


A photograph of a fountain at sunset. The fountain has a central vertical jet and several arched jets. The sky is a mix of orange, yellow, and blue. In the background, there are trees and a building. The foreground is a paved plaza with a low concrete wall. On the left side of the image, there is a vertical decorative border with horizontal stripes in various shades of blue and white.

PRESIDENTIAL PROSPECTUS



Founded in 1865,
Indiana State University
(ISU) is a comprehensive,
state-assisted public
institution offering
degrees through
the doctoral level.



Indiana State University
invites nominations and
applications in its search for
a visionary President who
will continue to enhance
the institution's commitment
to academic excellence,
student success, community
engagement, and shared
governance. The President
reports to the University's
Board of Trustees.



Mission

Indiana State is dedicated to teaching and the creation of knowledge while maintaining its longstanding commitment to inclusiveness, community and public service, and access to higher education. ISU integrates teaching, research, and creative activity in an engaging, challenging, and supportive learning environment to prepare productive citizens of the world.

Vision

Inspired by a shared commitment to improving our communities and inclusive excellence, Indiana State University will be known nationally for community engagement, experiential learning, and career readiness.

Core Values

Diversity
Scholarship
Equity
Inclusion
Excellence



KNOWLEDGE

ENCOURAGED

FOREVER

SHALL BE

AND

QUINTILIAN

ARISTOTLE

PLATO

SOCRATES

LEARNING,

PLUTARCH

ALCIB

ROUSSEAU

CONVICIUS

GENERALLY

KAHT

EDUCATION

PARSONS

PESTALOZZI

HOBBS

HERBART

MORRISON

ROBE

MILLS

TO THE

PRESERVATION

HOSHOUR

SYSTEM

MANN

BARNARD

SPENCER

HARRIS

WASHINGTON

OWEN

UNIFORM

OF A FREE

GOVERNMENT.

A GENERAL

AND



Enrollment has grown by more than 30 percent in the past eight years.

The University

Founded in 1865, Indiana State University (ISU) is a comprehensive, state-assisted public institution offering degrees through the doctoral level. Classified as a community engaged institution by the Carnegie Foundation, ISU has been named to the President's Higher Education Honor Roll for Community Service each year since its creation. The University was ranked first in the nation among national universities for service by the Washington Monthly in 2015 and has been in the top three institutions in the country for the past five years in hours of community service provided by its students. The Princeton Review has recognized ISU as one of the "Best in the Midwest" for 13 years in a row.

The University offers more than 100 undergraduate majors within the Colleges of Arts and Sciences; Business; Education; Health and Human Services; and Technology. The College of Graduate and Professional Studies offers more than 75 graduate programs in conjunction with the University's academic colleges.

Minority students constitute 25% of 2016-2017 enrollees, one of the most diverse student populations in Indiana. Enrollment has grown by more than 30 percent in the past eight years, reaching historic levels in fall 2015 with more than 13,500 students. While the majority of students are from Indiana, the University also attracts students from throughout the United States and more than 70 countries. Indiana State has a long tradition of serving underrepresented populations; more than half of freshmen are Pell-eligible, and a large percentage of enrollees are first-generation college students. In addition, the University has the largest percentage of 21st Century Scholars, Indiana's scholarship program for students from low-income households.

The ISU Sycamores have nine women's teams and six men's teams competing in intercollegiate athletics at the NCAA Division I level. The University has been a member of the Missouri Valley Conference since 1977.





Budget

The state operating appropriation is comprised of two main components: base funding and performance funding.

Indiana State has an annual operating budget of approximately \$175.8 million. The two largest sources of revenue are student tuition (53.1% of total revenue) and state appropriations (43.2% of total revenue).

The state operating appropriation is comprised of two main components: base funding and performance funding. Base funding reflects historical changes in student enrollment (*adjusted for inflation*) and is the largest amount of state-provided funding. A small portion of base funding is

allocated by use of performance formulas that reward various outcome measures such as overall degree production and on-time completion.

