



INDIANA UNIVERSITY SOUTH BEND

VICE CHANCELLOR FOR ADMINISTRATION AND FINANCE

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South Bend, Indiana

Indiana University South Bend invites nominations and applications for the position of Vice Chancellor for Administration and Finance. The Vice Chancellor for Administration and Finance provides overall leadership, direction, and control in bursar operations; campus safety; facilities operations, capital planning, and implementation; financial management, budget planning, audit and financial reporting, and accounts payable and receivable; food service and catering; and implementing administration and financial policies and procedures relating to the overall mission of the university. The Vice Chancellor also acts as a guardian over the institution's tangible and intangible resources which include acknowledging and incorporating environmental sustainability.

The next Vice Chancellor will play a role in implementing a new [strategic plan](#) for the campus, the development of a new campus space and facilities plan, and the building of a new state-of-the-art Innovation and Simulation Center. Additionally, the Vice Chancellor, working with the senior management team, will identify alternative revenue streams, including exploring economic development opportunities, partnerships with local government and nonprofit organizations, and other public/private partnerships relevant to Indiana University South Bend's mission and strengths.

Indiana University South Bend (IU South Bend) is the premier comprehensive public university dedicated to serving the needs of North Central Indiana and beyond. As a regional campus of Indiana University, IU South Bend provides a diverse population the opportunity to affordably earn a prestigious IU degree, through its quality undergraduate and graduate programs. With its caring faculty and staff, IU South Bend is committed to an inclusive, student-centered approach that focuses on preparing its students for both the workforce and postgraduate education through rigorous coursework, faculty and student research, and creative activity. It is a catalyst for social mobility that contributes to the vitality of the region by educating informed individuals, thoughtful stewards, innovative professionals, and responsible leaders.

IU South Bend enrolls nearly 4,500 degree seeking students, making it the largest of the regional campuses of Indiana University. IU South Bend is also the oldest regional campus, offering its first classes in 1916. Programs are offered at the undergraduate and graduate level on campus, online, and at a center in neighboring Elkhart. IU South Bend has 415 faculty, including 154 tenure/tenure track, 83 full-time non-tenure track, and 178 part-time faculty. IU South Bend also employs 278 talented and dedicated staff members who support the teaching mission of the university.

An area of distinction for IU South Bend is the commitment to engaged student learning. Faculty regularly work with students in research projects, internships, and service-learning activities, whether it be students conducting research in the lab beside their professors or interning at local nonprofit, municipal, or business organizations. To advance the campus' commitment to community engagement, efforts are underway to further institutionalize community engagement in programs and services. In addition to a newly established Community Engagement Center, the campus is home to several other centers of excellence including the [Civil Rights Heritage Center](#), [The American Democracy Project](#), and the [Center for a Sustainable Future](#). These centers provide faculty, staff, and students opportunities to engage in projects that extend the university's reach beyond the classroom and into the community. The 2022 *U.S. News and World Report Best Colleges Report* ranked IU South Bend 25th in social mobility among regional public universities in the Midwest, recognizing good graduation rates among students who receive Pell Grants.

INDIANA UNIVERSITY SOUTH BEND'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

IU South Bend is committed to promoting an environment that is welcoming and supportive of its diverse faculty, staff, and students. A campus Diversity, Equity, and Inclusion committee serves the community in developing and implementing programs and initiatives in support of advancing campus DEI goals. The committee is co-chaired by the Vice Chancellor for Student Affairs and Diversity and the Director of Institutional Equity and Inclusive Excellence. IU South Bend is particularly focused on identifying systems of oppression and deconstructing them, increasing recruitment, hiring, and retention of faculty and staff from historically underrepresented communities, and fostering belonging as an inclusive, safe, and affirming campus for all members of the campus community.

Currently, 31 percent of the total university population are students of color, 28.9 percent of the total population are underrepresented students of color, 34 percent of the Honors Program are students of color, 37.2 percent of the population are first generation college students, 33.2 percent of the total population are Pell recipients, 29.2 percent are non-traditional aged students, and 21 percent of faculty and staff are persons of color.

IU South Bend's Civil Rights Heritage Center focuses on education, culture, and activism. It is housed on the west side of South Bend in the former Engman Public Natatorium, a place that excluded and then segregated African Americans. The Center operates as a space to meet, hold classes, and host a wide range of educational and cultural programming to engage the public in conversations on issues and concerns of local and national importance. It also functions as a community resource for local grass roots activism. As importantly, it functions as a living museum that simultaneously preserves and honors past struggles for civil rights and social justice in the Northern Indiana region while initiating and supporting contemporary efforts to advance the unfinished fight for justice.

