



**INDIANA UNIVERSITY**

**Vice Provost for Undergraduate Education**

**Leadership Profile**

February 2025



***WittKieffer***

## Executive Summary

Indiana University Bloomington (IUB) seeks a creative, collaborative, and accomplished leader to serve as its [Vice Provost for Undergraduate Education](#) (VPUE). The VPUE advances a vision for campus-wide programs and initiatives that provide academic, classroom, and co-curricular advancements for undergraduate students, fosters innovation and enrichment in the curriculum, and guides faculty to develop enhanced teaching and pedagogical strategies. The VPUE will assume leadership at a time of great opportunity and momentum at the university.

Tracing its roots back to 1820, Indiana University (IU) has evolved into an influential educational institution, with core campuses at IU Bloomington and IU Indianapolis. IU's Bloomington campus enrolls over 48,000 students who learn, explore, grow, and pursue research in over 100 [research centers and institutes](#), and more than 250 graduate and bachelor's programs within its 17 [schools and colleges](#). IUB is proud to offer students a rich blend of academic and extracurricular opportunities. Students can engage in over 750 student organizations and enjoy a dynamic arts and culture scene in the city of Bloomington. The campus employs more than 3,000 full- and part-time faculty and librarians, over 6,400 staff, more than 2,500 student academic appointees, as well as postdoctoral researchers and research assistants.

Guided by the strategic direction of [IU 2030](#) and today's dynamic discussions of the influence of rapidly changing technology, such as AI, on undergraduate education, this is a unique opportunity to provide transformative leadership for campus-wide student support and curricular innovations and initiatives that benefit undergraduate students across IUB. This ambitious agenda will also include the implementation and management of the IUB General Education program. Additionally, the VPUE will oversee cross-institutional curricular conversations and resolutions, including degree articulation and course transfer agreements in conjunction with other IU campuses and the Indiana Commission of Higher Education (ICHE). The vice provost will have the opportunity to leverage their expertise to develop initiatives that will be scalable across IU Bloomington's campus to enhance the holistic undergraduate education ecosystem.

The VPUE reports directly to [Provost and Executive Vice President Rahul Shrivastav](#) and serves on the provost's senior leadership team. The Vice Provost for Undergraduate Education will be a leader with exceptional drive and motivation, eager to foster deep collaborative partnerships across a highly decentralized university enterprise to champion the ongoing development and elevation of a holistic and student-centric student success model. The VPUE will be focused on propelling IUB's level of excellence and further its commitment to student success and emerging as a national leader in student success across the higher education landscape. IUB seeks to make its undergraduate education programs, support, and initiatives be known for innovative curriculum, pedagogy, and be forward-looking to ensure that IUB students are prepared for the workforce of tomorrow. The VPUE will be responsible for managing a team of more than 400 faculty, staff, and student employees, who are all dedicated to the ambitious achievement of IUB's student success priorities. Additionally, the VPUE will oversee a \$14M portfolio to support the goals and objectives of the [Office of the Vice Provost for Undergraduate Education](#). The position works in close synergy with the academic deans, respective academic units, and other senior leaders on the Bloomington campus, as well as with the Bloomington Faculty Council, faculty policy committees in the academic units, IU Student Government, and other faculty and student leaders across IU.

The successful candidate will possess a demonstrated record of scholarship, publications, or creative works and teaching that merits a tenured or teaching professor faculty appointment as a full professor at IU Bloomington. Additionally, the successful candidate will bring substantial administrative experience; expertise in student attainment and development research along with curriculum and program development expertise; an open, inclusive, and collective leadership style; and the ability to work with faculty, campus and student leaders across diverse academic programs in the context of a large and complex academic institution.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy section at the end of this document.

