



**Dean
School of Public and Environmental Affairs
Indiana University
Bloomington, IN**

Indiana University (IU) seeks a committed, engaged, and visionary leader to serve as the Dean of the School of Public and Environmental Affairs (SPEA). SPEA is the highest ranked public affairs school in the nation, a world leader in public and environmental affairs, and the largest school of public administration and public policy in the United States, boasting an alumni network of more than 34,000. The School serves over 3,000 undergraduate and graduate students on two campuses, both at IU's flagship Bloomington campus as well as the metropolitan IUPUI campus in downtown Indianapolis. SPEA's faculty, students, and partners work collaboratively to build a better world by promoting sound decisions, well-managed organizations, just and healthy societies, and a sustainable environment through education, scholarship and research, and civic engagement.

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 first school of its type in the world—bringing together the study of public affairs, environmental science, and policy—SPEA is a complex and highly sophisticated academic enterprise. With programs in Bloomington and Indianapolis, SPEA offers five undergraduate degrees, six Master's degrees including dual degrees, and three doctoral programs of study. Its 120 full-time and 100 part-time faculty engage in more than \$6.2 million in externally funded research per year, much of which is supported by Environmental Protection Agency, the National Institutes of Health, the National Science Foundation, the National Endowment for the Arts, and other federal, state, and local organizations and entities. Building on a foundation of world-class research and scholarly excellence, SPEA's programs cover a range of diverse areas, including public administration, finance, nonprofit management, criminal justice, environmental science, and health and environmental policy and management.

Reporting to the Executive Vice President and Provost of IU, and in strong partnership with the Chancellor of IUPUI, the Dean will provide leadership for the academic, administrative, and public activities of SPEA across both campuses. The Dean will champion SPEA's nearly 50-year legacy of scholarly contributions and research, deepen engagement of its undergraduate and graduate students in the intellectual enterprise of the School, support excellent and innovative teaching, and promote SPEA's further engagement locally and globally. The ideal candidate will understand the School's tripartite mission of research, education, and service, demonstrate a record of collaborative leadership, recognize the importance of innovation, and have deep managerial and

fundraising expertise. The next Dean will sustain and further strengthen the School's scholarly enterprise and its innovative approaches to public and environmental affairs education, to ensure that SPEA continues to attract the brightest minds to find solutions to the state of Indiana's, the nation's, and the world's most intractable and complex problems at the crossroads of policy, management, and science.

In this effort, Indiana University has retained Isaacson, Miller, a national executive search firm, to assist a university search committee including members from both campuses. 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

Indiana University is a major multi-campus public research institution, grounded in the liberal arts and sciences, and a world leader in professional, medical, and technological education. Indiana University Bloomington (IU Bloomington) serves as the flagship residential, doctoral-extensive research campus, while Indiana University's other core components include Indiana University – Purdue University Indianapolis (IUPUI), the highly ranked IU School of Medicine in Indianapolis, and five regional campuses spread throughout the state. IU is home to world-class business and music schools, the world's first school of philanthropy, the nation's first school of informatics, and the nation's largest medical school. In addition to SPEA, IU has countless other academic programs that are among the world's best, including programs in the arts and sciences, education, engineering, law, international studies, journalism, music, nursing, and public health. All IU campuses are committed to research and scholarly 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.

IUPUI is Indiana's premier urban public research university, created by a merger between IU and Purdue University in 1969. Today, it offers more than 350 undergraduate, graduate, and professional programs at 17 degree granting schools, including the School of Medicine, allied health professional schools, the McKinney School of Law, and renowned Lilly Family School of Philanthropy, the world's very first philanthropy school. The campus enrolls nearly 30,000 students with a significant percentage of minority and underrepresented groups.

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. IU also 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. The Bloomington and Indianapolis campuses together welcome nearly 10,000 international students annually from

approximately 150, and many IU undergraduate students participate in a study abroad experience before they graduate.

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 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. He serves as vice chair of the board of directors of the Association of American Universities, and will assume the chair position in fall 2019.

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. She is also a member of the Executive Committee of the Association of American Law Schools and served as its president in 2011–2012. 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 established 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 SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS

SPEA was founded in 1972 with around 40 graduate and undergraduate students as a professional school for the public sector. During a tumultuous time in America, and in answer to increasing demand from students, administrators, and faculty to engage with government and solve problems beyond political theory, SPEA was the first school to combine public management, policy, and administration with the environmental sciences into a holistic program of fundamental and applied research combined with direct engagement of policymakers and stakeholders.

Over time, SPEA's programmatic offerings expanded into arts management, healthcare management and policy, and nonprofit management. Its MPA program grew to encompass specialties ranging from city management and urban policy to international development, among other key areas. And in the early 1980's, the School opened its primary facility on the IUPUI campus in the heart of downtown Indianapolis, which now houses one of the country's best Criminal Justice and Public Safety programs and a burgeoning Homeland Security and Emergency Management program, among others.

