



**Dean  
Hamilton Lugar School of Global and International Studies  
Indiana University Bloomington  
Bloomington, Indiana**

*To change the world, first you need to understand it.*

## **THE SEARCH**

Indiana University (IU) seeks an eminent and accomplished leader to serve as the next Dean of the [Hamilton Lugar School of Global and International Studies](#) (HLS, Hamilton Lugar, or the School). HLS is a unique, multidisciplinary school, steeped in a renowned scholarly heritage coupled with an orientation toward national and international engagement, whose scope ranges across languages and cultures, arts and sciences, and international studies focusing on diplomacy and statecraft. It is internationally recognized for advancing the understanding of, and deep engagement in, world issues both current and historical. At the same time, HLS embodies a deep commitment to cultural and linguistic understanding in keeping with the highest traditions of one of the nation's most outstanding, transformative public research universities. Hamilton Lugar is dedicated to preparing students holistically to become engaged global citizens and drivers of positive social change, and to conduct research and disseminate knowledge to inform public discussions on global issues. The School in its 10<sup>th</sup> year is well established and has laid a strong foundation for the next leader to further the School's impact. Working in collaboration with an exceptional faculty, staff, and student body, the Dean will take Hamilton Lugar to new levels of excellence and impact and continue to bring Indiana to the world and the world to Indiana.

Indiana University Bloomington (IU) is a member of the Association of American Universities (AAU) and is the Research I, flagship campus of Indiana University. With over 34,000 undergraduate students and more than 11,000 students in graduate and professional programs, the campus has 16 degree-granting colleges and schools comprising over 550 degree-granting academic programs at the bachelor's, master's, doctoral, and professional levels. It ranks among the nation's top 30 public universities and is renowned for its academic and scholarly traditions of excellence across the natural and physical sciences, liberal arts, fine and performing arts, and social sciences, among many other areas of specialization. Hamilton Lugar, formed in 2012 as an independent school within the College of Arts and Sciences (the College, or COAS), promotes an academic vision of global engagement, bringing the university's scholarly renown in languages and area studies to bear on major international challenges. HLS is the fifth largest international affairs school in the U.S. by total enrollment and provides language instruction in more than 70 different languages, the most offered at any university in the nation. The majority of these programs reside in the School and are overseen by HLS's 125 faculty, some of whom have dual appointments across the College of Arts and Sciences. The School is home to 42 staff and has an annual operating budget of \$17.1 million.



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HLS has four academic departments—three celebrated and long standing area studies departments: [Central Eurasian Studies](#) (CEUS), [East Asian Languages and Cultures](#) (EALC); and [Middle Eastern Languages and Cultures](#) (MELC). [International Studies](#) (INTL), is the fourth and newest department created during the school's foundation. HLS is known as a nexus of cross-pollinating activity, with partners across IU and externally. IU and HLS together oversee 11 Title VI National Resource Centers, the most of any university in the nation, many of which provide prestigious Foreign Language and Area Studies (FLAS) Fellowships to more than 80 students yearly. And since its inception, HLS has hosted the prestigious, non-partisan America's Role in the World Conference, which has brought speakers such as the late Madeleine Albright, Samantha Power, and Dan Coats, among many others, to Bloomington to engage with other participants and with HLS's talented students.

The Dean, reporting directly to the Provost, will join the HLS community at a critical moment for the nation and the world. The totality of HLS's strengths—historic and future—are necessary now more than ever to the understanding and shaping of world events. The Dean will be an expansive and inclusive thinker committed to upholding the highest academic standards while engaging with HLS's impressive advisory board, external networks, IU Global, the Washington, D.C. community of thinkers, and other experts nationally and internationally. The Dean will be both an inspiring leader and adroit manager of resources, both human and material, with an eye to building enduring strength across the centers and departments of the School. Due to their extensive shared history, the Dean will collaborate with the Executive Dean of COAS, particularly regarding shared services. In addition, the Dean will continue to nurture strong partnerships with other schools and colleges across IU, such as the Luddy School of Informatics, Computing, and Engineering; the O'Neill School of Public and Environmental Affairs; the Kelley School of Business; the Maurer School of Law; and others. And the Dean will bring thought leadership to the rapidly changing field of international affairs and the Hamilton Lugar School's role within it.