## Role of the Vice Provost for Undergraduate Education

The [Office of the Vice Provost for Undergraduate Education](#) oversees programs and initiatives that drive outstanding academic experiences for all IU Bloomington undergraduate students. It oversees advising, technology, and enrichment resources for students at all stages and leads initiatives that assess, support, and improve undergraduate teaching and learning. Undergraduate Education partners with academic and co-curricular units on the IU Bloomington campus to ensure every undergraduate student can access meaningful learning



opportunities in both, academic/classroom settings and experiential formats that prepare them for future-focused workforce needs and post-graduate opportunities.

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The VPUE will assume responsibility for dynamic goals that involve diverse stakeholders across IUB and the university-wide [Office of the Vice President for Student Success](#). The vice provost will be a well-respected, collaborative leader on-campus, known as a bridge builder with the skills to galvanize the enthusiasm of faculty partners and stakeholders in the best interest of the university. The VPUE will lean into the strengths of their team and offer opportunities for their staff to further develop as professionals, providing tools for long-term success

In addition, the Vice Provost for Undergraduate Education will be expected to:

- Oversee diverse student and faculty-facing offices, including supervision of affiliated faculty, staff, and student workers, in the following [departments and programs](#):
  - Academic Support Center
  - Advance College Project (ACP)
  - Advising and Major Exploration Services (AMES)
  - Career Exploration & Student Employment (CESE)
  - Center for Innovated Teaching & Learning (CITL)
  - Center of Excellence for Women & Technology (CEW&T)
  - Dual Credit Pipeline
  - Experiential Learning
  - General Education (GenEd)
  - Health Professions & Prelaw Advising (HPPLA)

- Herbert Presidential Scholars Program
  - Hudson and Holland Scholars Program
  - Intensive Freshman Seminars (IFS)
  - IU High School Online (IUHS)
  - On-campus Precollege Enrollment-Nondegree Program (OPEN)
  - Student Academic Center (SAC)
  - Undergraduate Research
  - Women in STEM Living-Learning Community
  - Writing Tutorial Services (WTS)
- Ensure timely and robust academic, classroom, and co-curricular academic services for students that actively promote retention, progression, and graduation.
- Direct targeted initiatives and support for identified student groups and populations, including underrepresented students; international, transfer, and first-generation students; students from rural and low/limited income backgrounds; and others.
- Provide effective leadership on campus-wide curricular issues, including implementation and management of the General Education program.
- Lead campus-wide programs and initiatives that promote innovation and enrichment in the curriculum, including serving as co-chair of the Campus Curriculum Committee.
- Educate faculty through the CITL to develop enhanced teaching and pedagogical strategies that promote teaching excellence, student success, and innovation.
- Advance high impact learning experiences for all students, including implementation of a campus-wide experiential learning initiative.
- Collaborate with academic schools and other campus offices to provide an intentional and cohesive undergraduate experience.
- Lead the VPUE office faculty and professional staff and core operational functions, including finance, administration, data, and computing, in collaboration with campus and university partners.
- Oversee cross-institutional curricular issues, including degree articulation and course transfer agreements in conjunction with other IU campuses and Indiana Commission of Higher Education (ICHE).
- Produce and leverage analysis and utilization of key student and teaching-related data.
- Provide advice, guidance and support to academic deans and schools, as well as the Provost when needed, on a broad range of academic and student support issues, including those related to accreditation.
- Oversee key scholarship programs for undergraduate students.
- Ensure regular assessment and continuous program improvement within VPUE and across the curriculum.
- Convene and serve on campus and university bodies that influence the undergraduate experience and related policies and practices, including leading the Undergraduate Academic Council with undergraduate deans, serving on the university Academic Leadership Council, the Bloomington Faculty Council (BFC), and in an ex-officio role on the BFC Educational Policy Committee.



- Represent IUB with key external stakeholders on academic and student success matters, including alumni, peers, and national higher education organizations.
- Serve as the institutional liaison for IUB with the Big-10 Academic Alliance (BTAA) for all matters related to undergraduate education.
- Facilitate special projects to advance the academic mission of the university.