Today, SPEA works to build a better world by helping people solve complex problems at the crossroads of policy, management, and science. It promotes sound decisions, well-managed organizations, just and healthy societies, democratic governance, and a sustainable environment through education, scholarship and research, and civic engagement. SPEA's 120 tenure-stream faculty and its dedicated non-tenure-track faculty research and administer to five undergraduate degree programs in 12 different majors, together with eight distinct Master's degree programs, as well as numerous certificate programs, dual degrees, and the SPEA Connect online MPA. Total research expenditures in FY2017 were \$6.2 million. SPEA also maintains an extensive global presence through an abroad program in which fully 30 percent of SPEA students participate, and through extensive global research focusing on problem-solving in partnership with NGO's, multinational organizations, and the private sector.

Current Context

SPEA has maintained a remarkable trajectory for more than a decade. In the past five years alone, SPEA has hired more than 50 new full-time faculty members, and its combined undergraduate and graduate enrollment has more than doubled since 2000. Its scholarship ranks among the finest programs in public affairs anywhere in the country, with the number one ranked MPA program in the country (IU Bloomington), and top 10 specialties in: environmental policy and management; health policy and management; local government management; nonprofit management; public finance and budgeting; and public management and leadership.

SPEA IUPUI's presence in Indianapolis and throughout Indiana have made it an invaluable contributor to the civic life of the state as well as a testbed for some of the nation's most important and impactful applied scholarship in critical areas like criminal justice and emergency management. It maintains strong programs in non-profit management and in public management and leadership, aided through partnerships with unique IUPUI assets like the Lilly Family School of Philanthropy, and its faculty, staff, and students develop deep community connections. Importantly, SPEA IUPUI's research footprint has grown steadily, leading to further opportunities to connect with the Bloomington campus.

Following the tenets outlined in the *SPEA 2020* strategic plan, under its next phase of leadership SPEA aims to enhance how it serves students, build cultural competence and diversity, expand and diversify its revenue base, further its international agenda, modernize school governance, and provide greater service for decision makers in Indiana. The Dean will oversee an overall annual budget of \$59 million dollars and a staff of 122 administrators and is aided by two Executive Associate Deans for the Bloomington and IUPUI campuses. The Dean will lead SPEA to its 2020 goals and beyond, to build a better world, solve complex problems at the crossroads of policy, management, and science. S/he will leverage the core school/two-campus system to produce a fully integrated educational enterprise greater than the sum of its parts, and deepen its engagement with public and private entities to address the "Grand Challenges" facing Indiana, the nation, and the world.

ROLE OF THE DEAN

The Dean will be responsible for the overall leadership of the School, including its research, teaching, and service missions. The Dean will lead the School in recruiting and retaining a diverse and talented faculty and staff, will have responsibility for the School's budget under IU's Responsibility Center Management (RCM) budget model, and will head the School's advancement efforts to engage and engender the support of alumni, corporate, and philanthropic friends. The Dean will build on and expand the School's engagement, impact, and visibility locally, nationally, and internationally. Beyond these broad leadership responsibilities, the Dean will address the following:

CHALLENGES AND OPPORTUNITIES

Support and sustain scholarly and research excellence across the School

The Dean of the School of Public and Environmental Affairs will helm a sophisticated research institution that is committed to world-class research and that boasts the nation's top ranked public affairs specialties. The Dean will pay close attention to the needs of faculty for support and encouragement, and will work to create conduits for collaboration among SPEA faculty and with partner Schools and Colleges at Bloomington and at IUPUI, such as the College of Arts and Sciences, the Jacobs School of Music, the Maurer (Bloomington) and McKinney (IUPUI) Schools of Law, the Bloomington and Fairbanks (IUPUI) Schools of Public Health, and the Lilly School of Philanthropy (IUPUI), among others. The Dean will broaden and deepen a supportive environment for scholars from diverse backgrounds and perspectives, through active recruitment and retention efforts, thoughtful resource allocation, the encouragement of faculty involvement in grant-writing to support a vibrant research community, and the pursuit and development of new funding streams to sustain the scholarly mission of the School.

Lead the engagement of undergraduate and graduate students in the intellectual life of the School, reinforcing the importance of curriculum renewal, pedagogy and academic rigor while connecting students to exciting career opportunities

As a flagship public university, IU places a special emphasis on the student experience, at both undergraduate and graduate levels. SPEA's talented and dedicated students on both campuses are engaged, conscientious global citizens who pay close attention to the School's activities, its scholarly orientation, and the opportunities it provides for active learning, research, and career advising. Undergraduate and graduate students expect a rigorous learning experience reflective of the School's prominence and one that prepares students well as future leaders, so that they may have a significant impact in diverse settings around the globe in a deeply interconnected and changing world. The Dean must engage students, faculty, and staff to continue to improve classroom instruction, to thoughtfully provide access to distance-learning opportunities where appropriate, to align curricula with in-demand professional skills, and to utilize worldwide alumni connections for the benefit of SPEA's students.

