic planning processes, including the construction of new schools, the creation of new programs in engineering, and the integration of health sciences into a new Regional Academic Health Center slated for establishment in 2018. She has worked to solidify Bloomington’s reputation as a renowned partner for international research and academic initiatives, as well as a preferred destination for undergraduate and graduate students from around the world.
THE COLLEGE OF ARTS AND SCIENCES

The College of Arts and Sciences is the oldest and largest academic unit of Indiana University, encompassing three divisions and three schools, with more than 70 departments and programs spanning the arts and humanities, social and historical sciences, and the natural sciences. Its renowned faculty engage in creative activity, basic and applied research, and scholarship that advances knowledge in service of IU, the state of Indiana, the U.S., and the world. Faculty, staff and students of the College are dedicated to the liberal arts tradition, which teaches students to question critically, think logically, communicate clearly, act creatively, and live ethically. These skills serve as the foundation for living the examined life and succeeding in an increasingly global and dynamic workplace environment.

The beginnings of the College date to the establishment of Indiana University, when liberal arts was the explicit cornerstone for the 10 students of the “Indiana Seminary.” In its early decades, the newly created University added first a mathematics professor, followed by the Department of Literature, Science, and the Arts. In the 1880’s, the modern system of academic majors was created, together with the integration of the classical curriculum into broader academic opportunities in the natural sciences. The great champion of the liberal arts, President Herman Wells (1937-1962), helped to attract Nobel Prize winning scientists to the institution while at the same time focusing on the arts by adding more courses in music, fine arts, theater, and drama and planning new cultural buildings on campus. In the intervening decades, The College has contributed to or been directly responsible for groundbreaking research and discoveries: James Watson, co-discoverer of the DNA double-helix structure, earned his Ph.D. at IU in 1956; IU scientists developed the original formula for Crest Toothpaste in the 1950’s; perhaps most famously, zoologist Alfred Kinsey led the groundbreaking Sexual Behavior in the Human Male (1948) and Female (1953) studies that have defined and advanced the study of human sexuality.

In 2010, the University set out to restructure and re-envision the College based on the findings of a far-reaching New Academic Directions report initiated by IU President Michael McRobbie. The report approved the reformation of the College’s administrative and academic reporting structures, all of which aimed at building a sense of community and smaller “front doors” more easily navigated by internal and external constituencies. The report recommended the creation of multiple tiers of Associate Deans, the movement of the Executive Dean’s office to the heart of the Bloomington Campus to help define a “liberal arts corridor,” and the establishment of three future-focused schools: the School of Global and International Studies (SGIS); the Media School; and the School of Art, Architecture + Design.

The College’s Divisions and Schools

The College of Arts and Sciences is comprised of three Divisions – Natural and Mathematical Sciences, Arts and Humanities, and Social and Historical Sciences – and three Schools – the Media School, the Hamilton Lugar School of Global and International Studies, and the School of Art, Architecture + Design – all of which is overseen by the Executive Dean. The three Divisions together represent approximately 85% of the budget of the College, and the schools together represent about 15% of the College total. The largest academic unit on campus, the College accounts for the majority of IU’s external research expenditures and 77 percent of the 350,000 credit hours taken on campus for the 2017-2018 academic year. The College enrolled approximately 2,500 graduate majors in FY 2017 along with 9,600 undergraduates across the Divisions and Schools. Its total externally funded research expenditures in FY 2018 are
$60 million. The diversity of the College’s offerings are reflected in its research profile: the College has garnered support from the NSF, NIH, USDA, NASA, the Department of Education, the National Endowment for the Arts and the Humanities, and many other public, private, and philanthropic sources, including the Lilly Endowment, which is the primary sponsor of the New Frontiers in the Arts and Humanities program. The College's impact extends globally, through 11 international centers that altogether receive nearly $19 million in Title VI funding, and which make IU the only university with two National Language Resource Centers.

The Office of the Executive Dean has a centralized staff of over 160 administering the following functional areas: Advancement, Advising, Information Technology, Communications and Marketing, Diversity and Inclusion, Enrollment Management, Facilities and Science Infrastructure, Finance, Graduate Support, Human Resources, International Affairs, Recruiting, Research, Science Outreach, Undergraduate Academic Affairs, and the Walter Center for Career Achievement. Many of these offices are overseen by Associate Deans and Directors. The leadership structure of the College also includes an Associate Executive Dean as well as the Associate Deans for Natural and Mathematical Sciences and Research, Arts and Humanities and Undergraduate Education, Social and Historical Sciences and Graduate Education, and Diversity and Inclusion and International Affairs. The three Schools are led by Deans who have a dual reporting relationship to the Executive Dean and to the Provost.