## Opportunities and Expectations for Leadership

### Enhancing and Innovating Student Success

Student success is at the heart of all operations at IU Bloomington and is one of the key pillars in the [IU 2030](#) strategic plan. The vice provost will be an integral contributor in shaping an innovative and future-forward vision for student success across IU Bloomington that not only meets current best practices but advances new innovations in student educational support and co-curricular engagement.

The VPUE will have a strong partnership with the [Office of the Vice President for Student Success](#) to provide university-wide insight and influence regarding initiatives taking place at IU Bloomington. This partnership will enhance the capabilities of the VPUE units and will provide a team of collaborators and educational innovation experts to ensure IU Bloomington reaches its full potential as a university that provides students with holistic academic support, ensuring an accessible and engaging environment while readily preparing the next generation of leaders. The VPUE will also cultivate a strong partnership with the IU Bloomington [Office of Student Life](#) and the [Office of Enrollment Management](#). These areas will work closely and collaboratively to strengthen academic achievement, college satisfaction, and scalable student success efforts. The VPUE will also engage deans, faculty, and other key campus leaders, to proactively enhance and identify tailored academic enhancements within the colleges as well as those that scale across all academic units. The deep relationships developed between the VPUE and their team will ultimately bolster and inspire partners across the university to work in unison to elevate student success efforts that scale and benefit all IUB students.

An initial focus for the VPUE will be to evaluate and enhance program offerings at IU Bloomington, ensuring IU's commitment to student outcomes is in alignment and supported by excellence in teaching and learning on campus. The vice provost will be responsible for measuring student success and satisfaction from pre-recruitment and enrollment through graduation and career placement. The vice provost will monitor and adjust interventions to ensure that each student's experience is met with top tier student support services throughout their university journey. Success will be measured through multiple lenses to ensure IU Bloomington is evaluating student success holistically and that these efforts are impacting all students. This will include identifying gaps and trends in student outcomes, evaluating and assessing the resources needed to close gaps, and enhancing IU Bloomington's commitment to serving all students.

### Advancing Undergraduate Education and a Unified First Year Experience

The vice provost will play a critical role in driving a culture of innovation around the scholarship of teaching and learning that is scalable across the entire IUB campus. This includes leading the development and subsequent implementation of a vision that embraces technology and explores how technology can enhance teaching and learning. The VPUE will set ambitious goals and expectations regarding the consideration of technological advances in both curriculum and pedagogy. Additionally, as part of its strategic goals, IUB has embarked on an effort to redesign the first-year experience for its undergraduate students. The VPUE will partner with faculty and other units, especially the Office of Student Life and the Office of Enrollment Management, to design and

implement a unique first year experience that is grounded in evidence-based practices to enhance student success for all students at IUB.

The VPUE will draw on their teaching and learning expertise and high-impact practices to frame, bolster, and deliver an innovative undergraduate education experience that is supported by research, assessment, best practices, market feedback, and predictive analytics. As the vice provost guides IUB in these new practices and nationally significant initiatives, IUB will pay close attention to current trends in collaborative and active learning education, AI and other virtual learning modalities, career readiness initiatives, and systems thinking as it applies to co-curricular engagement. As a result of engaging in leading-edge practices, the vice provost will bolster the elevation of effective academic advising, address a myriad of student needs, eliminate progression barriers, and ensure the education received at IU Bloomington aligns with student interests and career outcomes that are informed by industry partners. All advances in teaching and learning in undergraduate education at IUB will be designed to adapt to the rapid and ever-changing national higher education landscape, positioning IU Bloomington to be a leader across higher education in this space.

### Empowering Collaboration with Faculty

IU Bloomington boasts a distinguished faculty recognized globally for their excellence, with many having received prestigious awards in their disciplines, earning the faculty at IUB a reputation for excellence and leadership in academia. The faculty at IU Bloomington is at an inflection point, with a period of rapid growth in the last few years, significant investments across the academic enterprise, especially in the STEM disciplines, and one of the strongest bases of humanities, visual, and performing arts amongst any public universities in the country. The ongoing investments in faculty present a unique opportunity to shape the future thinking and best practices at the institution. The VPUE will bring a collaborative spirit, the ability to listen and engage with diverse ideas, and the drive to move initiatives forward. The vice provost will play a unique and influential role in convening conversations, student success common interest groups, and the scholarship of teaching and learning research where faculty can thrive, innovate, and contribute to the broader educational mission at IU.