The State of Indiana also provides funding for major renovation or new construction of academic facilities through the use of debt service appropriations or cash. Since 2008, ISU has received \$156.3 million of capital funding, including \$31 million of cash funding in addition to annual allocations of repair and replacement dollars for the upkeep of academic facilities.





Strategic Plans

In fall 2009, the University launched a strategic plan, *The Pathway to Success*. Guided by this plan, ISU has:

- Had unprecedented growth in enrollment;
- Developed new degree programs in high demand fields such as health care, unmanned systems and genetic counseling;
- Greatly expanded experiential learning opportunities for students;
- Nearly completed a 10-year plan to upgrade student housing;
- Been named the number one national university in the U.S. for community service;
- Successfully concluded its first comprehensive fundraising campaign; and
- Made progress in diversifying its faculty and staff.

Seven years later, a new strategic plan, *There's More to Blue*, was launched. Building upon the success achieved by the previous plan, the new plan sets aggressive goals in improving student success, continuing enrollment growth, incorporating career-readiness into the curriculum, ensuring the impact of the university's commitment to community service, creating distinctive programs and experiences, utilizing resources effectively to maintain affordability, increasing revenue streams, and attracting and retaining great employees. The plan emphasizes building an environment of inclusive excellence.





University Development

The University has averaged more than \$9 million in cash gifts and exceeded 5,600 donors over the last four years.

In September 2016, the University's Board of Trustees and the **ISU Foundation** announced a restructuring that allows the Foundation to retain its 501(c)(3) status while operating more closely with the University. The Foundation had operated as a separate entity since 2006 and remains a separate institutionally related foundation, but all employees of the Foundation have now become University employees. The former President of the Foundation now serves as a Vice President for University Development reporting directly to the President of ISU. The Vice President also has responsibilities as CEO of the Foundation. The **Foundation Board of Directors** will continue to provide

oversight and guidance to the fundraising staff and assist with the cultivation and stewardship of private donations.

The University has averaged more than \$9 million in cash gifts and exceeded 5,600 donors over the last four years. Indiana State's last comprehensive fundraising campaign ended in 2011, surpassing the University's goal of \$85 million. The campaign received gifts from more than 18,000 donors and created 250 new funds and scholarships, including doubling the number of named Presidential Scholarships (*the university's most prestigious financial award for incoming students*). The ISU Foundation has an endowment of approximately \$53 million.



Indiana State By The Numbers

13,500 Enrollment

674 Full time faculty

21 to 1 Student-to-faculty ratio

100+ Undergraduate majors

75+ Graduate majors

25% Student diversity

150+ Campus acres

\$53 million Endowment

11 Previous presidents

900+ Honors students

250+ Student organizations

13 Residence halls

28 Fraternity and Sororities

15 NCAA Division I Athletic teams

\$14.5 million awarded in scholarships

50% of first time degree seeking students receive the laptop scholarship





Campus

The University's 150-acre beautifully landscaped campus sits in the heart of downtown Terre Haute and is designated a Tree Campus USA. More than \$300 million in major construction projects have been completed during President Dan Bradley's tenure. Several major projects have been approved and will be completed in the coming years, including:

- A \$64-million addition and renovation of the Health and Human Services Building;
- A \$20.5-million renovation of Rhoads Hall; and
- A \$15-million renovation of the Fine Arts and Commerce Building.

The **campus master plan** was updated in 2016 and includes renovation of academic classroom facilities; completion of the Sycamore Towers renovation; creation of a signature entryway to campus; further development of the University's footprint (*without losing its compact campus form and walkable environment*); improvements to athletic competition, practice and training facilities; and continued support of city and county efforts to redevelop adjacent neighborhoods, the riverfront, and the central business district.

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Condit House

When the Indiana General Assembly chartered the Indiana State Normal School in 1865, Condit House was already five years old. During the subsequent expansion and development of the school into a college and university, the campus eventually grew to surround this distinctive landmark.