The Natural and Mathematical Sciences Division accounts for the largest share of tenure- and non-tenure-stream faculty at the College: 358 in total. Its departments span Astronomy to Molecular and Cellular Biochemistry and include Psychological and Brain Sciences, Speech and Hearing Sciences, and Statistics. IU Bloomington, as a Tier One public research university, maintains significant research infrastructure. Many of its core facilities are located in the College, including electron and light microscopy, genomics and bioinformatics, and high energy physics. The Division maintains highly ranked programs in analytical chemistry, nuclear physics, and psychology, among many others.

The Arts and Humanities Division has 250 faculty and supports among the country’s finest programs in Dance, Comparative Literature, Ethnomusicology, and the nation’s first Folklore program. The Division also closely supports Bloomington’s world-class, thriving, and evolving arts scene – home to more than 1,500 performances each year, four museums and galleries, and countless talks and presentations.

The Social and Historical Sciences Division houses a wide range of departments and programs, from African American and African Diaspora Studies to Linguistics, with 252 total faculty. The Division is responsible for some of the nation’s strongest programs studying social stratification, social psychology, and African history.

For more information about the College and its Divisions, please visit: https://college.indiana.edu/about/index.html

The School of Art, Architecture + Design (SOAAD), launched in 2017, contains 60 full-time faculty and has a robust advisory board comprising faculty from the College, the Kelley School, the School of Public and Environmental Affairs (SPEA), Education, the Law School, and others. It offers programs including Studio Art, Apparel Merchandising, Interior Design, and Architecture and links interdisciplinary training and scholarship across campus and around the world through seven overseas study programs. SOAAD is led by Founding Dean Peg Faimon, former Chair of the Department of Art at Miami University and an award-winning graphic designer.
For more information about SOAAD, please visit: https://soaad.indiana.edu/

The Media School, created in 2014, is a hybrid professional and academic unit with a teaching mission designed to prepare students to be “media literate, media capable, media savvy innovators” with the skills to navigate the media of the future. The School has 69 full-time faculty in four units: Cinema and Media Studies, Communication Science, Journalism, and Media Arts and Production. The Media School is led by Founding Dean James Shanahan, a mass media effects researcher and co-author of several texts on cultural indicators, cultivation theory, and media effects on public opinion.

For more information on the Media School, please visit: http://mediaschool.indiana.edu/

The Hamilton Lugar School of Global and International Studies (HLS) was established in 2012 to focus the talent, resources, and energy of Indiana University to address globalization as a defining organizing principle of the twenty-first century. Built upon the College of Arts and Sciences’ long and distinguished record of international engagement, HLS now ranks among the largest and most comprehensive international affairs programs in the country, with over 300 overseas programs, 68 languages, and 100 full-time faculty members. HLS is led by Founding Dean Lee Feinstein, former U.S. Ambassador to the Republic of Poland and a former Senior Fellow and Deputy Director of Studies at the Council on Foreign Relations. The school was recently renamed to honor former Representative Lee Hamilton and former Senator Richard Lugar, statesmen from Indiana whose legendary expertise and experience in foreign policy exemplify the school's aspirations. Both are faculty members of the school.

For more information about HLS, please visit: https://sgis.indiana.edu/

THE CURRENT CONTEXT

In 2015, IUB Provost Robel convened a College Fiscal Sustainability Task Force consisting of representatives from within and outside the College to consider a range of short- and long-term models for sustaining the College through a period of declining enrollment of majors and broader challenges whose currents typified those affecting public liberal arts education nationwide. Lessons drawn from this exercise formed the cornerstones of a strategic planning process embarked upon in 2016, which aimed to translate the College’s fundamental values into specific recommendations for enhancing research, teaching, public engagement, and workplace well-being over the next decade. This strategic planning process undergirds the College’s response to these well-known trends facing liberal arts education nationally: declining enrollments, a decrease in state funding and civic support for the arts and humanities, and tightening federal budgets that have strained external grant funding sources and which have necessitated a diversification of funding sources.

