

BAYLOR

U N I V E R S I T Y

Baylor University invites applications and nominations for the position of **DEAN, SCHOOL OF EDUCATION**. Review of candidate materials will begin immediately and will continue until the position is filled. Applications received by December 1, 2006 will be assured of full consideration. It is anticipated that the new dean will begin service in July 2007.

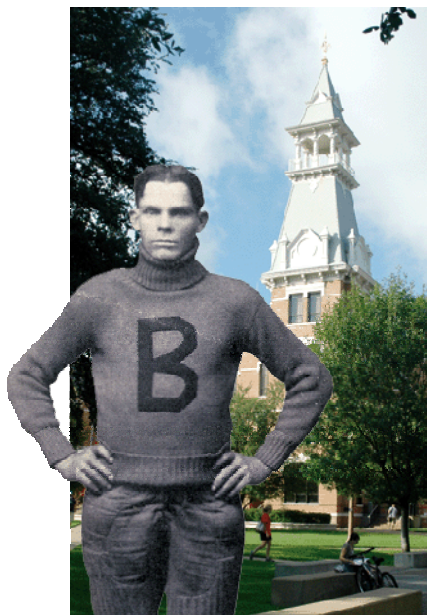
INTRODUCTION TO BAYLOR UNIVERSITY

Chartered in 1845 by the Republic of Texas, Baylor University is the oldest university in Texas and the world's largest Baptist University. Baylor's mission is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community. As reflected in its vision statement, *Baylor 2012* (see www.baylor.edu/vision), Baylor aspires to become a top tier research university while remaining committed to its Christian heritage.

While remaining true to its heritage, Baylor has grown to almost 14,000 students, and its nationally recognized academic divisions provide 146 baccalaureate degree programs at the undergraduate level. The University also offers 73 master's degrees and 22 doctoral programs, two educational specialists, juris doctor, master of divinity and a doctorate of ministry. The 735-acre campus is located on the banks of the Brazos River in Waco, Texas, a metropolitan area of 200,000 people.



Baylor University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award degrees at the baccalaureate, master's, specialist, and doctoral levels. Consistently attracting high-quality students, Baylor is one of 10 Texas colleges or universities and one of only 274 institutions in the country with a Phi Beta Kappa chapter.



Committed unalterably to character and leadership development with a service orientation, the university encourages students to become involved in one or more of the 303 student organizations on campus. Baylor's commitment to provide an academically sound and integrated education has placed the school at the top of its class. According to a study on general education requirements conducted in April by the American Council of Trustees and Alumni, Baylor is the only school that meets the highest criteria. Fifty schools in the Big 12, Big Ten, Ivy League, Seven Sisters, and a collection of 13 other institutions of higher learning were examined and graded on a scale of "A" to "F" according to the quality of their general education curricula. Only Baylor received an "A," requiring six of the seven ACTA-recommended core courses.



BAYLOR 2012

Progress always starts with a vision: a plan for moving forward. For Baylor, that vision began in 2000 with the development of ***Baylor 2012***. This bold and exciting pathway to the future will foster Baylor's capacity to assume a unique leadership position within higher education through the addition of new faculty, facilities, and programs while, at the same time, maintaining its strong Christian mission.

Baylor 2012, a ten-year vision statement, was developed to move Baylor into the upper echelon of colleges and universities nationwide. The foundation for this dynamic vision began in 2000, and included broad input from faculty, staff, alumni, students and other members of the Baylor family. It was presented to, and unanimously approved by, the Board of Regents in September of 2001. ***Baylor 2012*** includes 12 imperatives necessary for the school to become recognized as a top tier institution. These imperatives range from academic and scholarly initiatives, to student life and campus expansion and improvement, to reaffirmation of faith-based learning, to athletics.

