



## POSITION DESCRIPTION

FOR THE POSITION OF

DEAN

SCHOOL OF EDUCATION

Baylor University



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October 2019



<b>POSITION</b>	Dean, School of Education
<b>ORGANIZATION</b>	Baylor University
<b>REPORTS TO</b>	Provost
<b>LOCATION</b>	Waco, Texas
<b>WEBSITE</b>	<a href="http://www.baylor.edu">www.baylor.edu</a> <a href="http://www.baylor.edu/SOE">www.baylor.edu/SOE</a>

### OVERVIEW OF THE OPPORTUNITY

Baylor University seeks a leader to serve as Dean of the School of Education. This is an opportunity to lead a school that will be a contributor to the University’s goal of becoming a preeminent Christian research university. Chartered in 1845, Baylor fulfills its mission “to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.”

Baylor seeks a Dean for the School of Education who combines academic achievements with strategic leadership ability, outstanding interpersonal and communication skills, collaborative and creative energy, entrepreneurial ambition, passion for the field of education, and vision for the role of a School of Education within a 21<sup>st</sup> century Christian research university.

### THE SCHOOL OF EDUCATION

Established in 1919, the Baylor’s School of Education is widely recognized for excellence in developing dynamic educators, educational leaders, and researchers who aid society on a global level.

The mission of the School of Education is to prepare, within a Christian environment, individuals who improve society through leadership, teaching, research and service within their professions and communities. The School embraces the integration of academic and field-based studies, which is reflected in strong partnerships with the Waco and Midway Independent School Districts, where Baylor faculty are embedded to support Baylor students in the classroom. In addition to providing leadership in educational settings, the School prepares education professionals by fostering the discovery and application of new knowledge while promoting a sense of calling to improve the lives of others through education.

The School employs approximately 55 full-time regular faculty, of whom 28 are classified as tenured or tenure-track, and 27 staff and a range of up to 45 part-time faculty. Faculty are housed in three academic departments – Curriculum & Instruction, Educational Leadership, and Educational Psychology. The School offers multiple undergraduate degree programs in teacher education, a minor in Leadership, and 17 master’s and doctoral degree programs and enrolls more than 400 undergraduate majors and 380 graduate students. The School of Education is accredited by the Texas Education Agency (TEA).

### Department of Curriculum & Instruction



The largest department in the School of Education, Curriculum & Instruction, trains leaders for education and houses undergraduate teacher education as well as robust master's and doctoral programs. The department is characterized by a strong and early emphasis on field work for undergraduate teacher-education students, research-based teaching practices, a strong practitioner-based faculty, and a graduate program that ensures all full-time doctoral students teach within the School. The Department offers Bachelor of Science in Education degrees in Elementary Education, Middle Grades Education, Secondary Education, and All-level Education (in Spanish), as well as Education minors and concentrations for students majoring in biology, health science studies, history, mathematics, and physics/mathematics who are seeking teacher certification. The department also offers supplemental certification in English as a Second Language. The department's graduate offerings include the Master of Arts in Education, the Master of Arts in Teaching (MAT), the Master of Science in Education (MSEd), an online Doctor of Education (EdD) in Learning and Organizational Change, a PhD in Curriculum and Teaching, and a joint MDiv/MA-MSEd with the George W. Truett Theological Seminary.

### **Department of Educational Leadership**

The Department of Educational Leadership offers strong programs in K-12 Education, Higher Education, Sport Management, and Leadership. The discovery of knowledge and dissemination of research are foundational to the department's philosophy, which also integrates a faith perspective in the study of leadership and service. Faculty are active researchers in the field, and offer real-world experience to their students as well as active mentorship through a small student-to-faculty ratio. The department offers a PhD in Higher Education Studies & Leadership (HESL), an EdD in K-12 Educational Leadership, an MSEd in Higher Education & Student Affairs (HESA), and an MSEd in Sport Management. In addition, the department offers an interdisciplinary minor in Leadership Studies to Baylor undergraduates to prepare students for leadership in their chosen vocations.

### **Department of Educational Psychology**

The Department of Educational Psychology offers undergraduate and graduate programs in six areas of study – Applied Behavior Analysis, Gifted & Talented Education, Special Education, Quantitative Methods, School Psychology, and Learning & Development. A heavily research-focused program, Educational Psychology ranks in the top quartile of programs nationally, achieving recognition for its faculty publications and their impact through citations. Graduate degrees offered include a PhD in Educational Psychology with specializations in Applied Behavior Analysis (ABA), Gifted Education, Learning & Development, Quantitative Methods, and School Psychology; an Education Specialist (EdS) degree in School Psychology; and master's degrees in Educational Psychology (MSEd, M.A.). The graduate Applied Behavior Analysis (ABA) specialization includes a course sequence verified by the Behavior Analysis Certification Board for preparation of students seeking to become Board Certified Behavior Analysts (BCBA). For undergraduates, the department offers teacher certification programs in Special Education and Gifted & Talented, as well as an undergraduate minor in Educational Psychology.