The VPUE will provide faculty with opportunities for professional growth, particularly in areas related to pedagogy, assessment, educational technology, and teaching and learning innovation. They will develop and implement programs that recognize and incentivize innovative teaching practices. The vice provost will devise and lead initiatives that can be scaled to impact a broad student population including creating programs that enhance the IUB learning experience and ensure that IUB's educational offerings remain relevant and effective. The VPUE will also work closely with academic leadership to align faculty development initiatives with the institution's strategic goals. This role is crucial in ensuring that faculty development is not only about individual growth but also about contributing to the institution's overall success.

### Leveraging IU's Budget Model Redesign to Enhance Student Success

Following the implementation of IU 2030, IU Bloomington is well underway with its [budget redesign process](#) which is progressing smoothly. This new approach to fiscal planning will emphasize transparent, equitable, and easy to understand tenets for all campus constituencies. The vice provost will arrive during the assessment phase of the overall budget redesign process and will support the academic units in the launch the new revenue allocation model. Throughout the redesign process, the VPUE will lend their expertise and experience to help navigate student success opportunities and challenges that arise along the way. The VPUE will be a key partner in providing data and forecasting to ensure that revenue allocation to units that support undergraduate education, student success, persistence, and retention receive strategic investment with short and long-term goals in mind. Additionally, the vice provost will consider opportunities for faculty incentivization throughout the budget redesign process as well as the ability to devise initiatives that are scalable to the entire student population given the right ongoing budget supports.

## Professional Qualifications and Personal Qualities

Indiana University Bloomington's Vice Provost for Undergraduate Education will be a visionary, student-centered leader with experience and expertise in enhancing undergraduate academic programs, foster innovation in teaching and learning, and improve student success.

The successful candidate must have:

A demonstrated record of scholarship, publications, or creative works and teaching that merits a tenured or teaching professor faculty appointment as a full professor at IU Bloomington.

- A doctoral or terminal degree from an accredited institution.
- Substantial administrative experience supporting student success and innovative efforts to enhance undergraduate education.

In addition, the ideal candidate will have many of the following attributes:

- A passion for enhancing the academic experiences and success of undergraduate students.
- Experience and ability to work with faculty, campus, and student leaders across diverse academic programs in the context of a large and complex academic institution.
- Experience building effective campus partnerships that promote a shared responsibility for developing and executing upon a strategic vision.
- A strong record of promoting student success and academic innovation.
- Effective data/project management and analytical and problem-solving skills.
- Knowledge of higher education teaching methodologies.
- An open, inclusive, and collaborative leadership style.
- Expertise with student attainment and development research.
- Expertise in curriculum and program development.
- Experience developing and implementing student success initiatives for diverse student populations.
- Experience engaging with or serving in leadership roles in academic innovation and/or student success national associations or organizations.

# About Indiana University Bloomington

## Overview of IU Bloomington



IU Bloomington is the core residential, doctoral-extensive research campus of IU. Its mission is to create, disseminate, preserve, and apply knowledge. It does so through its commitments to cutting-edge research, scholarship, arts, and creative activity; to rigorous and inspired undergraduate, graduate, professional, and lifelong education; to culturally diverse and international educational programs and communities; to first-rate library and museum

collections; to economic development in the state and region; and to meaningful experiences outside the classroom. As one of the nation's premier public research institutions, IU Bloomington is a member of the Big Ten Academic Alliance (BTAA), the prestigious Association of American Universities (AAU), and the Association of Public & Land-Grant Universities (APLU).

IU Bloomington enrolls more than 38,000 undergraduate and 10,000 graduate students in over 550 academic programs. Students have access to over 125 research centers and institutes across the 17 schools and colleges on campus. Diversity, equity, and inclusion are core values of the Bloomington campus. A large number of IU Bloomington students are Pell recipients, and the campus has pioneered efforts to support them with wraparound scholarship programs.

