



# Position Specification

**Baylor University**

Vice Provost and Dean of the Graduate School

Baylor University seeks applications and nominations for an experienced and visionary leader to serve as its next Vice Provost and Dean of the Graduate School. The ideal candidate will be an advocate for innovative graduate education with the ability to engage in deliberative change management and foster student success. The Dean will actively support Baylor's vision to become the country's preeminent Christian research university, contributing to national conversations around graduate education and research and collaborating with deans and the Office of Graduate and Professional Education to enhance Baylor's traditional (on-campus), online, and hybrid professional programs.

## The Graduate School

The Graduate School is Baylor University's central administrative office, serving over 5,000 students in more than a hundred academic programs across the humanities, arts, and sciences. The Graduate School oversees admissions and enrollment management for all graduate programs, provides professional development opportunities for students, recognizes outstanding graduate student research and teaching, and confers over a thousand graduate degrees each year.

The Graduate School has great momentum and has maintained a growth trajectory over the past several years. Overall, PhD enrollment has increased 30% from 2019 to 2023, driven primarily by increases in females, international students, and students from other underrepresented backgrounds. The largest doctoral programs are chemistry, biology, physics, environmental science, and religion. Baylor's growth plan for professional education has come to fruition with the rapid expansion of its largest programs: nurse practitioner (DNP), communication sciences and disorders (MS), learning and organizational change (EDD), physical therapy (DPT), business administration (OMBA), occupational therapy (OTD), medical science (MS), and business administration (MBA).

Graduate students play a key role in Baylor's research and scholarship, producing approximately 800 professional presentations and over 600 research articles per year. Over 200 research doctorates are awarded each year. More than 95% of doctoral graduates work full-time in an array of academic, research, and professional settings. Since 1951, Baylor has proudly partnered with the U.S. Military to offer graduate degrees in the health science fields. Today, Baylor is home to eight "Army-Baylor" programs, including Health and Business Administration, Nursing Anesthesia, Nutrition, Occupational Therapy, Physical Therapy, and Physician Assistant Studies.

In addition to increasing grant expenditures and doctoral graduate enrollment, Baylor is also growing its physical footprint. Eight Baylor graduate programs have laboratories, classrooms, and offices off-campus at the [Baylor Research and Innovation Collaborative](#) (BRIC) or in downtown Waco.

## Baylor University

A private Christian university and a nationally ranked Research 1 Institution, Baylor University provides a vibrant campus community for more than 20,000 students (including nearly 6,000 graduate students) by blending interdisciplinary research with an international reputation for educational excellence and a faculty commitment to teaching and scholarship. The mission of the University is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community. Chartered in 1845 by the Republic of Texas through the efforts of Baptist pioneers, Baylor is the oldest continually operating University in Texas. Affiliated with the Baptist General Convention of Texas and located in Waco, Baylor welcomes students from all 50 states, the District of Columbia, and 90 countries to study a broad range of degrees among its 12 nationally recognized academic divisions.

Athletics are an exciting and integral part of the Baylor experience. With 19 varsity sports, its world-class athletics department is guided by the vision of Preparing Champions for Life. The Baylor Bears participate in Division I of the NCAA and are one of only three private school members of the Big 12 Conference. Recently, Baylor became the only school in the 26-year history of the Big 12 Conference to win the football, men's, and women's basketball championships all in the same academic year.

Baylor University is on a course toward pre-eminence as a Christian research university. Baylor transformed into an elite R1 research university ahead of projections, surpassing its \$1.1 billion fundraising goal in the Give Light campaign two years ahead of schedule and establishing 20 new endowed faculty chair positions. Baylor's new strategic plan, [Baylor in Deeds](#), builds on the momentum with key commitments, including equipping students to flourish, broadening interdisciplinary research and impact, building a vibrant, caring, and global community, and demonstrating Christian stewardship.

The University has over 3,600 dedicated faculty and staff. Baylor is also listed on the honor roll of "Great Colleges to Work For" from The Chronicle of Higher Education. It offers competitive salaries and [benefits](#), allowing faculty and staff to live in one of the fastest-growing parts of the state.

## Waco, Texas

Located in the heart of Texas along Interstate 35 – 90 minutes from both Dallas-Fort Worth and Austin, the city was founded in 1849 by the Huaco Indians who lived on the land in the present-day downtown area.

Waco, with a metro area population of approximately 250,000, is the county seat of McLennan County. It also offers several major attractions, numerous historic homes, seven recreational venues – including the beautiful Cameron Park along the Brazos River – and nine arts organizations staging theatrical and musical productions, as well as art exhibitions.

Waco is the birthplace of Dr Pepper, the Texas Ranger Hall of Fame and Museum, and the Texas Sports Hall of Fame. It's also home to the Waco Mammoth National Monument, a 100-plus acre stretch of wooded parkland along the Bosque River. The site provides a glimpse into the lives of Columbian mammoth bones discovered in Waco along the Bosque River and is part of the National Parks System.