At the request of Dr. Alan Carson Rankin, the seventh president of ISU, the Board of Trustees authorized the restoration of

Condit House for use as the presidential residence. Restoration and expansion of the home was completed in 1967. President Rankin and his successor, President Richard G. Landini, lived in the home throughout their presidencies. In 1992, Condit House became the Office of the President. In 2008, significant renovations were completed to restore it for use as the president's residence.

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The Community

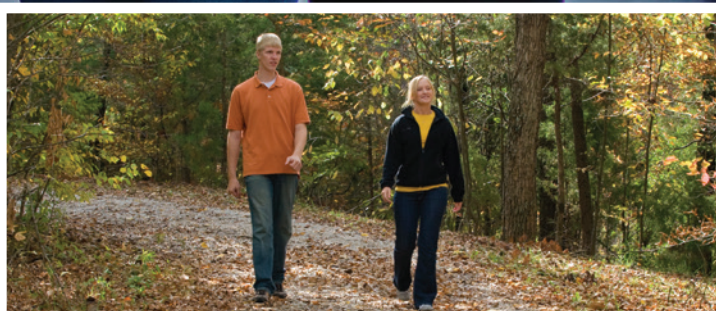
The seat of Vigo County, Terre Haute has approximately 60,000 residents. The west-central Indiana community serves as the retail, healthcare, manufacturing, service and cultural hub for 16 Indiana and Illinois counties in the Wabash Valley. Terre Haute is home to four colleges (*Rose-Hulman Institute of Technology, Saint-Mary-of-the-Woods College, Ivy Tech Community College and Harrison College*) in addition to ISU.

In the past decade, there has been a resurgence of the downtown due to strong working relationships among the University, the City of Terre Haute, the Terre Haute Economic Development Corporation, the Chamber of Commerce and other public and private entities. Two new hotels have been built and an arts corridor has been developed featuring a growing collection of public art and a number of local museums and boutiques. Indiana State has also partnered with a third-party developer to build apartments for upperclassmen in the heart of downtown. Recently, the ISU Foundation collaborated with Barnes and Noble to build a shared facility that

includes the University's bookstore and offices for the Foundation and the ISU Alumni Association.

The Wabash River Development and Beautification Board has created a strategic plan called Riverscape which utilizes Terre Haute's riverfront to spur economic development and provide a landmark destination for tourists. The project includes the development of the Wabashiki Fish and Wildlife Area on the west bank of the river and the development of ISU's Gibson Track and Field on the east side. In early 2017, Core Redevelopment began work on a \$23-million repurposing of a former manufacturing plant adjacent to the track complex to create 165 loft-style, market-rate apartments.

The University is also working with the City of Terre Haute, the Vigo County Commissioners, and the Terre Haute Convention and Visitors Bureau to renovate and add convention meeting space to Hulman Center. The Indiana General Assembly has approved \$37.5 million in funding for this \$75-million project.





Board of Trustees

The President reports directly to ISU's **Board of Trustees**, which has nine members appointed by the Governor. Two of the nine are nominated by the Indiana State University Alumni Association, and six are at-large positions; a student representative is appointed from nominations submitted by a Student Government Association search and screen committee. All

appointments are for a period of four years except for the student trustee, who serves two years. Terms begin on July 1 of the year the appointment is effective. The Governor fills Board vacancies by appointment for unexpired terms.





Indiana Commission for Higher Education

The **Indiana Commission for Higher Education** is a fourteen-member coordinating agency that works closely with Indiana's public and independent colleges to:

- Define the educational missions of public colleges and universities;
- Plan and coordinate Indiana's state-supported system of post-high school education, taking into account the plans and interests of independent colleges and universities;
- Review both operating budget and capital budget appropriation requests from public institutions;
- Approve or deny the establishment of any new branches, campuses, extension centers, colleges or schools associated with public institutions;
- Approve or deny for public institutions the offering of any additional associate, baccalaureate or graduate degree or certificate program of two semesters or more in duration;
- Review all programs of public institutions and make recommendations to the governing board of the institution, the Governor, and the General Assembly concerning the funding and disposition of these programs; and,
- Distribute student financial aid from state aid programs.