Indiana University has engaged Isaacson, Miller, a national executive search firm to assist with the search. All confidential applications, inquiries, and nominations should be directed to the parties listed at the end of this document.

## INDIANA UNIVERSITY BLOOMINGTON

Founded in 1820, [Indiana University Bloomington](#) is the flagship residential, doctoral-extensive research campus of [Indiana University](#) (IU), with additional core components the highly ranked IU school of Medicine in Indianapolis, and several campuses and regional centers across the state. Indiana University is committed to excellence; global engagement; inclusion and diversity; academic freedom; and meeting the changing educational and research needs of the state, the nation, and the world.

The Bloomington campus enrolls over 34,000 undergraduate and more than 11,000 graduate students who learn, explore, and grow in more than 300 bachelor's and graduate [programs](#) and with access to more than 200 [research centers and institutes](#) across 17 [schools and colleges](#). [Diversity, equity, and inclusion](#) are core values of the entire Indiana University system, and Indiana has consistently increased the diversity of its entering class in recent years. A large number of Indiana students are Pell recipients, and the campus has pioneered efforts to support them with [additional financial resources](#). In addition, the campus hosts a number of [programs and centers](#) to support students from diverse backgrounds.



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Indiana University Bloomington is home to many top ranked schools and programs. The O'Neill School of Public and Environmental Affairs boasts the nation's top-ranked public affairs, environmental policy and management, and nonprofit management graduate programs in the country. The IU Jacobs School of Music is world renowned and houses the fifth-ranked Master of Fine Arts theater program. The IU Kelley School of Business is ranked eighth by *U.S. News and World Report* for Best Undergraduate Business Programs. The Bloomington campus is also home to a number of recently formed and emerging schools and programs that are integral to its future, including: [The Luddy School of Informatics, Computing, and Engineering](#); and a \$557 million regional academic health center, [IU Health Bloomington](#). IU faculty, students, and alumni aspire to the highest standards in 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.

Indiana 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 campus offers instruction in more languages than any other American university. Indiana welcomes approximately 6,500 international students from 127 countries, and one in three Indiana undergraduate students participate in a [study abroad experience](#) before graduating.

Located just an hour south of the state capital in Indianapolis, Indiana University is widely considered to be one of the country's most beautiful university campuses. Many of the campus' 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. Bloomington itself, a city of almost 87,000, stands among the highest-ranked college towns for quality of life in the nation. The century-old, 500,000-square-foot [Indiana Memorial Union](#) (IMU) is a center of campus life, typically hosting more than 17,000 events each year.

### **Leadership**

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

[Pamela Whitten](#) became the 19th president of Indiana University on July 1, 2021.

A visionary scholar and accomplished educator and researcher, Whitten has 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.

As IU's first female president, Whitten assumes the helm at one of the nation's leading research universities at a time of record-level research funding and philanthropic support.

Whitten holds a Ph.D. 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. She is an internationally recognized expert in the field of telemedicine. As part of her work in higher education, she additionally held leadership roles at the University of Georgia and the University of Kansas Medical Center.



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### ***Rahul Shrivastav, Provost and Executive Vice President***

[Rahul Shrivastav](#) is the Provost and Executive Vice President of the Indiana University Bloomington campus, a position he assumed February 15, 2022.

Shrivastav previously served as Vice President for Instruction at the University of Georgia. In that role, he was also part of the university's executive leadership team as a member of the President's Cabinet, the Senior Advisory Group, and the Provost's leadership team, including its Academic Leadership Group.