THE MISSION OF BAYLOR UNIVERSITY

The mission of Baylor University is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

Baylor is both the state's oldest institution of higher learning and the world's largest Baptist university. Established to be a servant of the church and of society, Baylor seeks to fulfill its calling through excellence in teaching and research, in scholarship and publication, and in service to the community, both local and global. The vision of its founders and the ongoing commitment of generations of students and scholars are reflected in the motto inscribed on the Baylor seal: *Pro Ecclesia, Pro Texana—For Church, For Texas*.

Pro Ecclesia. Baylor is founded on the belief that God's nature is made known through both revealed and discovered truth. Thus, the university derives its understanding of God, humanity, and nature from many sources: the person and work of Jesus Christ, the biblical record, and Christian history and tradition, as well as scholarly and artistic endeavors. In its service to the church, Baylor's pursuit of knowledge is strengthened by the conviction that truth has its ultimate source in God and by a



Baptist heritage that champions religious liberty and freedom of conscience. Without imposing religious conformity, Baylor expects the members of its community to support its mission. Affirming the value of intellectually informed faith and religiously informed education, the university seeks to provide an environment that fosters spiritual maturity, strength of character, and moral virtue.

Pro Texana. Integral to its commitment to God and to the church is Baylor's commitment to society. Whereas that society in the mid 1800s was limited to Texas, today Baylor's sphere of influence is, indeed, the world. The university remains dedicated to the traditional responsibilities of higher education—dissemination of knowledge, transmission of culture, search for new knowledge, and application of knowledge—while recognizing the global proportions these responsibilities have assumed. Moreover, within the context of an ethnically and culturally diverse community, Baylor strives to develop responsible citizens, educated leaders, dedicated scholars, and skilled professionals who are sensitive to the needs of a pluralistic society. To those ends, Baylor provides expanded opportunities for civic education and for church and community service at home and abroad.



Pro Ecclesia, Pro Texana. Baylor University is committed to excellence at the undergraduate, graduate, and professional levels. Within the undergraduate programs, the university seeks to familiarize students with the principal bodies of knowledge, cultural viewpoints, belief systems, and aesthetic perspectives that affect the world in which they live. Within the graduate and the professional programs, the university provides advanced educational opportunities to develop ethical and capable scholars and practitioners who contribute to their academic disciplines, professional fields, and society. Baylor encourages all of its students to cultivate their capacity to think critically, to assess information from a Christian perspective, to arrive at informed and reasoned conclusions, and to become lifelong learners. Beyond the intellectual life, the university pursues the social, physical, ethical, and spiritual development of each student.

Aware of its responsibility as the largest Baptist educational institution in the world and as a member of the international community of higher learning, Baylor promotes exemplary teaching, encourages innovative and original research, and supports professional excellence in various specialized disciplines. Advancing the frontiers of knowledge while cultivating a Christian world-view, Baylor holds fast to its original commitment—to build a university that is *Pro Ecclesia, Pro Texana*.



THE SCHOOL OF EDUCATION

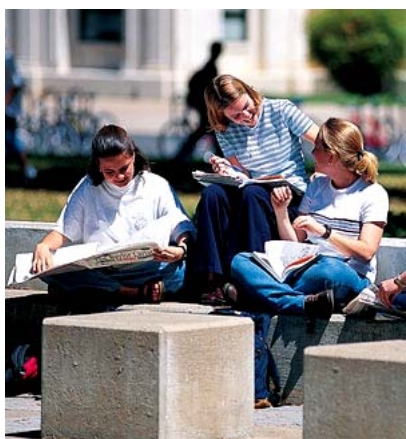
The mission of the Baylor School of Education is to prepare, within a Christian environment, graduates who are committed to transformational leadership and service. The School of

Education, recognized nationally for its superb academic programs, is committed to academic excellence with a Christian mission. The School enrolls approximately 1,024 undergraduate students, 320 graduate students. The caring nature of its 72 faculty, devotion to faith-based learning, and desire to see students become successful individuals as well as professionals makes the School of Education a special place to pursue an academic degree. It is upon this foundation that we move forward as part of **Baylor 2012** to become one of the top tier programs in America through teaching, research, and service. To accomplish this, we strive to recruit outstanding faculty and students; develop new niche graduate programs at the masters and doctoral levels; develop state of the art laboratories and facilities; aggressively pursuing grants and contracts; conduct, present, and publish relevant research; and, reach out to our community.

