



VICE CHANCELLOR FOR UNIVERSITY RELATIONS AND ADVANCEMENT

INDIANA UNIVERSITY SOUTH BEND

South Bend, Indiana



**INDIANA UNIVERSITY
SOUTH BEND**

The Aspen Leadership Group is proud to partner with Indiana University South Bend in the search for a Vice Chancellor for University Relations and Advancement.

The Vice Chancellor for University Relations and Advancement will serve as the chief development and external relations officer for the Indiana University South Bend (IU South Bend) campus. The Vice Chancellor will provide leadership, strategic direction, vision, and initiative in the planning, implementation, and administration of the campus' fundraising, alumni relations, special events, community and government relations, and marketing and communications programs. The Vice Chancellor will provide leadership and direction for all aspects of fundraising, including annual giving, planned giving, major gifts, alumni and emeriti giving, and corporate and foundation relationships as well as develop and implement specific, targeted strategies for the identification, cultivation, and solicitation of donors to increase individual, corporate, and foundation giving. The Vice Chancellor will develop strategies to assist the Chancellor and academic leadership in engaging the community and government leaders to promote the public image of and private support for IU South Bend. The Vice Chancellor will serve as a senior campus executive and as liaison to various IU offices.

Indiana University 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.

Indiana University 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 master 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 engage with students in research projects, internships, and service learning activities, whether it be students working 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.

REPORTING RELATIONSHIPS

The Vice Chancellor for University Relations and Advancement will report to Chancellor Susan Elrod. The Vice Chancellor will serve as a member of the senior management team of the university, 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 15, including 6 direct reports.

FUNDRAISING AND FINANCES

IU South Bend's 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. One new initiative already underway is the launch of a planned giving society, Bridge to the Future.

Of note are two transformational gifts that IU South Bend received in the past decade: a \$5.85 million gift from the Dwyer Charitable Trust which provided scholarships for nursing students, faculty support in nursing and palliative care, funding to renovate Riverside Hall into a Health Sciences center as well as housing a health clinic, and the naming of the College of Health Sciences to the Vera Z. Dwyer College of Health Sciences. A gift of \$4 million by the Leighton Foundation was received by the School of Business and Economics, which provided scholarships for students, research funding for faculty, the creation of a career services office for the school, and the recruitment of a retention specialist in the school. The Vice Chancellor for University Relations and Advancement will work closely with the IU Foundation, to support fundraising activities for IU South Bend. The overarching mission of the IU Foundation is to maximize private support for Indiana University to support the mission of providing excellent education throughout all campuses of IU.

The annual operating budget for IU South Bend is approximately \$63 million. Approximately 57% of the budget is derived from tuition and fees. Approximately 42% 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 campus is also independently accredited by the Higher Learning Commission.

UNIVERSITY RELATIONS

Under Chancellor Elrod's leadership, the university has expanded its regional and government relations efforts with a new plan to engage multiple stakeholder groups. The goal is to build a more visible brand of IU and IU South Bend in the region to advance the campus mission, as well as enhance existing partnerships and build new ones. The Vice Chancellor is the primary senior leader managing this plan, working closely with the Chancellor. This includes participating in local economic development initiatives, engagement with community organizations, meetings with local and state government leaders, and hosting events that showcase the campus to relevant entities. These efforts dovetail with significant community engagement programs and projects on campus with students, staff, and faculty as part of a new campus [Community Engagement Center](#).

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% 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 few months, 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 advancement and regional engagement 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. Every one of these opportunities is an opportunity for expanding partnerships and philanthropy for a leader who resonates with our mission, wants to engage with a community that is on the rise, and make a difference in the lives of people in north central Indiana.

–Susan Elrod, Chancellor

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

Indiana University 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 & 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% of the total university population are students of color; 28.9% of the total population are underrepresented students of color; 34% of the Honors Program are students of color; 37.2% of the population are first generation college students; 33.2% of the total population are Pell recipients; 29.2% are non-traditional aged students; and 21% 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 hosts 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 grassroots 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.