Baylor alumni Chip and Joanna Gaines continue to call Waco home following their breakthrough TV show, "Fixer Upper." Their Magnolia brand and business ventures have helped spur a revitalization of the Downtown Waco area with new shops, restaurants, and gathering spaces. Included in these redevelopment efforts is Baylor's new basketball arena, the Paul and Alejandra Pavilion, which is the centerpiece of a several-block, multi-use development along the Brazos River near Downtown.

Waco is not only brimming with Texas history, economic opportunity, and a rich variety of cultural experiences, it is also a major seat of higher learning with three major colleges in its city limits.

## Vice Provost and Dean of the Graduate School

The Vice Provost and Dean reports directly to Baylor's Provost, [Nancy Brickhouse](#), and serves as an essential member of the University's leadership team. The primary focus of the Vice Provost and Dean of the Graduate School is to coordinate and strengthen graduate education to provide a best-in-class experience for students and trainees and prepare them for life and career success.

The Vice Provost and Dean will set the strategic direction for the Graduate School, advancing its priorities and operations by overseeing administration, personnel, fundraising, budgeting and finance, academic programs, and marketing and communications. The Vice Provost and Dean will work with an administrative team to lead the School in pursuing its mission. Baylor's Graduate School includes three associate deans and ten full-time professional staff who support over one hundred academic programs across eight colleges and schools. It provides strategic stewardship and management of Baylor's internal graduate tuition and stipend support.

Among the key priorities for the Vice Provost and Dean will be to:

- **Serve as a Strategic Leader:** Collaboratively develop and implement a strategic vision for graduate education that promotes growth and is in alignment with the University's broader goals.

- **Provide Academic Oversight:** Oversee the development, review, and evaluation of graduate programs, ensuring they meet the highest standards of academic excellence.
- **Invest in Faculty Development:** Foster a supportive environment for faculty research, teaching, and professional development.
- **Prioritize Student Success:** Prioritize the recruitment and support of graduate students to enable academic achievement and personal well-being. Enhance student support and success efforts for online, hybrid, and international students.
- **Strengthen Mentorship:** Continue collaborative efforts with principal investigators and faculty mentors to ensure a transformational academic experience and advocate for students, with a focus on career preparation and other support services.
- **Advance Research:** Promote and support research initiatives among graduate students and faculty, fostering a culture of innovation, discovery, and interdisciplinary pursuits.
- **Generate Resources:** Collaborate with staff and faculty in the colleges and schools and the Baylor development team to engage external foundations and funding agencies and find mechanisms to enhance graduate student funding opportunities.
- **Manage Resources:** Oversee the Graduate School's budget and resources effectively, ensuring they are strategically distributed to support academic programs and student success.
- **Support Online and Hybrid Programs:** Work collaboratively with the Office of Graduate Professional Education to support growth and maintain high-quality online and hybrid programs.
- **Foster Collaboration:** Increase collaboration and communication with deans, department chairs, and other university administrators to encourage and support interdisciplinary innovation, implement policies that advance graduate education, and support the University's mission.

## Qualifications

The Vice Provost and Dean should clearly demonstrate the qualifications and personal characteristics that are well-matched with Baylor University's values, strengths, and aspirations. The search committee seeks strong candidates with the following experience, abilities, and professional and personal attributes:

- Tenured, full professor with compelling leadership experience relevant to graduate education.
- A vision for advancing Baylor's reputation as a distinctly Christian preeminent research university known for graduate education of the highest quality.
- The ability to lead by faith, embrace leadership as public service, and formulate, articulate, and operationalize the Christian values of Baylor University.
- A clear understanding of the research expectations at an R1 university and associated implications for graduate student funding.
- A commitment to Baylor's historic strengths in the humanities and social sciences as well as Baylor's goals to grow and elevate STEM and health-related disciplines.
- Strong interpersonal communication skills and commitment to build relationships and work effectively with graduate program leaders and the academic units in which they are housed.
- The ability to attract and recruit top talent, motivate the team, delegate effectively, and manage performance; widely viewed as a strong developer of others.
- A team builder with a strong commitment to creating a positive work environment.
- Excellent rapport with students and demonstrated success in graduate student recruitment and mentorship.
- A high degree of integrity and forethought in one's approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the University.
- Successful fundraising or related skills would suggest high potential in this regard.
- Effective collaborator with the Office of Graduate Professional Education to enhance online and hybrid programs.
- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- The ability to effectively balance the desire/need for change with an understanding of how much change the University is capable of handling to create realistic goals, and implementation plans that are achievable and successful.

- National stature to bring favorable external visibility to Baylor University's graduate education enterprise.

## Nomination and Application Procedure

Baylor University invites inquiries, nominations, and applications for the position of Vice Provost and Dean of the Graduate School. Interested candidates should confidentially submit a curriculum vitae and letter of interest (Adobe PDF files preferred) to [Baylor.Graduate@russellreynolds.com](mailto:Baylor.Graduate@russellreynolds.com).

**For fullest consideration, materials should be received as soon as possible and preferably by February 10, 2025.**

*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.*

## Contact

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