The School of Education, accredited by the National Council for Accreditation of Teacher Education (NCATE), consists of four departments: curriculum and instruction; educational administration; educational psychology; and health, human performance, and recreation. The School of Education offers bachelor's, master's, and doctoral degrees in varied disciplines. Within the undergraduate programs, the School of Education provides a rigorous academic environment where students are encouraged to achieve success in their field of study while engaging society with Christian principles, values, and convictions. Within the graduate programs, we provide advanced educational opportunities to develop ethical and capable scholars and practitioners who contribute to their academic disciplines, professional fields, and society. Baylor encourages all of its students to cultivate their capacity to think critically, to assess information from a Christian perspective, to arrive at informed and reasoned conclusions, and to become lifelong learners.

The Baylor University/Waco Independent School District Partnership Council has implemented a network of ten professional development schools (PDS). The network of professional development schools and required yearlong internships places the SOE as a leader in field-based professional teacher education. Additionally, the undergraduate and graduate programs in the Department of Health, Human Performance, and Recreation are recognized for their interdisciplinary research, investigating the role of exercise and nutrition on health, disease, rehabilitation, and performance.

Graduate programs within the School of Education prepare students for professional roles in teaching, administration, counseling, health services studies, exercise physiology, recreation and leisure studies, and related areas. Each program emphasizes the development of an eclectic understanding of the educational process, as well as a competency in a specific area. In its 2005 "Best Graduate School" survey, **U.S. News & World Report** ranked Baylor's School of Education among the nation's top 100 education schools with graduate programs.



THE DEAN'S ROLE

The next School of Education dean will provide leadership in the areas of curricular planning and development, budget management, external resource development, fundraising, faculty and staff recruitment, professional development, and evaluation. Reporting to the Executive Vice President for Academic Affairs and Provost, and serving on the Council of Deans, the new dean will: develop an effective and collaborative faculty governance structure; engage and encourage faculty involvement and scholarship; obtain support for school programs and initiatives; and communicate effectively school program efforts, accomplishments, and needs to both internal and external audiences.

IDEAL LEADERSHIP ATTRIBUTES

The Baylor University School of Education community will be looking for a new dean who possesses the capacity for exemplifying the following leadership attributes:

- A strong academic leader and seasoned administrator who can understand and thrive in a highly diverse and dynamic school within a constantly evolving university environment
- A Christian individual who can value and embrace the vision and mission of Baylor University
- An experienced and capable fiscal manager who understands how to locate and secure internal and external support for the school
- An effective partner with members of the Baylor University administration in advancing school initiatives and priorities
- A passionate advocate of the programs in the School of Education who is committed to academic excellence
- An administrator who has experience in seeking and securing program accreditation
- An engaging collaborator with internal and external constituencies
- An active professional leader at national/international levels
- A supportive individual who has a record of working with faculty and staff to develop and implement intellectually stimulating academic programs



STRATEGIC PRIORITIES FOR NEW LEADERSHIP

Understanding and valuing the distinctive nature of the School of Education

The School of Education is richly distinctive—from its four academic departments of curriculum and instruction, educational administration, educational psychology, and health, human performance and recreation; to its degree programs ranging from the baccalaureate to the doctoral level; from its gifted faculty bringing expertise to Baylor from all over the world; to its students expressing enthusiasm and commitment for their work; and, finally, as a foundation for it all, to its academic staff who sustain the professional lives of everyone in the school. It will be essential for the new dean to bring to the school not only expertise in his/her academic specialty, but also a steadfast willingness to embrace the richness and vibrancy of the School of Education's total experience.

Implementation of the vision—Baylor 2012

Baylor 2012 will provide the momentum for the university to be recognized as one of the nation's premier academic institutions. One of the new dean's priorities will be leading and nurturing his/her colleagues in the effective implementation and assessment of the school's strategic priorities within Baylor's broadly supported vision.