Prior to joining the University of Georgia, Shrivastav was a professor and chair of the Department of Communicative Sciences and Disorders at Michigan State University, where he also directed the Voice and Speech Laboratory. In 2007, he co-founded the start-up company Audigence, Inc. to commercialize some of the intellectual property developed by this research group. He has served as chief scientist and on the scientific advisory board for Audigence.

Shrivastav's undergraduate and graduate training are in speech and hearing sciences from the University of Mysore, India. He received his doctoral degree in speech and hearing sciences, with a minor in cognitive sciences, from IU Bloomington.

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The Hamilton Lugar School of Global and International Studies at Indiana University is the fifth largest international affairs schools in the country and a leader in the study of the languages (offering more than 70 university-wide, the most in the US), cultures, and economic and political philosophies shaping the world. In 2018, the School was named in honor of Rep. Lee H. Hamilton and late Sen. Richard G. Lugar, two of the most influential foreign policy voices of this generation, recipients of the Presidential Medal of Freedom, and proud Hoosiers committed to innovative, nonpartisan solutions. HLS's six-year-old, Indiana limestone, Global and International Studies Building (GISB), is creatively designed to enhance engagement and collaboration. The building has excellent visual appeal and sits in the heart of the IU campus. As visitors walk up the staircase of the state-of-the-art facility, the wall is made of stone from all over the world—a visual metaphor of bringing Indiana to the world and the world to Indiana. The new construction is an integral part of the School's development, and houses IU's language programs, area studies departments, and international resource centers. Founding Dean Lee Feinstein made significant progress in creating flexible and innovative undergraduate offerings—including joint programs with the Maurer, Luddy, and O'Neill schools—that have combined with a focus on international relations and foreign policy, and on practical training and connections to federal agencies and departments in Washington, D.C. Together with the highly successful and prominent America's Role in the World conference, HLS has made a significant impact that has helped drive undergraduate student enrollment as well as connectivity with the foreign policy community.

The School is proximate to the College of Arts and Sciences (the largest academic unit in the University), an organizational location that has enabled significant cross disciplinary activity and sharing of centralized resources. IU follows a Responsibility Center Management budget model and HLS has an annual operating budget of \$17.1 million.



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More information, see the [Dean's Advisory Council](#) and [HLS' organizational structure](#).

### **Area Studies Departments**

#### **Central Eurasian Studies (CEUS)**

CEUS took its present name in 1993. It originally was founded as an Army Specialized Training Program for Central Eurasian languages in 1943, then formally organized as the Program in Uralic and Altaic Studies (from 1956 to 1965) and later as the Department of Uralic and Altaic Studies (from 1965 to 1993). The department is home to 26 faculty and has long been one of the world's leading centers of academic expertise on Central Eurasia as well as the sole independent degree-granting academic unit in its field staffed with its own faculty of specialists.

CEUS offers an area studies program, emphasizing language proficiency and a thorough grounding in indigenous cultures. Students can study, in depth, a region of specialization in the Central Eurasian area through mastery of one or more languages as well as the history and culture of a given region by means of a multidisciplinary approach.

#### **East Asian Languages and Cultures department (EALC)**

Founded as the Asian Studies Program in 1958, EALC is IU's central department for the study of East Asian language, civilization, and society. Home to 27 faculty, and a growing enrollment, the department is large enough to encompass the diversity of East Asian cultures, from contemporary politics to ancient philosophy, yet small enough to provide a close, collegial environment for teaching and research.

EALC offer [Chinese \(Mandarin\)](#), [Japanese](#), and [Korean](#) from beginning to advanced levels, and a full range of courses on East Asian literature, history, politics, religion, and art. The [undergraduate degree programs](#) build the foundation for careers in teaching and research, international business and law, the foreign service, and cultural institutions.

At the [graduate level](#), programs are tailored to meet students' individual needs and interests—all combine rigorous training in East Asian languages with extensive study in a chosen discipline.

