



**Search for the Executive Vice President & Chancellor**  
**Indiana University Bloomington**  
Bloomington, Indiana

**THE OPPORTUNITY**

[Indiana University Bloomington](#) (“IUB” or “IU Bloomington”)—the flagship AAU campus of [Indiana University](#) (IU) and among the nation’s most storied and historically significant public universities—seeks a dedicated, visionary, transparent, and collaborative Executive Vice President and Chancellor (Chancellor). Following a period of not having a Chancellor for IU Bloomington, the Trustees of Indiana University recently voted to re-install this campus leadership role; now, the campus will have a Chancellor and a Provost, a similar structure found on other distinguished R-1 campuses. The Chancellor will address strategic and operational leadership challenges across the IUB community while looking to the future of the University and the public higher education landscape. They will uphold, defend, and advance the scholarly and educational traditions of IUB, engage meaningfully with all campus constituents, build upon the University’s rich legacy, enhance its distinctive identity, and navigate its challenges toward an era of renewed eminence.

The Chancellor will join a flagship campus at a period of rapid change in public higher education and with serious challenges to resolve. IUB is united in its desire to seat a Chancellor with the wherewithal, skill, and determination to define and defend a powerful case for the role of public higher education, research, and service at the highest levels of scholarly and societal impact. The campus is home to [15 schools, the College of Arts and Sciences, the Hutton Honors College](#), and a myriad of [research centers, institutes, museums, and other assets](#), which comprise the full scope of scholarly, creative, and professional inquiry and activity. These distinguished units represent strength in the humanities, languages, fine and performing arts, sciences, health, technology, business, education, public service, and global affairs. IUB continues to grow in students, faculty, and staff, with approximately 3,800 faculty, 6,400 staff, and 48,000 students.

The President’s role will continue as the strategic leader of the whole of IU, including all seven campuses, the medical school, and the regional centers, while the Chancellor will serve as the chief executive officer of the Bloomington campus. Under the new organizational structure, the IUB Chancellor will be responsible for community engagement; diversity, equity, and inclusion; enrollment management; finance and administration; research and creative activities; student life; and under the aegis of the Chancellor, the Provost will continue to oversee the deans, faculty and academic affairs, undergraduate and graduate education, and the centers and institutes, allowing further focus on the academic functions and mission of the IUB campus. The Chancellor will report directly to the President, serve as Executive

Vice President on the [President's cabinet](#), and will have appointing authority over their own cabinet comprising the campus-based leaders of the functional areas outlined above. They will be a conduit for and champion of the unique needs of Bloomington as the flagship campus of a matrixed, geographically distributed, and highly variegated university. In addition, with three schools shared between the Bloomington and Indianapolis campuses—the Kelley School of Business; Luddy School of Informatics, Computing, and Engineering; and O'Neill School of Public and Environmental Affairs—the Chancellor will work closely with their counterpart in Indianapolis to support and champion the shared programs for the benefit of the university as a whole.

At this moment in its long history, IU Bloomington seeks in its Chancellor, a leader who can engage broadly and authentically with the campus community, partner closely with university leadership, and work collaboratively toward a bright future for the institution. The Chancellor must win the support of the community through a deep and demonstrated commitment to ideals of shared governance, respect for the campus community, free speech and freedom of expression and inquiry, and compassionate and transparent leadership. The Chancellor will have an aptitude for long-range planning, a deliberate and iterative approach to change management, and the ability to communicate strategic efforts and initiatives clearly and compassionately to all constituencies. Beyond campus, they will be an effective advocate for the institution to President Whitten, alumni, donors, foundations, community partners, and elected and civic leaders. They will have the requisite academic or professional record to qualify for tenure at the level of full professor, including an earned terminal degree.

Indiana University has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the Chancellor of IU Bloomington. Please direct all applications, nominations, and inquiries in confidence to Isaacson, Miller, as indicated at the end of this document.

## **INDIANA UNIVERSITY**

Since its founding in 1820, [Indiana University \(IU\)](#) has built a globally recognized reputation for academic rigor, world-renowned research, and creative excellence while serving Indiana, the nation, and the world. Comprising the university are [IU Bloomington](#), [IU Indianapolis](#), five regional campuses ([IU East](#), [IU Kokomo](#), [IU Northwest](#), [IU South Bend](#), and [IU Southeast](#)), two regional centers ([IU Fort Wayne](#) and [IU Columbus](#)), nine School of Medicine [campuses](#), and several [Global Gateways](#) connecting the university to the world.