UNIVERSITY LEADERSHIP

Susan Elrod Chancellor

Susan Elrod began as the sixth chancellor of Indiana University on July 1, 2019. Chancellor Elrod 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 a focus on enrollment management, strategic planning, regional partnerships and engagement, revenue generation, and building programs that increase student access, persistence, and completion. Her approach is grounded in the core values of collaboration, inclusion, and empowerment as she leads the campus in meeting its mission to achieve collective impact as it serves the diverse communities in the region. She also worked in Washington, D.C. for the Association of American Colleges & Universities (AAC&U).

Chancellor Elrod holds a Ph.D. in Genetics and is a nationally recognized leader in STEM higher education and institutional change. She regularly publishes on topics at the intersection of her research interests and her experiences as an administrative leader in higher education. She has nearly 30 publications on topics ranging from undergraduate research to systemic change and leadership, as well as several scientific publications and patents, a textbook, and a book. She serves as an advisor on several national projects and is an active scholar on projects focused on leadership for systemic institutional change with funding from the National Science Foundation and the Bill and Melinda Gates Foundation. She co-edited a book entitled, *Shared Leadership in Higher Education: Responding to a Changing World (2021, Stylus)*. She serves on the HERS Board of Directors, is a founding member of the national Coalition for Reform in Undergraduate STEM Education (CRUSE) and was a member of the National Research Council committee report on *Indicators for Monitoring Undergraduate STEM Education*. Her contributions to the field of STEM higher education have been recognized by her election as a Fellow of the American Association for the Advancement of Science (AAAS). Her Ph.D. in Genetics is from the University of California, Davis and undergraduate degree in Biological Sciences from California State University, Chico. She was a postdoctoral fellow at Novozymes, Inc. in Davis, California.

REPORTING RELATIONSHIPS

The Vice Chancellor reports to Chancellor Susan Elrod with a dotted line report to the Assistant Vice President for Administration in the Indiana University Office of the Executive Vice President for University Academic Affairs and works in conjunction with various Indiana University Administration offices. The Vice Chancellor will serve on the Chancellor's Cabinet and work with the Chancellor and other Vice Chancellors, as well as the Deans and other campus leaders, to implement the university's strategic direction and assure IU South Bend achieves its mission. The Vice Chancellor will oversee a team of approximately 75, including five direct reports.

ADMINISTRATION AND FINANCE

The Vice Chancellor oversees and supervises the Office of Fiscal Affairs, the Office of the Bursar, and Facilities Management; and provides campus support for IUPD-South Bend, purchasing, and other offices that report directly to IU University Affairs but with staff working on the IU South Bend campus. The [Office of Fiscal Affairs](#) is responsible for the campus' financial planning, compliance, and external fiscal regulations. This includes accounting and payroll functions, revenue processing procedures, and projecting, setting, and maintaining the campus' annual budget. The [Office of the Bursar](#) oversees the administration of tuition and fees, bill payment including payment plans, and sponsor billings. From building upkeep to mail delivery to space planning and construction coordination, IU South Bend [Facilities Management](#) handles a wide variety of services that keep the campus operating at peak performance. From building maintenance to utilities and landscape maintenance, the facilities team manages over 1,420,000 square feet of facilities on 80 acres of land. [Campus Safety](#) is a priority, and to ensure proper training and professionalization of the campus safety team, there is a dual reporting relationship with Indiana University. In addition to campus police and the security staff, campus safety includes fire safety and crime prevention.

FINANCES

The annual operating budget for IU South Bend is approximately \$60 million. Approximately 57 percent of the budget is derived from tuition and fees. Approximately 42 percent comes from state appropriations, and the rest comes from gifts, indirect research costs, and other sources. Indiana University is known nationally for its implementation of responsibility centered management (RCM), which began in 1989. All campuses, including IU South Bend manage their revenue streams under the RCM model. Tuition revenue at IU South Bend stays at the institution, and the campus' state appropriation is a line item within the state of Indiana budget. IU South Bend contributes to the cost of services, including technology services, provided by Indiana University.

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 and benefited from performance-based dollars.