Indiana University operates under a responsibility center management (RCM) budget system, where the Executive Dean has overall responsibility for the combined budgets that fall under the College. The College has an operating budget of approximately $310 million net of university assessments. Under the College’s new organizational structure, the Deans of the three schools maintain a high degree of responsibility for their units under the auspices of the College of Arts and Sciences.

The creation of the three schools was an important part of the response to enrollment challenges, in order to provide a distinct pathway into the liberal arts to a possible professional
career. These schools have enhanced enrollment in the College and provided identifiable “front doors” for students. The College has also invested in career exploration and development programs and pursuing diversified revenue streams that include online offerings, increasing regional and global outreach, and modernizing and unifying shared services and facilities. These actions have been successful: the College’s enrollments have begun to level and are projected to stabilize in FY 2019. Institutional advancement has remained strong, and the College has maintained endowment growth throughout this time, with strong fundraising totals; the College is currently at approximately 80 percent of its $250 million capital campaign goal in its ultimate two of eight and a half years.

Key opportunities exist at IUB to harness the College’s strengths and integrate it more tightly into the larger enterprise of the University. The creation of cognate courses at adjacent schools will bring more credit-hour revenue to the College. An aggressive shared services initiative is helping to find efficiencies in the College’s administrative structures. The University’s Precision Health and its Intelligent Systems Engineering initiative, together with the emerging Regional Academic Health Center (RAHC) on the Bloomington campus will tie directly to the strong life sciences at the College. The College also has an opportunity to innovate pedagogically and reengineer teaching in order to keep students in-house rather than losing 100- and 200-level courses to local area community colleges. The College’s existing multidisciplinary initiatives—the Center for Research on Race and Ethnicity in Society, the Gill Center for Biomolecular Science, and the IU Network Science Institute, among others—provide a foundation for cross-University generative activity on which to build new areas of excellence.

In all of these areas, the Executive Dean will advance the principle that a liberal arts education is substantial and profoundly important to the academic underpinnings of the University, making the case—both internally and externally—that a liberal arts education provides students with the best preparation for lifelong success in a world of complexity, uncertainty, and change.

**ROLE OF THE DEAN**

Reporting to the Provost, the Executive Dean serves as the senior administrator for the College, providing leadership and direction for all of its programs and departments. The Executive Dean will work effectively with departments, faculty, staff, and other senior administrators to define, articulate, and successfully implement an innovative and distinctive vision for the College that forthrightly addresses the enrollment and funding challenges of today and builds strategies to address and solve those challenges in the decade ahead.

The Executive Dean leads the College’s strategic planning, student success efforts, accreditation, enrollment, academic program planning, assessment of curriculum, recruitment and evaluation of faculty and staff, professional development and research support, budgeting and management of funds, and the allocation and use of facilities. The Executive Dean works to develop resources from internal and external sources to further the goals of the College and the University. Critical to articulating the College’s value to the University and society is a broad understanding of the span of disciplines at the College and a commitment to, and appreciation for, the arts and sciences and their central role in a liberal arts education, building an engaged citizenry, and advancing human knowledge.

The Executive Dean will inherit a committed and collegial leadership team, which includes the Executive Associate and Associate Deans, the three School Deans—who have a dual reporting
line to Provost Robel—and a large central staff, including a full development/communications unit.

OPPORTUNITIES AND CHALLENGES

**Lead the creation of an inclusive and holistic vision for the future of the College**

The Executive Dean will build upon the College’s long history of programmatic and scholarly excellence across the liberal arts disciplines to position the College for future success. Through engagement with faculty, staff, students, Associate Deans, and the Deans of the three Schools along with campus leaders of adjacent Schools, the Executive Dean will develop and articulate a shared vision that clarifies and reinforces the College’s identity at the heart of the University. The Executive Dean will be a champion on the national stage for the value of a liberal arts education, leveraging the assets of a large, public AAU research university with potentially powerful allied programs that are ripe for interdisciplinary collaboration.

**Build organizational capacity at the College, create efficient structures to manage its considerable assets, and carefully steward its human and material resources**

The College of Arts and Sciences is an immensely complex academic endeavor in the sheer diversity of programs offered and in their varied requirements for scholarly, creative, and pedagogical excellence. The natural and physical sciences have vastly different infrastructure needs from many departments in the humanities or social sciences; and the three Schools operate as distinct entities housed within the College of Arts and Sciences, but depend upon the College for many central and shared services. The Executive Dean will navigate this environment deftly, supporting and promoting existing efforts to unify IT and other shared services, listening and responding to the needs of the College’s valued staff and administrators. The Executive Dean will build an efficient and responsive administrative infrastructure that promotes consistency, fairness, and transparency across the institution.