#### **Middle Eastern Languages and Cultures (MELC)**

The Department of Middle Eastern Languages and Cultures (as renamed in 2020) was founded in 1960 as the Department of Near Eastern Languages and Literatures; it is one of the oldest departments of its kind in the nation. The department has a top-rated program in Arabic language and linguistics, bolstered by one of the leading [Arabic Flagships](#) in the U.S. MELC is known for its strengths in Islamic Studies and the Medieval Middle East, as well as in the literature, history, politics, and anthropology of the modern Middle East, with an emphasis on the culture and politics of the Arab Middle East; also offered are courses in Hebrew literature and Israeli society and culture. Finally, MELC has significant offerings on the history and archaeology of early Christianity in the Middle East, and on the ancient Middle East, particularly ancient Egypt.

Although the smallest department in HLS with a current faculty of 13, MELC has by far the largest graduate program in the School, with more than 40 students currently pursuing Ph.D. degrees in Arabic language and linguistics, Islamic Studies, and modern Middle East politics. MELC graduate students typically pursue



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careers the fields of academia, foreign service and diplomacy, in business and in NGOs among others, in the U.S. and in the Middle East. The [MA program in Egyptology](#) has acquired an international reputation since its inception in 2012, and has placed its graduates in Ph.D. programs at Harvard, Yale, Johns Hopkins, Brown, the University of Toronto, UCLA, and Liverpool University, among other institutions; one IU Egyptology alumna is currently on the Egyptology faculty at Yale University. Students may study additional Middle Eastern languages such as Persian, Turkish, and Kurdish through the Department of Central Eurasian Studies, and Hebrew through the Borns Jewish Studies Program.

### [International Studies \(INTL\)](#)

Created as a program in 2003, and becoming a department in 2012 it has 26 faculty, offering [Bachelor of Arts and Bachelor of Science](#) degrees as well as [graduate degrees](#). INTL educates students for the world of the 21st century. Departmental degrees investigate global structures (cultural, economic, environmental, health, legal, and political) that promise to serve as common bases for worldwide human interaction. INTL emphasizes place and identity: territorial states and their boundaries, national and ethnic loyalties, religious conviction, systemic economic disparities, health and environmental challenges, gender identities, and the persistent use of political violence to resolve disputes. Through interdisciplinary instruction, language training, overseas education, and internship opportunities, INTL prepare students for occupations in both the public and private sectors: governmental agencies and NGOs, philanthropic organizations and multi-national corporations, public relations, and cultural events management.

### **Title VI: Centers and Institutes**

The School has had great success in attaining [Department of Education Title VI](#) funding over the years, and currently houses a record [nine area studies centers and programs and two resource centers](#), with \$18.8 million awarded in funding for 18 separate programs. The outcome of the last round of Title VI funding was the best in the 60-year history of Title VI at IU and has helped solidify the University's vision for the Hamilton Lugar School to strengthen and revitalize area studies by bringing area and international studies under one roof.

In awarding the grants, the Department of Education designated eight HLS programs as National Resource Centers:

- [African Studies Program](#)
- [Byrnes Russian and East European Institute](#) (has received funding since its establishment in 1958)
- [Center for the Study of Global Change](#)
- [Center for Latin American and Caribbean Studies](#)
- [Center for the Study of the Middle East](#)
- [East Asian Studies Center](#) (with the University of Illinois at Champaign-Urbana)
- [Inner Asian and Uralic National Resource Center](#)
- [Institute for European Studies](#)

The Hamilton Lugar School's [Center for Languages of the Central Asian Region](#) and [National African Languages Resource Center](#) also received four-year funding through Title VI as National Language



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Resource Centers. In addition, the [Islamic Studies Program](#) and seven of the eight National Resource Centers received Foreign Language and Area Studies awards.