### **Centers & International Programs**

In addition to its three academic departments, the School of Education is home to several Centers including the Baylor Center for Developmental Disabilities; the Center for Christian Education; the Center



for Gifted Education and Talent Development; and the Impact Living and Learning Center, a residence for School of Education students and others interested in education and its impact.

The School of Education offers four undergraduate and two graduate study-abroad programs on four continents. Academic undergraduate programs include a one-week global experience in Mexico, three-week student-teaching internships in Australia and England, and a summer program teaching English as a Second Language in Costa Rica, in addition to mission trips to Costa Rica and Ghana. Graduate programs include May mini-semester programs in Costa Rica and in Italy.

### **General Information about School of Education**

The School of Education is committed to producing outstanding leaders, and its student outcomes have been stellar. From 2013 to 2018, School of Education graduates had 100 percent pass rates on the Texas certification and Praxis School Psychology examinations. In 2018, 99 percent of School of Education BSEd graduates were employed or enrolled in graduate school prior to graduation, and there was 100 percent placement of graduates of the Applied Behavior Analysis programs, the master's program in Higher Education & Student Affairs, and Curriculum and Instruction master's programs.

The School of Education is housed in Marrs McLean Science Building, which was renovated in 2013. The 125,000-square-foot building houses classrooms, faculty and staff offices, the Dean's office, the School's three academic departments, as well as a number of learning spaces to support and nurture the mission of the School. These include the Learning Resources Center; the English, Language Arts & Reading Lab; the Mathematics Lab; the Social Studies Lab; and the Science Lab.

The School of Education has budgeted operations expenditures of \$14.382 million, generated by tuition, development, and income from the School's \$20 million endowment.

### **ROLE SUMMARY**

With President Linda Livingstone early in her tenure, having built a strong senior team that includes Provost Nancy Brickhouse, who together bring significant experience in senior leadership, Baylor University seeks a Dean to serve as the chief academic and administrative officer of the School of Education. The Dean is accountable for the quality of the School's academic programs and faculty, aligning the priorities of the School with those of the University, enabling the School and University to flourish. The Dean will be an advocate for the full array of disciplines and programs, employees and students, and for the development of an overarching vision that will pull these components into an integrated whole.

The Dean is expected to provide visionary leadership to align with the Four Pillars and Five Academic Strategic Initiatives articulated in *Illuminate*, the university's academic strategic plan. The Dean is required to recruit and retain excellent faculty and staff, enhance undergraduates' educational experience, strengthen graduate programs – with particular emphasis on doctoral programs, and elevate research activity in pursuit of Baylor's stated goals to pursue Research 1 (R1) status to join the ranks of elite research universities nationwide.

### **Opportunities Ahead**

Moving forward, the Dean will address a range of opportunities and challenges to help the School achieve greater impact. To be successful, the Dean will need to:

▼ ***Build an infrastructure to support high quality scholarship in support of Baylor's role as a premier Christian research university.***

The new Dean and faculty will develop the capacity for R1-level research with an increased commitment to extramural funding as well as publications and with growth in other high research metrics, such as increased rates of doctoral graduates. To achieve this, the Dean must work with faculty to increase:

- Research collaboration
- Focused development of faculty research agendas
- Research expenditures
- Doctoral production
- Postdoctoral fellowships and research staff

▼ ***Lead the faculty in creating a shared vision for the education of teachers in the 21<sup>st</sup> century.***

The new Dean and the faculty will be collaborative, interdisciplinary, international, multicultural, and technology-enhanced, as they boldly pursue Baylor's mission. To achieve this, the Dean must lead in:

- Working with faculty on a distinct and strategic vision for the future
- Assuring that the School is attracting the best and brightest students
- Building a robust reputation and engaging professional education organizations
- Ensuring a commitment to transformational undergraduate and graduate education
- Promoting and supporting diversity of students, faculty, staff, and ideas

▼ ***Build recognition and fundraising support for the School of Education***

The new Dean will work to ensure the School and the faculty have the resources they need as well as recognition for their impactful work. To achieve this, the Dean must:

- Serve as a compelling advocate and spokesperson for the School
- Lead the School's development operation to align with *Give Light*
- Ensure that faculty and students have the financial and staff support they need to succeed
- Reconstitute an Advisory Board to support the School and its initiatives