More than 3,000 full-time faculty and 6,400 staff are based at IU Bloomington and have helped the campus achieve acclaim for the breadth, depth, and quality of its schools and academic programs. The institution is home to the nation's first School of Informatics, the world-renowned Jacobs School of Music, a historically significant range of language programs, and top programs in the Kelley School of Business and the Paul H. O'Neill School of Public and Environmental Affairs, as recognized by U.S. News and World Report. The full array of schools and programs on campus are similarly distinctive.

IU's numerous international engagements allow students and faculty to pursue their goals through partnerships across the globe. The campus offers instruction in over 80 languages, more than any other American university. IU Bloomington enrolls approximately 5,000 international students from 100 countries, and one in three undergraduate students participate in a study abroad experience before graduating.

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IU to create opportunities for research, partnerships, conferences, workshops, overseas study, and internships at the following locations:

- ASEAN Gateway Bangkok
- China Gateway Beijing
- Europe Gateway Berlin
- Ghana Gateway Accra
- India Gateway New Delhi
- Mexico Gateway Mexico City

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

## Overview of Indiana University

Founded in 1820, Indiana University is one of the nation's leading public research universities, with 930+ academic programs, nine university campuses and nine School of Medicine campuses. Since its founding, Indiana University has helped students create brighter futures while also driving innovation, from breakthroughs in DNA technology to cancer research to trailblazing cultural programs and resources. Indiana University is home to top-ranked business; public and environmental affairs; education; law; arts and sciences; and music schools, as well as the world's first school of philanthropy, the nation's first school of informatics, and the country's largest medical school.

Its hundreds of academic programs are among the world's best, and the university is always looking toward the horizon, thinking about what's next. Indiana University takes pride in the quality of education provided, whether a student is enrolled in courses at a core campus, at a regional campus or center, through the School of Medicine, or through IU Online. Most recently, 16 graduate programs from IU ranked among the nation's top 10, with 32 graduate programs in total ranking in the top 20 graduate programs and specialty areas nationwide.

The university's campuses are united by IU 2030: The Indiana University Strategic Plan, an aspirational vision for a bold and ambitious future focused on student success and opportunity, transformative research and creativity, and service to the state of Indiana and beyond.

Indiana University has a total budget of approximately \$4.2 billion with approximately 7,500 full-time faculty, 12,000 full-time staff, and nearly 93,000 students. In addition, Indiana University is one of only seven public universities in the nation with a AAA credit rating from both Moody's Investor Service and S&P Global.

As Indiana's largest public research university, Indiana University is one of the state's largest employers, with one of every 26 jobs in Indiana supported by IU.

## IU Locations

Beginning with its roots in Bloomington, Indiana, IU is now a major multi-campus university with locations across the state and the world. In total, IU has seven campuses, two regional centers, and nine School of Medicine campuses that are spread throughout Indiana.

The **core campuses** in [Bloomington](#) and [Indianapolis](#) give students the opportunity to choose a traditional setting or a big-city environment. The **regional campuses** offer 4-year IU degrees and graduate degrees in small-campus environments throughout the state. **Regional centers** of IU Indianapolis include IU Columbus and IU Fort Wayne.

- [IU East](#)
- [IU Kokomo](#)
- [IU Northwest](#)
- [IU South Bend](#)
- [IU Southeast](#)
- [IU Columbus](#)
- [IU Fort Wayne](#)

Nine **IU School of Medicine campuses** across Indiana offer a variety of working and learning environments where students can pursue a career in medicine.