HLS also receives annually \$4.7 million on average from the Department of Defense's Defense Language and National Security Office (DLNSEO Suite) for their [Language Training Center](#), [Arabic Flagship](#), [Chinese Flagship](#), [Project Go](#), and [Title VIII](#). The School is home to the innovative [Language Workshop](#) with intensive language study and a Language Training Center which provides language training for US Special Forces Command.

*[More information: HLS' Institutes and Centers](#): Institute for Korean Studies, Dhar India Studies Program, Polish Studies Center, Senior Research Institute for Inner Asian Studies, Southeast Asian and ASEAN Studies, Tobias Center for Innovation in International Development, 21<sup>st</sup> Century Japan Politics and Society Initiative, Arabic Flagship Center, Chinese Flagship Center, and the Summer Language Workshop.*

### **Students**

As of spring 2022, HLS enrolls nearly 800 undergraduates, 105 graduate students, and 96 doctoral students. Students come from all 50 states, 150 countries, and 28% of students in the School identify as underrepresented racial and ethnic minorities. The School boasts a 7:1 student teacher ratio, and offers more than 20 undergraduate majors, minors, and certificates and 45 graduate degrees. The curriculum is distinguished by its interdisciplinary nature and emphasizes the acquisition of regional and global literacy, multidisciplinary exposure to area studies and international issues, critical reading and analytical writing skills, and academic as well as practical preparation for careers in international fields and professions. The undergraduate program is geared towards connecting academic education in global affairs, language training, and skill development.

HLS students can choose from a variety of joint degree programs, internships, and [study abroad](#) opportunities. IU is ranked fifth in the country in the number of students studying abroad, and HLS is a leader in overseas study with more than 70% of its students studying overseas for a summer, a semester, or a year-long program. Students have the flexibility to pair their HLS degree with others within the university—students can combine [international studies and biology](#), [international law and Arabic](#), [cybersecurity and global policy](#) to name a few. Students can quickly find a community by opting to live in the [HLS Living Learning Center](#) (LLC), that has over 80 freshman residents and provides a residential community to put students on the path to global leadership.

At the graduate level, master's programs teach a comparative view of the world's regions, cultures, and languages. All programs require study or competency in a foreign language, and the courses concentrate on the interaction of international, economic, political, and cultural processes with states and societies around the world. The programs are interdisciplinary, and the curriculum is intended to help students approach how to relate it to an increasingly interdependent world.

HLS students are engaged in a broad range of curricular and co-curricular pursuits. HLS students have received prestigious fellowships and scholarships. The School is ranked second in the country for number of Boren scholars and is ranked 16<sup>th</sup> overall for students who are Fulbright scholars. Twenty-nine percent of HLS students are Boren, Fulbright, and Schwartzman scholars. In 2021, 50% of graduates reported





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obtaining full-time employment and 27% went on to graduate and professional schools. Alumni work in a range of fields, including the US government; the White House; major corporations such as Eli Lilly, Google, Council on Foreign Relations; international agencies such as the United Nations and the Peace Corps; think tanks; universities, and diplomatic missions of foreign governments.

### **Faculty**

Hamilton Lugar is home to 125 exceptional full-time tenured, tenure-track, and non-tenure eligible faculty members, whose educational backgrounds represent a broad cross section of the social sciences and humanities. Seventy-five percent of faculty have tenure homes in the School, with approximately a quarter holding joint appointments with other departments in the College of Arts and Sciences and other units at IU.

The faculty are committed to providing an excellent educational experience for their students, engaging in cutting-edge research of direct benefit to the community at large, and serving the University, their profession, and the public. Many faculty members are leaders within their field, serving as officers in professional organizations, journal editors, and heads of Program Committees at a range of key conferences, and have received prestigious awards, fellowships, and internal and external recognition for their scholarship, teaching, and activism.