IU's global reputation has been built in large part by the more than 21,000 world-class faculty and staff who teach innovative courses, conduct ground-breaking research, engage meaningfully with the broader community, and support the overall operation of the institution. Faculty and other researchers collaboratively pursue all lines of academic inquiry—from the study of religion, ethics, and society to cutting-edge information technology questions to the latest innovations in improving STEM learning among students—across more than 200 [research centers, institutes, and museums](#). IU received \$777.7 million in sponsored funding in FY 2023, of which \$551.1 million was for research.

The university enrolls more than 69,000 degree-seeking undergraduate students and 20,000 graduate and professional students in over 930 [academic programs](#). Students participate in more than 1,500 student

clubs and organizations; compete in 40 NCAA Division I athletic teams across IU Bloomington and IU Indianapolis, as well as 65 NAIA athletic teams across the five regional campuses; and benefit from study abroad programs in more than 70 countries. Reflecting the university's commitment to access, 76% of degree-seeking undergraduates receive financial aid, and 47% of Bachelor's degree recipients graduate with no student debt.

Upon commencement, these students join an active and engaged body of more than 790,000 living alumni—placing IU among the nation's five universities with the largest bodies of living alumni—who participate in more than 100 [IU Alumni Association](#) chapters and groups worldwide. IU faculty, students, and alumni regularly become leaders in their fields and are widely recognized for their achievements, bringing home prestigious national and international awards, including Nobel and Pulitzer Prizes; Olympic Medals; Emmy, Grammy, Oscar, and Tony Awards; and Guggenheim and Fulbright Awards.

The university is united by an aspirational vision for its third century. Guided by three pillars—Student Success and Opportunity; Transformative Research and Creativity; and Service to Our State and Beyond—and [seven core principles](#), [IU 2030: The Indiana University Strategic Plan](#) outlines an ambitious and shared path to new heights that reaffirms the university's rightful place within the highest tier of American public higher education.

### ***Pamela Whitten, President***

On July 1, 2021, [Pamela Whitten](#) became the 19th President of IU and the first woman to lead the university. A visionary scholar and accomplished educator and researcher, she has led IU with an emphasis on three central pillars: providing broad access to education for all students from Indiana and beyond; pursuing world-class research, scholarship, and creative activity; and making meaningful contributions to improving Hoosier health and the economic, social, civic, and cultural development of the state and the world.

Prior to arriving at IU, Whitten held a variety of leadership roles, beginning at Michigan State University, where she served as a dean for five years and most recently as President of Kennesaw State University. She additionally held leadership roles at the University of Georgia and the University of Kansas Medical Center. Whitten holds a PhD in communication studies from the University of Kansas, a Master of Arts in communication from the University of Kentucky, and a Bachelor of Science in management from Tulane University.

### **INDIANA UNIVERSITY BLOOMINGTON**

Founded in 1820, IU Bloomington is the flagship residential, doctoral-extensive research campus of IU. Its mission is to create, disseminate, preserve, and apply knowledge. It does so through its commitments to cutting-edge research, scholarship, arts, and creative activity; to rigorous and inspired undergraduate, graduate, professional, and lifelong education; to culturally diverse and international educational programs and communities; to first-rate library and museum collections; to economic development in the state and region; and to meaningful experiences outside the classroom. The campus builds upon these

commitments in alignment with its strategic plan: [IUB 2030](#). As one of the nation's premier public research institutions, IU Bloomington is a member of the Big Ten Academic Alliance (BTAA) and the prestigious Association of American Universities (AAU).

IU Bloomington enrolls more than 38,000 undergraduate and 10,000 graduate students who learn, explore, and grow in more than 550 academic [programs](#) and with access to over 125 research centers and institutes across the campus's 17 [schools and colleges](#). [Diversity, equity, and inclusion](#) are core values of the Bloomington campus. A large number of IU Bloomington students are Pell recipients, and the campus has pioneered efforts to support them with wraparound scholarship programs. For instance, founded in 1995, the [21st Century Scholars Program](#) is the oldest and largest student support services department in the State of Indiana, and it provides financial and academic resources to support, retain, and graduate thousands of scholarship recipients on campus.