Vision and entrepreneurship

The new dean will be committed to challenging her/his colleagues to identify innovative opportunities for the School of Education. Clearly, this is a position where one can work with one's colleagues to set lofty goals provided that an effective implementation plan is underpinning them. Importantly, the next dean must have the political savvy and insight to provide passionate advocacy for the school as it pursues its vision.

Accreditation and assessment

The dean will be charged with leadership responsibilities in preparing for and seeking accreditation through the Southern Association of Colleges and Schools (SACS), the National Council for Accreditation of Teacher Education (NCATE), as well as all program specific endorsements. Likewise, he/she will be responsible for the assessment of learning, assuring that learner outcomes are measured regularly and that the results are used to drive program improvement.



Responding to change

The School of Education must be poised to respond thoughtfully yet expeditiously to the challenges of rapidly changing demographics, shifts in the professional job market in all of its majors, changes in technology, and the constantly evolving needs of Baylor's learners. The new dean will be responsible for working with her/his leadership colleagues and the Baylor community to develop and assess regularly a comprehensive action plan for the School of Education.

A commitment to academic excellence

The strength of any school begins with the quality of its faculty, students, and academic offerings. Every effort must be made to ensure that the quality of programs offered in the Baylor University School of Education continues to grow in stature and that the place of academics within the institutional fabric remains the primary focus. The new dean must continue to engage with faculty, learners, and others in frank and open discussions of Baylor's academic mission. Likewise, he/she should commit to an environment of inclusion and transparency, which, at a minimum, will continue to involve faculty in the decision making process as they help to set and meet high academic standards. Finally, she/he should serve as a skillful interpreter and an enthusiastic spokesperson for the School of Education with both internal and external constituencies, advancing its distinctive mission and its innovative academic programs.

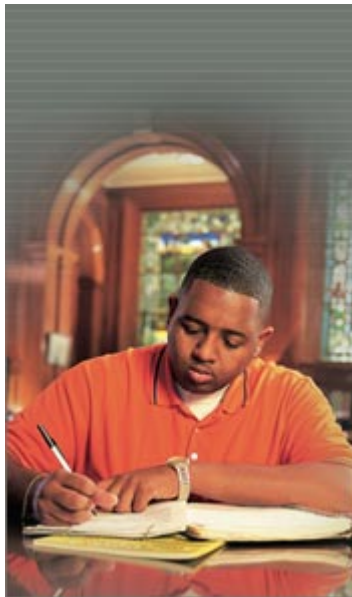
Building positive connections with faculty

As leader of the school, the dean must be responsible for the faculty experience, which includes recruiting, leadership, development, evaluation, and administration. He/she must ensure that faculty members are actively involved in decision making processes, which affect the academic mission of the School of Education. The new dean's responsibilities will include hiring exemplary faculty, distribution and auditing of faculty teaching loads, facilitating committee assignments, and monitoring of internal and external professional activities. Additionally, she/he will coordinate faculty development. Notably, the new dean will promote and monitor the university and school goals for diversity and inclusion.

Nurturing professional relationships

The next dean will be charged with enhancing the school's reputation within the many and varied professional communities it serves. This would include participation in professional society activities, collaboration with local and area school districts, developing alliances with corporate entities and granting agencies, and encouraging faculty and learner publication under the Baylor banner. The dean also will serve as the school's liaison with national, regional, and program specific accrediting bodies.

Advancement of programs, courses, and initiatives



As the senior academic official in the school, the new dean will be responsible for the quality and content of programs and courses. Working closely with faculty and utilizing input from learners and other sources, the next dean will be expected to monitor program and course quality to ensure that learners attain academic outcomes. Accordingly, he/she must ensure that these programs and courses reflect current knowledge in the field, are fully relevant to the profession, and are delivered by faculty experts. The dean will also be responsible for the content and quality of school informational and promotional material.