### **ROLE OF THE DEAN**

The Dean serves as the chief academic and administrative officer for the School. The Dean is responsible for overseeing strategic growth and development, managing budget, personnel, and policy; for shaping institutional priorities and practices for the school; and serving as a part of the institutional leadership team.

The Dean oversees a budget of approximately \$17.1 million, 42 staff, and 125 faculty members. Direct reports to the Dean include a Senior Assistant Dean for Curricular and Undergraduate Affairs and an executive associate Dean as well as the faculty/staff directors of the various departments and centers. The Dean leads an administrative staff focused on advancement, career and alumni services, computing services, human resources, finance and administration, marketing and communications, and student support.

The Dean also works with the [Dean's advisory council](#). This body advises the Dean on strategic goals, problems, and opportunities and assists with philanthropic and other outreach activities.

### **KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN**

The incoming Dean will be well versed in collaborative leadership, priority setting, and strong organizational management. The successful candidate will leverage the School's deep history and strengths, with an eye to building greater cohesion and shared purpose moving forward. To that end, the Dean will address a key set of opportunities and challenges, which are as follows:





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### ***Craft a collaborative vision and sharpen the School's identity***

Working closely with faculty, staff and other stakeholders, the Dean will lead the development of the School's next strategic plan that focuses on providing pioneering undergraduate instruction, expands HLS's graduate offerings, reinforces, and strengthens its scholarly underpinnings, and continues to push the School toward impactful, public-facing, global engagement. This plan will articulate the mission and vision of HLS and build a stronger sense of institutional identity, connecting both its historic eminence with its emerging expertise in the international policy sphere and championing both its present as well as its most ambitious aspirations. The Dean will communicate the HLS' distinctions and strengths and will build trust and enthusiasm with broad stakeholders in this process, while simultaneously prioritizing areas for investment and growth both within HLS and across IU.

### ***Deepen the School's organizational cohesion***

The incoming Dean will bring to bear organizational experience and administrative acumen to further the School's academic mission and guarantee its success. This begins with enhancing and streamlining communications among groups, particularly between faculty and staff and between faculty across academic and organizational units, harmonizing policies and procedures, and facilitating more collaborative work among all of HLS's constituent groups. The Dean will also foster an increasingly diverse and inclusive culture, one which supports all members and provides robust supports for mentorship, professional development, and career advancement. The Dean will be responsible for further shaping a sustainable organizational structure that values and is committed to faculty governance and ensuring resources are generated and deployed to best accomplish the School's mission and strategic priorities.

### ***Further enhance academic and research excellence***

At its core, HLS is an academic enterprise committed to research, teaching, mentoring, and service, creating new knowledge, and applying that knowledge in the service of a global community. The Dean will work to support undergraduate and graduate students and will be expected to enhance educational excellence at all levels, coupling innovative programming with pioneering scholarship. This means ensuring a more seamless integration of programming across academic siloes, supporting co-curricular opportunities aimed at enhancing students' professional and intellectual development, and demonstrating a deep commitment to public scholarship and engagement. As well, the Dean will champion the scholarly heritage of the School, identify funding mechanisms and other supports to attract, retain, and cultivate excellent research-active faculty, support intellectual richness and dynamism in the faculty ranks, and bolster strong research partnerships throughout the University, nationally, and internationally.

### ***Demonstrate a commitment to diversity and foster a culture of equity, inclusion, and belonging***

Indiana University remains committed to increasing the diversity of its undergraduate and graduate student body and to growing and reflecting that diversity in the faculty and staff ranks. The vision of HLS is of a community committed to diversity as a core strength and as a first principle in service to innovation, creativity, pedagogy, and scholarship. The Dean will be adept at supporting the recruitment, retention,



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and professional development of a diverse faculty and staff. The same is true for recruiting and supporting a diverse and representative student body. The Dean will nurture a culture that upholds equity, inclusion, and belonging as pillars inherent in the heart of the institution.