More than 3,800 full-time faculty and 6,400 staff are based at IU Bloomington and have helped the campus achieve acclaim for the breadth, depth, and quality of its schools and academic programs. For instance, the institution is home to the nation's first School of Informatics, the world-renowned Jacobs School of Music, a historically significant range of language programs, and top programs in the Kelley School of Business and the Paul H. O'Neill School of Public and Environmental Affairs, as recognized by *U.S. News and World Report*. The full array of [schools](#) and [programs](#) on campus are similarly distinctive.

Beyond campus, IU Bloomington has a long and distinguished record of international engagement, beginning early in the university's history and growing exponentially in the second half of the twentieth century. The campus offers instruction in more languages than any other American university. IU Bloomington welcomes approximately 5,000 international students from 100 countries, and one in three undergraduate students participate in a [study abroad experience](#) before graduating.

The total operating budget for the campus for FY 2024-25 is approximately \$1.35 billion; 81% derives from student tuition and fees, 17% from state appropriations, and 2.7% from other sources. IU Bloomington received \$147 million in sponsored research funding in FY 2024. The permanent endowment for all of Indiana University totals approximately \$3.4 billion.

### ***Location in Bloomington, IN***

Located just an hour south of Indianapolis, IU Bloomington is widely considered one of the country's most beautiful university campuses. Many of the campus's original buildings were constructed from limestone quarried just a few miles away, and the recent building program on campus has remained true to that heritage. The century-old, 500,000-square-foot [Indiana Memorial Union](#) is a center of campus life, typically hosting more than 17,000 events each year.

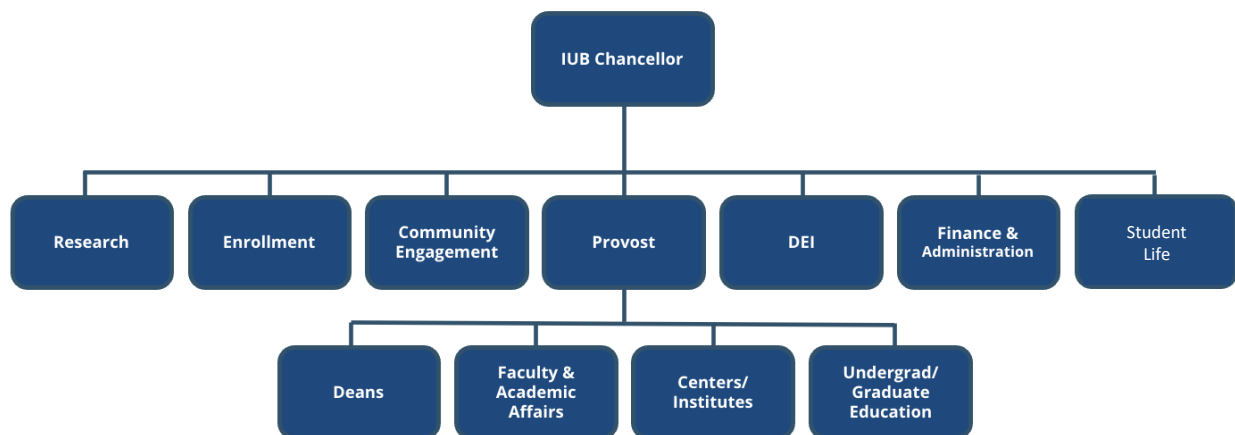
The city of Bloomington stands among the [highest-ranked college towns](#) for quality of life in the nation. It is known for its dynamic energy, outdoor activities, thriving local businesses, vibrant arts scene, and unique shopping and dining experiences. IUB is committed to partnering with its surrounding communities to support community development projects. Just this year, the campus received a [\\$16 million grant](#) from the Lilly Endowment to partially fund the redevelopment of a former industrial area

near campus into an innovation district. The district will include a coworking space, classrooms, a community convening space, housing developments, and public art and arts programming.