Fund- and friend-raising

It will be vital for the new dean to work with the school's development officer to begin to lay the foundation for a vibrant and distinctive fundraising program. This will involve planning with faculty and staff to establish fundraising priorities, identifying potential donors, and maintaining adherence to university policies and procedures.

Outreach, collaboration, and goodwill

Baylor University has shown itself to be a leader in academic areas represented in the School of Education. The dean will make a national effort in outreach an integral part of his/her service to the university through the active nurturing of relationships with school districts in Texas, professional organizations, and friends. This leadership will require creativity, aspiration, and effective communication skills, coupled with a genuine commitment to work with others in pursuit of an even stronger School of Education at Baylor University.

Team-based leadership

The new dean will report to the Executive Vice President for Academic Affairs and Provost and serve as a member of the university's leadership team, which has responsibility for collaborative and team-based efforts to benefit the university as a whole. As well, he/she will need to have the capacity to work in tandem with her/his colleagues in the School of Education, including associate deans, academic chairs, staff, and students.

Building a bright future for the School of Education

Finally, the next dean must be a visionary, ethical, compassionate, creative, communicative, and energetic leader who can work collaboratively with all constituencies, internal and external, to assist the School of Education at Baylor University in realizing its full potential.

REQUIRED PROFESSIONAL COMPETENCIES

Baylor University is seeking candidates who have shown evidence of the following professional accomplishments:

- An earned doctorate from a regionally accredited college or university;
- A successful record of administrative experience, including direct supervisory roles as a department chair, associate dean, or dean;
- Demonstrated skill in budgetary and financial management;

- A distinguished record in supporting, developing and promoting academic programs, including participation in regional and specialized accreditation experiences;
- A history of promoting diversity among faculty, staff, and students;
- A record of teaching, scholarship, service, and professional experience that merits appointment at the rank of professor with tenure;
- A notable record of excellence in communications and human relations.

PREFERRED CHARACTERISTICS

It is highly preferable that the successful candidate possess the following characteristics:

- A proven leader who has knowledge of or experience in academic areas represented by the school;
- Experience in representing an academic unit effectively to internal and external constituencies;
- A track record of demonstrated success in the following areas:
 - articulating and implementing a compelling vision of academic excellence;
 - developing and assessing high quality academic programs;
 - managing effectively and working collaboratively with faculty to meet institutional goals, including the nurturing of faculty research agendas;
 - partnering effectively with other academic areas across the campus.
- In all, someone who:
 - enjoys finding creative solutions to challenging problems, and is comfortable within an environment of ambiguity;
 - values collaborative efforts;
 - is patient;
 - is inclusionary and transparent;
 - possesses uncompromising integrity;
 - exhibits exceptional oral and written communication skills;
 - models highly effective interpersonal skills, including a sense of humor.

THE PROCESS OF APPLICATION



The Baylor University Dean of the School of Education Search Committee will begin to review candidate materials immediately and will continue until the position is filled. Applications received by December 1, 2006 will be assured of full consideration. The new dean is expected begin work in July 2007.

Dr. Garry W. Owens of Academic Search, Inc. in Washington, DC will be assisting Baylor University with this search. For additional information or questions, nominators or prospective candidates may contact Dr. Owens by e-mail at garry.owens@academic-search.com, or by phone at either 806-798-1555 (office) or 806-239-3049 (mobile).

Applicants should include: 1) a cover letter of interest responding to the desired attributes for leadership and strategic priorities, 2) curriculum vitae, and 3) the names, e-mail addresses and telephone numbers of three professional references (for future contact), all of which will be received in full confidence.

All application materials should be submitted electronically (MS Word

or PDF preferred) to: BaylorDeanSOE@academic-search.com. Candidates and nominees are invited to visit the Baylor University website at www.Baylor.edu for more information.

Baylor is a Baptist university affiliated with the Baptist General Convention of Texas. As an Affirmative Action/Equal Employment Opportunity employer, Baylor encourages minorities, women, veterans, and persons with disabilities to apply.