▼ ***Build a culture of community, collaboration, and entrepreneurship***

The new Dean must be a collaborative leader promoting a common direction and purpose in the School of Education, communication and collaboration throughout the School, and strong ties between the School of Education and Baylor's other schools. To achieve this, the new Dean must:

- Provide entrepreneurial and innovative skills in identifying opportunities to create and implement new initiatives

- Engage with alumni to leverage their expertise and commitment
- Continue the creation of new graduate and professional programs utilizing new technologies
- Work with Provost Brickhouse and the Council of Deans in collaborative efforts to set and achieve goals related to *Illuminate*, the new academic strategic plan

Addressing these opportunities will require a Dean with long-term vision, broad intellectual interests, energy and creativity, an open-minded approach, an innovative spirit, the ability to form collaborative partnerships within and beyond the university at all levels, and the willingness to take on challenges that will affect the future of the university.

#### REQUIRED QUALIFICATIONS AND EXPERIENCE

The new Dean will likely come from a background of substantive leadership within higher education, although outstanding academically qualified candidates from public or private sector environments serving education will be considered. Candidates must demonstrate evidence of excellent financial and management skills, the ability to make difficult choices, to understand competing priorities, and to make decisions under constraints. The Dean will demonstrate a track record of commitment to student success, to diversity, to strong engagement with diverse constituents, and to building diverse leadership teams. Above all, the Dean must be an advocate for the School of Education.

The following qualifications and experience are essential:

- ▼ An earned doctorate or appropriate terminal degree with academic qualifications and record of accomplishment as a scholar that merit appointment as a tenured full professor in an academic discipline represented within the School
- ▼ A strong record of distinguished leadership in higher education, including at least three (3) years of successful leadership at the Chair, Director, Dean, or equivalent leadership level that involves hiring and support of faculty; experience in undergraduate education, graduate education, teacher education, and online education at the PhD level would be desirable
- ▼ Demonstrated Christian faith and commitment to advancing the academic enterprise and Christian mission of Baylor through strategic faculty, staff, and student recruitment, retention, recognition, and development
- ▼ A commitment to research as the foundation for learning, teaching, and practical application; a vision for the role of a School of Education within a research-intensive university; and an understanding of how to support faculty in their research efforts
- ▼ Demonstrated experience as an intellectual leader with the breadth of vision necessary to represent all areas of the School, develop a shared vision for the future, and make the whole greater than the sum of its parts
- ▼ Demonstrated expertise in strategic planning, fiscal management, and the ability to lead, facilitate, and delegate with effectiveness



- ▼ Enthusiasm and ability to contribute actively to substantial development and fundraising efforts
- ▼ Commitment to diversity among faculty, staff, and students, along with an understanding of how to advance a culture that promotes inclusion and welcomes and encourages dialogue across lines of difference
- ▼ Demonstrated capacity to set strategic priorities that advance the School's mission while marshaling and distributing the resources necessary to focus these efforts
- ▼ Demonstrated ability to create and nurture an environment that values faculty and staff contributions, recognizes excellence, and promotes a positive atmosphere of achievement and selfless service for students, faculty, staff, and alumni
- ▼ Personal and professional integrity, strength of character, and ethical qualities of the highest order

While no one candidate will likely possess them all, the successful candidate will bring a blend of many of the following competencies and personal qualities:

- ▼ Ability to set priorities and make and explain tough decisions; strong problem-solving skills; ability to collaborate with, connect, and convene multiple stakeholders;
- ▼ Exceptional collegiality as reflected in a commitment to an environment of shared governance, consultation, and participatory decision-making
- ▼ Exceptional communication ability to include listening skills and a passion for articulating the vision and mission of the School and raising its visibility, an open and transparent approach to communications, and the humility to admit mistakes
- ▼ A high degree of energy, optimism, enthusiasm, self-awareness, flexibility, a good sense of humor, and excitement about the possibilities for the School of Education and its aspirations to excellence

*Baylor University is a private not-for-profit university affiliated with the Baptist General Convention of Texas. As an Affirmative Action/Equal Opportunity employer, Baylor is committed to compliance with all applicable anti-discrimination laws, including those regarding age, race, color, sex, national origin, marital status, pregnancy status, military service, genetic information, and disability. As a religious educational institution, Baylor is lawfully permitted to consider an applicant's religion as a selection criterion. Baylor encourages women, minorities, veterans, and individuals with disabilities to apply.*