Effectively leverage the "Core School" model to build stronger collaborations between the Bloomington and Indianapolis SPEA campuses that will affect change locally and beyond

The Dean will be deeply committed to IU's public mission, and will seek opportunities to fulfill this mission by encouraging SPEA's faculty and students to conduct active scholarship directly relevant to Indiana policymakers, and whose lessons can be applied globally. Indianapolis provides a real-world laboratory for public affairs scholarship and impact that informs fundamental

research at the Bloomington campus, and which can translate globally under the Dean's leadership and vision. SPEA IUPUI maintains deep connections across a spectrum of Indianapolis- and state-based partners who have for years relied upon its dedicated faculty experts and students, all of whom are supported by dedicated staff who help to build connections within and across their communities. The Dean will strengthen these partnership institutionally, while bringing Bloomington faculty into closer constellation with the activity of the Indianapolis campus.

Promote and encourage a diverse, active, and engaged community of students, staff, and faculty

As SPEA's reputation and footprint have grown, the need for diverse representation at all ranks—from faculty, to staff, to students—across both campuses has become ever clearer. While some progress has been made with respect to faculty and student diversity, much remains to be done. The Dean will be committed to continuing to build a diverse, inclusive, and equitable community. The Dean will work with students, staff, faculty, and external supporters to stimulate more scholarship and service activity on major issues of special concern to underrepresented groups (e.g. immigration, criminal justice, poverty, education, and healthcare), and will prioritize scholarship funding for underrepresented students as a major goal for gift officers. Beyond this, the Dean will represent the highest aspirations for a School dedicated to serving the public good, and will be responsive to the concerns of its talented constituencies, internally and externally.

Develop resources for the School to ensure a strong sustainable future

The Dean will join the School in the midst of IU's Bicentennial Capital Campaign, "For All," with an overall campaign goal of \$3 billion by its conclusion in June of 2020. In recent years, SPEA has had success in garnering major gifts, such as a \$3 million gift from Former U.S. Treasury Secretary Paul O'Neill towards construction of the new 34,000-square-foot O'Neill Graduate Center, featuring student commons, classrooms, meeting areas, and faculty offices. The Dean will present a compelling vision that will attract interest from a wide array of potential donors, so as to secure additional resources for research and scholarship, endowed professorships, lab and teaching space, staff support and professional development, and build toward a naming gift to ensure the future of the nation's leading public affairs institution. The Dean will also be a significant and respected presence on campus and in critical high-level meetings, to ensure that the School is able to take advantage of campus resources and remains connected to major campus initiatives that will benefit SPEA's students, staff, and faculty in the near- and long-terms.

PERSONAL AND PROFESSIONAL QUALIFICATIONS

The Dean of SPEA will be a visionary leader with a national or international reputation, who will exhibit a collegial and consultative leadership style, and the energy and integrity to inspire new levels of excellence for the School. Candidates should have a history of scholarly or practical achievement, administrative leadership in a large and highly complex enterprise, the ability to build and cultivate consensus, and experience in creating and supporting a diverse and inclusive community and fostering a climate of collegiality and mutual respect. While no single candidate may have all the ideal qualifications, the committee seeks candidates with the following qualifications and abilities:

- a terminal degree in a represented field and the scholarly achievement or other practical and professional record to achieve the rank of full Professor at SPEA;

- an intellectual leader: a distinguished practitioner, teacher, scholar, or academic visionary who brings a passion for students, research, and service;
- an experienced administrator with a track record of success in a large unit, school, or similarly complex environment in the public or private sectors, with an astute understanding of finances and the relationship between academic priorities and budget;
- an open and consultative leader and an excellent collaborator who can partner with and motivate faculty, staff, and students to take SPEA to a greater level of success;
- a skilled communicator adept at various media, who can inspire and cultivate key external constituencies, attract partners, raise funds, generate enthusiasm, and obtain substantial commitments to further support SPEA;
- an inclusive leader with a demonstrated commitment to and track record of supporting diversity and inclusion at all levels, along with a fundamental belief in the importance of a diverse, inclusive, and equitable community in meeting the School's vision and goals.
- integrity, honesty, and enthusiasm, and a collegial sense of humor.

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 to:

Gale Merseth, Vice President
Vijay Saraswat, Managing Associate
Isaacson, Miller
www.imsearch.com/6818

Electronic Applications are strongly encouraged.

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.