### THE ROLE OF THE CHANCELLOR

The Chancellor of IU Bloomington will lead all academic, scholarly, administrative, and operational aspects of IU's flagship campus. As the chief executive officer of the Bloomington campus, the Chancellor will be responsible for setting the strategic direction of the campus. They will guide its development and management, delegate deftly to Vice Chancellors, and communicate openly and transparently with the Bloomington community. The Chancellor will execute the strategic vision for IUB that upholds its identity as a great, enduring, public flagship AAU research institution. To guide this work, the Chancellor will build strong relationships with the faculty, students, staff, alumni, and university leadership, uplifting marginalized voices, empowering the campus through attentiveness and resourcing, and maintaining a clear commitment to shared governance. The Chancellor will ensure that equity and transparency are the centerpieces of strategic decision-making, budgeting, and policymaking. Beyond campus, the Chancellor will lead efforts to strengthen the institution's reputation and standing, engaging broadly in the state of Indiana, across the nation, and around the world.

The Chancellor will report to the President of IU, serve as Executive Vice President on the [President's cabinet](#), and directly oversee all campus functions, including academic affairs, research, enrollment, community engagement, DEI efforts, finance and administration, and student life (see organization chart below; detailed sub-reports are only included for the office of the Provost). It is expected that the Chancellor will shape this evolving leadership structure to strategically advance the institution while ensuring that this is done through appropriate shared governance processes.



## KEY OPPORTUNITIES AND CHALLENGES

Building upon the strong foundation and heritage of the Bloomington community, the Chancellor will address the following challenges and strive to use them as opportunities to propel IU Bloomington to even greater eminence:

### ***Advance a shared vision for a modern flagship AAU research university that centers scholars, students, staff, and the public***

IU Bloomington has a long and distinguished history as one of the nation's great, enduring, public AAU research institutions and the flagship institution of Indiana University. It upholds fundamental commitments to student success, transformative research and creativity, and service to society, which anchor its reputation and identity. The Chancellor will build upon a storied legacy while acknowledging and resolving the challenges facing public institutions in the modern era. In crafting a vision, the Chancellor will be both responsive and proactive, attending carefully to the distinct history and culture of the campus, ensuring that strategic direction emerges organically from the strengths of the faculty and commitment of staff and students, and pursuing strategic opportunities that address campus, regional, statewide, national, and global challenges. Above all, the vision must be authentic and specific to the Bloomington campus, strengthening its traditions while looking to its future.

### ***Focus on building morale, trust, and a shared identity among all campus constituencies***

Among the primary responsibilities of the Chancellor will be to engage the campus, build a sense of trust, and establish a shared identity. This work must be authentic in origin and manifold in approach. The Chancellor must spend meaningful time with faculty, staff, and students, meeting them with nuance and compassion where they are. The Chancellor must engage these groups in institutional decision-making and the governance of the campus. When decisions are made, the Chancellor should ensure they are communicated clearly and consistently to the campus, endeavoring to explain limitations and trade-offs transparently when appropriate. In this work, the Chancellor must be engaging, accessible, and visible, serving not only as a strategic campus executive but also as an inclusive leader for the campus.

### ***Support faculty in growing and strengthening their research and creative activity***

IU Bloomington supports an array of world-class schools, colleges, departments, centers, institutes, and museums, befitting one of the nation's great AAU research institutions. Its faculty are leaders and innovators, and they aim to advance their work both within their disciplines and across disciplinary boundaries. The Chancellor will closely partner with campus constituencies to develop the research enterprise further, ensuring scholars have access to the resources and opportunities they need to push the bounds of inquiry and address today's most pressing challenges. In this work, the Chancellor must attend to the full scope of scholarship happening on campus, advancing the critical work in the arts and humanities while balancing the needs of the sciences and professional schools. The Chancellor will lead the campus in investing in this work at all levels, from the individual faculty members in their departmental homes to institutional units and cross-cutting efforts. Just as critically, the Chancellor will ensure the

campus has adequate resources to support this work, to recruit the strongest scholars, and to retain and develop the existing faculty.