- [Bloomington MD, graduate, and undergraduate pre-med programs](#)
- [Evansville Close to six major hospitals, with an expanded residency program](#)
- [Fort Wayne Clinical education opportunities in rural and urban communities](#)
- [Indianapolis Proximity to some of Indiana's largest teaching hospitals](#)
- [Muncie The School's only campus located on hospital property](#)
- [Gary Access to clinical care at 11 major teaching hospitals](#)
- [South Bend Located on the campus of Notre Dame](#)
- [Terre Haute Emphasis on primary care and other rural medicine specialties](#)
- [West Lafayette Interprofessional education opportunities on the Purdue University campus](#)

## IU2030: The Indiana University Strategic Plan

United by an aspirational vision for IU's third century, *IU 2030: The Indiana University Strategic Plan* outlines an ambitious and shared path, reaffirming the university's rightful place within the highest tier of American public higher education.

IU leadership is committed to closely tracking and sharing the university's progress toward achieving IU 2030 goals as part of the plan which was launched in April 2023. The dashboards are available here:

<https://strategicplan.iu.edu/outcomes/index.html>

IU Bloomington is advancing the IU 2030 Strategic Plan goals across all three pillars outlined in the strategic plan. You can view IU Bloomington's dashboard here: <https://strategicplan.iu.edu/outcomes/bloomington.html>

The three foundational pillars are:

- **Student Success and Opportunity**

A commitment to affordability and a student experience that equips graduates for resounding success in the workplace and beyond.

- In the first year of the plan, IU Bloomington received \$34 Million in new philanthropic support for endowed financial aid to support student access and affordability. The campus also saw a 2% increase in student passing rates with a C- or higher. The Fall-to-Fall retention in full-time bachelor's degree programs was

91.1%.

- **Transformative Research and Creativity**

A commitment to the pursuit of discovery, creativity, and innovation that improves communities and changes lives.

- IU Bloomington received \$20 Million in philanthropic support for transformational research and creative pursuits, up from the previous baseline of \$12.8 Million. Additionally, IU Bloomington's faculty saw an 11% increase in citations per faculty member.

- **Service to Our State and Beyond**

A commitment to engagement, partnership, and collaboration that strengthens the vitality of Indiana, the nation, and the world.

- Over 5,000 IU Bloomington undergraduates pursue careers within the state of Indiana. External partnerships to address future workforce needs exceed 4,200 partnerships. The number of preschool through high school partnerships increased by over 20%.

## Leadership



### **Dr. Pamela Whitten, President**

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

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



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

[Rahul Shrivastav](#) was appointed as the Provost and Executive Vice President at Indiana University Bloomington in February 2022. A noted innovator, scholar, and higher education leader, Shrivastav has served as IU Bloomington's chief academic officer, leading the daily operations for the IU Bloomington campus. His portfolio includes IUB's 17 schools and eight vice provost areas covering undergraduate and graduate education, research, faculty affairs, student life, and enrollment management.

Prior to arriving at IU, Shrivastav served as Vice President for Instruction at the University of Georgia for seven years. Before joining the University of Georgia, he spent three years as Professor and Chair of the Department of Communicative Sciences and Disorders and directed the Voice and Speech Laboratory at Michigan State University. 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.

## Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this leadership profile.

Applications will be accepted until the position is filled.

Applications, nominations, and inquiries can be directed to:

Jen Meyers Pickard, Ph.D., Melissa Fincher, and Tyler Workman

**[IndianaUnivVPUE@wittkieffer.com](mailto:IndianaUnivVPUE@wittkieffer.com)**

**Benefits Overview:** <https://hr.iu.edu/benefits/index.html>

### **Equal Employment Opportunity**

*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. Indiana University does not discriminate on the basis of sex in its educational programs and activities, including employment and admission, as required by Title IX. Questions or complaints regarding Title IX may be referred to the U.S. Department of Education Office for Civil Rights or the university Title IX Coordinator. [See Indiana University's Notice of Non-Discrimination here which includes contact information.](#)*

### **Campus Safety and Security**

*The Annual Security and Fire Safety Report, containing policy statements, crime and fire statistics for all Indiana University campuses, is [available online](#). You may also request a physical copy by emailing IU Public Safety at [iups@iu.edu](mailto:iups@iu.edu) or by visiting IUPD.*