**Fortify the finances of the College through advancement and programmatic innovation**

The Executive Dean will strengthen the financial base of the College to support scholarly activities and undergraduate and graduate education, in order to position the College for future success through investment in infrastructure and recruitment of top-tier faculty and staff. The Executive Dean will present a compelling affirmative case for the value of the liberal arts to external supporters, strengthening ties to alumni, foundations, companies, and public officials. The Executive Dean will understand the forces that shape the economics of higher education, take steps to adapt to those forces, and target Advancement opportunities that fortify the financial health of the College of Arts and Sciences. The Executive Dean will identify opportunities to increase program revenues, such as through summer courses, online and certificate programs, professional masters degree programs, and others. The Executive Dean will grow enrollment in the College by addressing competition from low-cost and easy-to-access community college courses, as well as competing programs at IU. The Executive Dean will address these challenges forthrightly, transparently, and in a way that respects the College’s long history of excellence across the disciplines, while sharpening the focus on identifying new programmatic revenues.
**Foster a collaborative environment internally and externally**

The Executive Dean will lead a unit that imaginatively recognizes and fully exploits the opportunities and benefits of interdisciplinary teaching and research. The Executive Dean will work assiduously to promote a spirit of collaboration that increases opportunities for cross-fertilization and experimentation, the better to support programmatic innovation both within the College and across the IU campus, embracing the advantages RCM offers to stimulate creativity, agency, and enterprise, while balancing those against the pressures toward silos and unhealthy internal competition. The Executive Dean will work to engender within the College a unified organizational identity that is coherent and cooperative and which supports a collaborative spirit among tenure and non-tenure faculty, staff, and students. The Executive Dean will establish a shared sense of destiny and purpose through a willingness to listen and open discussion, embodying inclusive, consultative leadership in policy creation, problem solving, and goal setting.

**Promote diversity, inclusion, and equity across all facets of the College**

The Executive Dean will consistently demonstrate a well-informed personal commitment to inclusion, equity, and diversity—explicitly evident in the hiring, retention, professional development, access, and support of faculty and staff and a reflection of the expanding breadth of diversity across the student body in the curricular offerings. Working conscientiously with others, the Executive Dean will foster a respectful and inclusive climate, leading by precedent and showcasing the strength that comes from diversity. As the leader, the Executive Dean will support and expand efforts to serve Indiana University's increasingly diverse students, faculty, and staff.

**QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will possess many of the following qualifications, characteristics, and experiences:

- A terminal degree in a field represented at the College and academic qualification for a tenured appointment at the rank of Full Professor in an Arts or Sciences or equivalent department, or other accomplishments that demonstrate intellectual or scholarly distinction suitable for tenure at the rank of Full Professor in a College department;
- A record of innovative leadership in scholarship, pedagogy, and administration in a complex and highly-matrixed environment;
- A deep commitment to the liberal arts, sciences, and humanities that appreciates those disciplines for their inherent value; intellectually sophisticated thinking; and curiosity about the fields represented at the College;
- A champion of rigorous scholarship and inquiry across the disciplines of the College; a demonstrated ability to build a culture and infrastructure to encourage and support research and creative activity;
- A demonstrated commitment to shared governance, transparency in management, and data-driven decision making;
- Experience with strategic planning;
• Financial acumen with a track record of finding efficiencies and building and sustaining organizational resilience;
• A deep commitment to, and fluency in the language of, diversity, equity, and inclusion;
• Exceptional communication and interpersonal skills;
• A commitment to fundraising, ability to contribute to and lead development efforts, and facility working with external constituencies;
• Personal and professional integrity.

TO APPLY:

Review of candidates will begin immediately and continue until an appointment is made. All inquiries, nominations, and applications (including—as separate documents—a cover letter, resume, and list of references) should be directed in confidence online via www.imsearch.com/6656.

Gale Merseth, Partner
Vijay Saraswat, Managing Associate
Micah Pierce, Senior Associate
Isaacson, Miller

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, gender identity or expression, genetic information, marital status, national origin, disability status or protected veteran status.