The Governor appoints 12 members, nine representing a Congressional District and three at-large members, to serve terms of four years. The Governor also appoints a student and a faculty representative, both of whom serve two-year terms. Indiana State Professor John Conant currently serves on the Commission as the faculty representative.

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Opportunities, Challenges, and Qualifications

Responsibilities of the next President include, but are not limited to:

- Embracing and supporting the public mission of the University to provide access and opportunity for all students to receive a high quality educational experience, resulting in academically prepared, career-ready, and socially aware graduates;
- Setting the strategic vision for the University and implementing a plan of action to achieve the goals of the institution;
- Communicating the vision and mission of the institution to a broad range of stakeholders;
- Supporting the University's emphasis on community engagement and utilizing partnerships with public and private entities to leverage resources that enhance the quality of life in Terre Haute and the Wabash Valley;
- Effectively working with the state legislature, donors, industry, community partners, and grant opportunities to maximize and diversify funding and resources to support the institution;
- Establishing a strategic enrollment plan that will lead to the effective recruitment and retention of a diverse student body;
- Continuing the institution's strong commitment to shared governance, maintaining a visible presence on campus, and consistently engaging in dialogue with faculty, staff, and students;
- Empowering and supporting leadership at all levels within the institution;
- Enhancing inclusivity on campus and maintaining the institution's strong commitment to embracing diversity, including efforts to recruit, retain and support diverse faculty, staff, and students;
- Supporting faculty to be successful in their roles as teachers, scholars, and university citizens;
- Enhancing the student experience, including in-classroom and extracurricular experiential learning opportunities and career readiness initiatives;
- Overseeing Division I intercollegiate athletics and ensuring institutional compliance with NCAA regulations; and
- Developing and managing international partnerships which bring value to the institution.



The successful candidate should possess the following skills and qualifications:

- A strong commitment to the University's mission of being dedicated to teaching and the creation of knowledge while maintaining its longstanding commitment to inclusiveness, community and public service, and access to higher education;
- An earned terminal degree;
- A distinguished record of excellence in teaching, scholarship, and service meriting appointment at the rank of full professor;
- A deep understanding of the diversity of ISU's student body and a track record of initiatives that have positively impacted learning and outcomes for students coming from similar backgrounds;
- Experience fostering engagement between a university and its local communities;
- The ability to build relationships with external stakeholders and garner resources that will support the institution;
- Experience with strategic enrollment planning, including issues related to recruitment, retention, program evaluation at the undergraduate and graduate levels, and distance education;
- A genuine commitment to shared governance;
- Experience building high-performing leadership teams;
- A demonstrated record of support for diversity and enhancement of inclusivity on a college campus;
- Experience working with undergraduate and graduate programs;
- A strong history of supporting faculty excellence in teaching, scholarship, and service;
- Demonstrated accomplishments improving student success, experiential learning opportunities, and career readiness; and
- Experience building and maintaining international partnerships that align with and support an institution's mission.



Nomination and Application Process

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. However, in order to assure the fullest consideration, candidates are encouraged to have complete applications submitted to the search firm assisting the University by August 30, 2017. Requested application materials include a letter of interest; curriculum vitae; and the names, telephone numbers, and e-mail addresses of at least five professional references. All applications, nominations, and inquiries will remain confidential. References will not be called until after the first screening of applications and then only after the applicant has given explicit permission. All application materials must be submitted electronically in Microsoft Word or PDF format.



Please direct all applications, nominations, and inquiries for the position to the search firm assisting the University at the contact information below:

Ryan Crawford, Partner
Gretchen Hoffman, Senior Associate

901 Mopac Expressway South
Barton Oaks Plaza One, Suite 300
Austin, TX 78746

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Refer to code **“ISU President”** in the subject line.

*Indiana State University is an affirmative action/
equal opportunity employer with a strong
institutional commitment to the achievement of
diversity among its faculty, staff, and students.*