## Appendix A: Baylor University: Institutional Overview

Chartered in 1845 by the Republic of Texas through the efforts of Baptist pioneers, Baylor is the oldest continuously operating university in Texas and the largest Christian university with a Baptist heritage in the world. Named for District Judge R.E.B. Baylor, one of its founding fathers, and located in Independence, Texas, the institution began classes in 1846. In 1886, Baylor merged with Waco University to become Baylor University in Waco, Texas. Today, Baylor is classified as a Doctoral University with Higher Research Activity by the Carnegie Commission while the university has gained an international reputation for educational excellence built upon the faculty's commitment to teaching, scholarship, and interdisciplinary research that produces outstanding graduates. A private Christian university and a nationally ranked liberal arts institution, Baylor has produced alumni who are leaders in all fields, from governors of Texas, to heads of Fortune 500 companies, missionaries, pastors, teachers, and professional athletes. The University provides a vibrant campus community for more than 17,000 students with 165,000 living alumni who lead and served in communities and cities around the world. Baylor is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

### **Mission**

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.

#### **Mission**

*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.*

### **Strategic Plan**

Under the direction of Baylor's new president, Linda Livingstone, the university launched its academic strategic plan, *Illuminate*. *Illuminate* draws upon the institution's heritage and commitment to becoming a preeminent Christian research university "where research discoveries illuminate solutions to significant challenges confronting our world and where creative endeavors reflect the breadth of God's creation."

*Illuminate* contains four pillars that reflect the historical commitment of Baylor to be a community recognized for:

- An unambiguously Christian educational environment;
- A transformational undergraduate education;
- Research and scholarship marked by quality, impact, and visibility; and
- National recognized programs in human performance through the arts and athletics.

In addition, *Illuminate* identifies five areas of focus:



- **Health** – Research and collaboration in this area will focus on environmental, family, and community determinants of health, biomedical research, health policy law, leadership and ethics, and undergraduate health and medical education.
- **Data Sciences** – Research, educational, and professional training in this area will focus on biomedical informatics, cybersecurity, and business analytics, with an overarching theme of ethical largescale data;
- **Material Science** – Research and collaboration in this area will focus on technologies that make products faster, stronger, and lighter, providing solutions for enhanced quality of life;
- **Human Flourishing, Leadership and Ethics** -- Research and collaboration in this area will focus on understanding the conditions by which humans, communities, and societies flourish;
- **Baylor in Latin America** – Research, collaboration, and engagement in this area will focus on health and disease prevention;; business development and international trade; human capital formation and education; immigration, migration, and human trafficking; congregational development; democratic governance and economics; and culture and arts.

These signature initiatives will enable the creation of centers of research excellence through multidisciplinary scholarship and collaboration with faculty appointments from departments, schools, and external partners. These interdependent initiatives will connect with one another through faculty partnerships, calls for research, and provision of funding.

### **University Leadership**

*Dr. Linda Livingstone* assumed office as the 15<sup>th</sup> president of Baylor University in June 2017. A distinguished scholar and academic leader, President Livingstone previously served as dean and professor of management at The George Washington University School of Business from 2014 to 2017 and as dean of Pepperdine University’s Graziadio School of Business and Management from 2002 to 2014. A faculty member at Baylor from 1991 to 2002, she was tenured in the Department of Management and served for four years as associate dean of graduate programs for the Hankamer School of Business. A scholar in organizational behavior, leadership, and creativity with deep expertise in university accreditation, Dr. Livingstone earned her Bachelor of Science in economics and management, MBA, and Ph.D. in management and organizational behavior from Oklahoma State University.

Dr. Nancy Brickhouse began her tenure as provost in May 2019. Dr. Brickhouse previously served as provost at Saint Louis University (SLU), a Jesuit research university with 8,000 undergraduate students and 6,000 graduate students. During her tenure, she played a key role in repositioning SLU’s finance, operations, and academic endeavors. Prior to her appointment as SLU’s provost, Dr. Brickhouse filled several senior administrative positions during 27 years of service and leadership at the University of Delaware, including the roles of deputy provost, interim provost — for which she received special recognition from the UD Board of Trustees for her exemplary service, deputy dean of the College of Education and Human Development, and director of the School of Education. She is a tenured Professor of education and a nationally recognized scholar. Dr. Brickhouse graduated from Baylor *magna cum laude* with a bachelor’s degree in chemistry, going on to earn a master’s degree in chemistry and a doctorate in science education from Purdue University.

## SEARCH TEAM AND CONTACT INFORMATION

Diversified Search has been retained by Baylor University to assist in this search process. Screening will begin in February and continue until an appointment is made. Nominations, recommendations or expressions of interest (cover letter, CV, and the names of five references) in the position should be directed electronically to: [Baylor\\_EducationDean@divsearch.com](mailto:Baylor_EducationDean@divsearch.com).

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