PRIMARY RESPONSIBILITIES

The Vice Chancellor for University Relations and Advancement will

- in cooperation with the Chancellor, provide leadership and direction for all aspects of fundraising including annual giving, planned giving, major gifts, alumni and emeriti giving, corporate, and foundation relationships;
- lead initiatives to develop, promote, and implement plans to increase public and private financial support to the campus;
- develop customized strategies for soliciting major individual, corporate, and foundation donors, including researching, identifying, and cultivating prospective donors;
- develop proposals and assist deans, the Chancellor, and other leaders in making presentations to major and principal donors;
- develop and implement special fundraising programs and campaigns;
- manage high level prospects in collaboration with the Chancellor;
- lead, manage, and direct the leadership team in the University Relations and Advancement division, including the Director of Development, Director of Alumni Affairs, Director of Marketing and Communications, and Campus Events and associated staff;
- provide executive oversight, training, and development opportunities to develop a strong divisional team that is successful in meeting its goals;
- in addition to serving as a member of the Chancellor's Cabinet, serve on other campus and university committees related to advancement and community relations at the university, local, state, and national levels;
- establish and maintain community relationships in order to enhance campus and university support;
- ensure goals related to effective marketing and communications are met to advance the visibility and impact of IU South Bend in the region and across IU;
- in conjunction with, and in support of the Chancellor, act as a liaison between the campus and the business community, state, and local government, other educational institutions, for-profit and non-profit organizations, and national organizations to advance IU South Bend's mission;

- assist and advise the Chancellor in establishing and maintaining communications with legislators and other government officials, and by participating in various activities to solicit their support;
- keep state legislators apprised of campus academic and building plans and attendant funding requirements, while performing various activities to solicit their support and maintain and nurture their interest in the IU South Bend campus; and
- work and coordinate with the IU Foundation, IU Office of Public Affairs and Government Relations, IU Alumni Association, IU Studios, and the Office of the IU Office of the Vice President for Research Administration on synergistic activities that support the mission of IU South Bend.

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, DC 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 a textbook, several scientific publications, and patents. 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 on *Shared Leadership in Higher Education: Responding to a Changing World* due out this fall from 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 PhD 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.

PREFERRED COMPETENCIES AND QUALIFICATIONS

Indiana University South Bend seeks a Vice Chancellor for University Relations and Advancement with

- success in fundraising, alumni, and constituent engagement efforts resulting in significant revenue generation in support of organizational projects, goals, and initiatives;
- significant experience working with community, government or external constituencies;
- experience in or oversight of marketing, public relations, and media-related offices;

- successful proposal development and effective project oversight, implementation, and management experience;
- experience managing teams, staff, and promoting an environment focused on customer service and achievement of organizational mission and goals;
- budget planning and management experience;
- strong oral and written communication skills as well as experience writing and presenting information for multiple platforms (electronic and print);
- an ability to work collaboratively within an executive team environment with other leaders across the organization, and empower effective teams within reporting units but also in cross-divisional projects;
- an ability to build and maintain relationships within all levels of an organization as well as externally;
- an ability to assess current practices and demonstrate innovation, flexibility, and creativity in the support of the development of future practices;
- a commitment to organizational learning and data-driven decision-making approaches; and
- an understanding of, commitment to, and ability to work with diverse staff, faculty, students, and constituents.

A bachelor's degree is required for this position as is at least ten years of professional experience in fundraising within a non-profit organization or higher educational institution

SALARY AND BENEFITS

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

LOCATION

Indiana University 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 often 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 lie 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

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of Indiana University South Bend as well as the responsibilities and qualifications presented in the prospectus.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

Indiana University is an equal employment and affirmative action employer and a provider of ADA services. All qualified applicants will receive consideration for employment based on individual qualifications. Indiana University prohibits discrimination based on age, ethnicity, color, race, religion, sex, sexual orientation, gender identity or expression, genetic information, marital status, national origin, disability status or protected veteran status.

To apply for this position, visit:

[Vice Chancellor for University Relations and Advancement, Indiana University South Bend.](#)

To nominate a candidate, please contact Don Hasseltine:

[donhasseltine@aspenleadershipgroup.com.](mailto:donhasseltine@aspenleadershipgroup.com)

All inquiries will be held in confidence.