Additionally, to further educate the campus community on the budgeting process, engage campus stakeholders in the budget process, and to plan strategically for the future, the Chancellor established a new Campus Budget Advisory Council that is co-chaired by the Vice Chancellor for Administration and Finance and the Executive Vice Chancellor for Academic Affairs.

IU South Bend's also has an Advancement team that has made dramatic progress in developing a strong fundraising and development ethos in the past decade. IU recently celebrated its 200th year as a university and engaged in a Bicentennial fundraising campaign. IU South Bend completed the IU Bicentennial campaign just shy of \$32 million, the largest total amongst the regional campuses. A new advancement plan is focused on planned giving, annual fund development, donor cultivation and stewardship, alumni engagement, grant proposals with corporations and foundations, and the cultivation of a new base of donors for major gifts. Other partnerships that will diversify revenue streams are in progress.

CAMPUS FACILITIES AND CAPITAL PLANNING

The campus of IU South Bend is on 80 acres spanning the St. Joseph River in the heart of South Bend, Indiana. It includes 24 academic buildings and residence halls. 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. Off campus buildings include the IU South Bend Civil Rights Heritage Center, located in the former Engman Natatorium on the west side of South Bend, and the Elkhart Center, which offers graduate programs in the health sciences.

The campus is in the process of creating enhanced space planning and governance processes that will improve facilities use and alignment with the new campus strategic plan. The Vice Chancellor will have an opportunity to contribute to the vision and planning of campus facilities to reflect current enrollment as well as mission-specific opportunities for renovations, partnerships, and community engagement. The Center for a Sustainable Future provides engagement opportunities related to all aspects of campus operations and the campus recently received a bronze rating for the Sustainability Tracking, Assessment & Rating System (STARS) from the Association for the Advancement of Sustainability in Higher Education (AASHE). The campus has also earned a Tree Campus USA designation as well as a Bee Campus USA designation. The campus master plan, created in 2012, guides the development of facilities, grounds, and other space uses on the campus. The area is also active with local economic development initiatives led by the [South Bend Elkhart Regional Partnership](#) organization fueled by state investments. The South Bend-Elkhart region was recently awarded [\\$50 million in state READI funds](#). Additionally, the campus is planning for an expanded health sciences simulation and innovation center as a major building renovation project. The mission of this center is to promote active learning with embedded simulated clinical experiences, community engagement as an interprofessional hub for the community, and to improve the quality of healthcare and health outcomes in the region. The Vice Chancellor will work closely with the Chancellor, Dean of the Vera Z. Dwyer College of Health Sciences, and other senior leaders at IU South Bend and IU to ensure all phases of this project are successful. This project will also involve significant engagement with the city and local economic development initiatives.

FROM THE CHANCELLOR

Thank you for your interest in Indiana University South Bend! As a student-centered campus, our mission is to empower students to reach their goals so they can transform their lives and the lives of those around them. We are so proud of our alumni who go on to make valuable contributions to our community and lead organizations and businesses in our region, state, nation, and world. We are a campus that is committed to diversity, equity, and inclusion, with over 30 percent of our students coming from diverse ethnic and cultural backgrounds and are honored to be an emerging Hispanic-Serving institution.

As a result of the pandemic and all we have faced as a world over the past two years, higher education institutions across the country are at an important inflection point. Public regional institutions like IU South Bend play a critical role in ensuring a full recovery from the pandemic. IU South Bend is already embracing this moment with new leadership, vision, plans, and opportunities. New prospects in online programs, adult education, continuing education, community and business partnerships, and programs targeted to support mission-specific student populations present opportunities for growth and expansion. Local economic development efforts, which have ramped up over the past decade, alongside state investments in regional

economic development, also provide opportunities for new programs and partnerships that will result in mutually beneficial outcomes and collective impact. IU South Bend has been in the community for over 100 years and has much to look forward to as we move confidently into our next 100 years.

I am seeking a partner who will join me and the senior leadership team in building a robust administrative and fiscal engine that will propel IU South Bend confidently into the future. We have enrollment and budget challenges to overcome, but there are multiple opportunities for innovation, growth, and improvement.