***Prioritize student success efforts and enhance the holistic student experience***

Students benefit from an active and engaged campus community. At 500,000 square feet, The Indiana Memorial Union is among the largest student unions in the world, and there are more than 750 [student organizations](#) on campus spanning a broad range of student interests. The dedicated staff in the Office of Student Life ensure a robust, inclusive, and dynamic co-curricular experience. The Chancellor will work closely with students and staff to learn about the diverse student experiences on campus, identify and address salient challenges, further align academic and co-curricular resources to ensure a seamless student experience, address concerns about policy and institutional response to organizing and free speech, and strengthen the campus's ability to produce well-rounded, global citizens who are prepared to lead meaningful, engaged lives. Most importantly, the Chancellor should lead these efforts with an eye towards reducing inequities and increasing safety, ensuring that all students who come to IU Bloomington—across the full span of undergraduate, graduate, and professional programs—have the resources and support they need to succeed.

***Partner with the President to grow and judiciously steward the campus's financial resources***

Like many similar institutions, IU Bloomington faces growing financial challenges emerging from the shifting landscape of public funding for higher education, inflation, and pressures to keep tuition low. Despite this context, the university maintains a credit rating of AAA from Standard & Poor's, citing a stable enrollment profile, excellent management, and positive financial operations. In close partnership with other senior leaders, the Chancellor will ensure the campus's ongoing financial health by developing new resources through strategic enrollment growth and institutional advancement efforts and allocating existing resources judiciously. In this work, the Chancellor will be an effective advocate to diverse external constituencies—including donors, philanthropic supporters, foundations, and community partners—and a transparent and inclusive manager to internal constituencies, collaboratively setting and clearly communicating budgetary decisions and institutional priorities to the campus community.

***Engage meaningfully with the city of Bloomington, surrounding communities, and the state of Indiana***

As the flagship campus of a major public university, IU Bloomington plays an important role in the city of Bloomington, its region, and the state of Indiana. The Chancellor will strengthen the existing relationships across the city, region, and state and leverage the considerable resources available on campus, all for the mutual benefit of the campus and the surrounding communities. Among the challenges currently facing the city is the rising cost of living, including housing costs. Already, IU Bloomington has been awarded a [major grant](#) from the Lilly Endowment to help fund the development of an innovation district, which will spark economic development efforts and include housing developments, public art, and community space, among other resources. The Chancellor will build upon this momentum and partner with elected and civic leaders to address this and other emerging, shared challenges.



## QUALIFICATIONS AND CHARACTERISTICS

The successful Chancellor will possess most, if not all, of the following professional qualifications, experiences, and qualities:

- A personal and professional commitment to the mission of IU Bloomington; deep familiarity with the unique culture, history, and identity of IU Bloomington;
- An understanding of academic values and culture, including shared governance; an appreciation for faculty and scholarly work; a history of support for academic excellence; experience growing and strengthening the research enterprise of a large, complex institution;
- A demonstrated commitment to enhancing the holistic student experience both in and out of the classroom, at all levels, particularly regarding issues of access, well-being, and success; a commitment to diversity, equity, inclusion, and inclusive excellence;
- Success as a strategic, inclusive, transparent, accessible, and visionary leader; an approach to leadership that is institutionally tailored and responsive to the needs of a community; the capacity to build, support, and lead strong teams;
- The ability not only to envision an ambitious future for an institution but also to bring it to fruition; a willingness to take considered risks and seize opportunities; an aptitude for long-range planning; a collaborative, deliberate, and iterative approach to change management efforts;
- The perspective needed to make difficult, strategic decisions and the skill to communicate these decisions consistently and transparently to many different constituencies;
- The ability to listen closely to diverse stakeholders at all levels, both internal and external to the institution; an aptitude for building trust and fostering meaningful collaboration and connection;
- Experience representing an institution compellingly to external audiences, including donors, community partners, and elected officials; the ability to fundraise successfully; the presence needed to raise the profile of IU Bloomington on regional, state, national, and international levels;
- An appreciation for the city of Bloomington and the state of Indiana; experience strengthening community engagement efforts across a city, region, and state;
- Unquestioned integrity, trustworthiness, ethics, and sound judgment; a strong moral compass;
- A track record of academic or professional accomplishment is sufficient to inspire the IU Bloomington community; the requisite academic or professional record to qualify for tenure at the full professor level, including an earned terminal degree.

## TO APPLY

Indiana University has retained the national executive search firm Isaacson, Miller to assist in this search. All applications, nominations, and inquiries should be submitted in confidence through the firm's website: <https://www.imsearch.com/open-searches/indiana-university-bloomington/chancellor>.

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