### ***Grow financial resources and make strategic investments***

Working closely with the School faculty and university leadership, the Dean will be tasked with ensuring fiscal sustainability through revenue creation, sound budget management and allocation of resources. In addition, the Dean will fundraise and develop new revenue generating opportunities, both in the professional master's sphere as well as through certificate programs, among other approaches, to ensure the School remains on firm financial footing. The Dean will continue to communicate the value of investing in HLS, its vision, and its academic and research success, whether such investments educational initiatives and scholarships or related personnel support. Specifically, the Dean will enlarge the donor base by enhancing relationships with individuals, public and private sector institutions, and other mutually beneficial partners to ensure the School's continued success.

### **QUALIFICATIONS AND CHARACTERISTICS**

For the Hamilton Lugar School Dean, Indiana University seeks an exceptional leader who is passionate about the HLS mission, committed to its standards of excellence, and prescient and optimistic about its future potential. The University is open to considering candidates from all parts of the world and who may have been shaped by a variety of experiences, including leadership in the academic, private, professional, military, nonprofit, and government sectors. The position calls above all for a distinguished scholar who possesses vision, breadth, and sound judgment; proven intellectual leadership skills; a deep commitment to academic traditions of scholarship and of shared governance; international recognition as a thought leader and luminary; an enthusiasm for and experience with fund raising; demonstrated financial and staff management experience; a deep understanding of the mission of an academic research enterprise; and a collaborative leadership style that can motivate all participants within a mission-driven culture.

A Ph.D. in, or related to, HLS's areas of study is strongly preferred. Candidates should have a record of successful scholarship, engagement with students, and other experiences that would qualify them to hold a tenured faculty position in an R1 university.

While no one person will likely embody all of the professional qualifications, skills, experiences, and personal qualities desirable in this role, the successful candidate will bring many of the following:

- A record of distinguished scholarship, including a substantial record of academic and popular publication;
- A deep commitment to the Hamilton Lugar School's academic values and its mission to connect pedagogy, scholarship, practice, and public service in order to prepare its students to understand the world and address urgent global issues;
- Demonstrated knowledge of the opportunities and challenges facing higher education today;
- Demonstrated fund-raising experience with foundations, government agencies, and private sector or individual donors, both in the U.S. and abroad;



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- A deep commitment to, and fluency in the language of, diversity, equity, and inclusion, and a track record of success in promoting and sustaining it institutionally;
- Multi-national, multi-disciplinary, and multi-cultural exposure and experience; fluency in multiple languages;
- A leadership style that is both inclusive and decisive;
- Demonstrated comfort and strong decision-making in ambiguity;
- A record as a consensus-building leader with a demonstrated history of diagnosing organizational strengths and weaknesses, knowing how to deal effectively with them, successfully bridging internal and external stakeholders and forging organizational unity;
- Financial acumen and proven abilities in budgetary and financial management;
- A track record as an effective manager of people with a management style built upon respect, two-way communication, collaboration, and fairness;
- Experience forging partnerships with a variety of public and private organizations and universities, both nationally and internationally;
- An entrepreneurial and creative spirit;
- A reputation for integrity, transparency, accountability, and enthusiasm;
- Interpersonal skills that enable effective relationships with all stakeholders, including other University leaders, alumni, advisory boards, government officials, and leaders in the international affairs arena;
- Superior written and oral communication skills, and a compelling public presence across diverse media and audiences.

### TO APPLY:

Review of candidates will begin immediately and continue until an appointment is made. All inquiries, nominations, and applications (including—as separate documents—a cover letter, resume, and list of references) should be directed in confidence online via [www.imsearch.com/8550](http://www.imsearch.com/8550).

Gale Merseth, Partner  
Vijay Saraswat, Partner  
Stephanie Simon, Associate  
Isaacson, Miller

*Indiana University is an equal employment and [affirmative action employer](#) and a provider of ADA services. All qualified applicants will receive consideration for employment 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.*