–Susan Elrod, Chancellor

PRIMARY RESPONSIBILITIES

The Vice Chancellor for Administration and Finance will:

- Provide leadership, management, and stewardship for all aspects of campus financial and physical resources while ensuring institutional integrity and sustainability.
- Serve as a strategic advisor to the Chancellor for financial and administrative objectives, policies, programs, and practices that ensure a sound financial structure for the campus while focusing on the common goal of student success.
- Participate as a core member of the executive leadership team, partnering with senior leaders across campus to achieve goals related effective campus administration and finance operations.
- Guide the development, implementation, and monitoring of the campus operating and capital budgets from multiple sources of funding.
- Provide leadership for the institution’s ongoing efforts to pursue operating strategies that enhance revenues and efficiencies and lead to more cost-effective operations across campus.
- Develop financial plans, including the development of management policies and operating procedures, preparing projections, performing financial analysis, and generating other reports for the purpose of communication and decision-making.
- Oversee facilities planning and operations including maintenance of buildings and campus grounds, significant renovation projects, implementation of the campus master plan, development of the campus capital plan, and leadership of campus facilities governance processes.
- Oversee budget planning and development of long-term sustainable economic plans and models that ensure the viability of the campus and serve as co-chair of the Campus Budget Advisory Council with the Executive Vice Chancellor for Academic Affairs.
- Oversee campus leases of space including the bookstore, food services, and other third parties who lease space in campus facilities.
- Co-chair the Campus Budget Advisory Council with the Executive Vice Chancellor for Academic Affairs.
- Serve as liaison to academic senate and other campus committees related to administration and finance areas.
- Serve as liaison to the city’s planning and public works departments, other local entities, and neighborhood associations to build strong relationships and develop productive community partnerships.

- Promote the effectiveness of staff reporting to the position, including setting performance expectations, conducting timely reviews, appropriately addressing performance issues or concerns, and team building to ensure a highly functional and productive unit.

PREFERRED COMPETENCIES AND QUALIFICATIONS

IU South Bend seeks a Vice Chancellor for Administration and Finance with:

- Master's degree in business, accounting, finance, or a related field.
- Financial and budget management and leadership experience; experience in higher education preferred.
- Progressively responsible and successful experience in accounting, financial management, or budgetary planning and leadership, or a combination of these.
- Progressively responsible and successful experience as a leader in facilities management, business, and support services.
- Demonstrated success in developing strategic budget, financial, and operational approaches tied to achieving significant organizational outcomes.
- Excellent writing skills as well as superb interpersonal and verbal communication skills; ability to clearly present information, ideas, analyses, and complex financial data to a wide variety of audiences.
- Skilled at building and maintaining relationships within all levels of an organization as well as externally with visitors, government and community organizations, business leaders, and professional organizations.
- Extensive knowledge of generally accepted government accounting and budgeting methods and practices.
- Ability to formulate and articulate sound policies and demonstrated ability to identify, resolve, and consult on a wide range of administrative and personnel issues with a clear sense of institutional needs and priorities.
- Ability to prepare and analyze complex financial reports, budgets, presentation materials, records, correspondence, etc., with confidentiality, accuracy, and extreme attention to detail.
- Ability to read, analyze, understand, and apply complex legal, financial, and/or technical records, reports, ordinances, policies, etc.
- Ability to work under considerable stress as a result of tight deadlines, balancing multiple projects, performing duties under public scrutiny, etc.
- Ability to assess current practices and create efficiencies as well as innovation, flexibility, and creativity in the support of campus operational effectiveness.
- Successful leadership experience working in comparable higher education institutions (preferred) or an organization of comparable complexity.
- Significant experience working in a highly technical environment of online systems, data analytics, and virtual meetings and personal interactions preferred.
- Ability to work within an executive team environment, with other leaders across the organization, and empower effective teams within reporting units but also in cross-divisional projects.
- Experience managing teams, staff, and promoting an environment focused on customer service.

SALARY AND BENEFITS

IU South Bend offers a competitive salary and [benefits package](#).

LOCATION

IU South Bend is located on the St. Joseph River, approximately ten minutes from the South Bend city center, 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, Elkhart, and Granger, the population for the region approximates over 350,000. The region is home to multiple 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 opportunities 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 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 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 are 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 baseball team. Several history and art museums round out a full set of community amenities.

APPLICATION INSTRUCTIONS

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 resume; and the names, addresses (including email), and telephone numbers for at least five references which may include trustees, administrators, faculty, and community leaders. Applications and letters of nomination should be sent electronically to:



Steve Leo, Managing Director
Vicki Henderson, Senior Associate
Storbeck Search
USBFinance@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.*