



# BAYLOR UNIVERSITY

## EXECUTIVE VICE PRESIDENT AND PROVOST POSITION SPECIFICATION

Baylor University is a private Christian university and a nationally ranked research institution, categorized as a research university with high research activity (RU/H) by the Carnegie Foundation for the Advancement of Teaching. The University provides a vibrant campus community for approximately 15,000 students by blending interdisciplinary research with an international reputation for educational excellence and a faculty commitment to teaching and scholarship. Chartered in 1845 by the Republic of Texas through the efforts of Baptist pioneers, Baylor is the oldest continually operating university in Texas.

Those early Texas Baptist trailblazers envisioned and resolved to establish a university “that would be susceptible of enlargement and development to meet the needs of all the ages to come.” Today, their dreams are being fulfilled and remain foundational for the high quality academic experience that Baylor offers. At Baylor, students engage with world-class faculty in first-rate facilities and enjoy a dynamic campus life in a caring Christian context. Located in Waco, Texas, Baylor attracts students from all 50 states and more than 80 countries to pursue a broad range of degrees among its 12 nationally recognized academic divisions. Baylor sponsors 19 varsity athletic teams and is a founding member of the Big 12 Conference.

### THE BAYLOR 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.

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 local and global communities. 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; Christian history and tradition; and scholarly, artistic endeavors.

Affirming the value of both an intellectually informed faith and a 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. Unto such noble ends, Baylor provides expanded opportunities for civic education and for church and community service at home and abroad.

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 worldview, Baylor holds fast to its original commitment—to build a university that is *Pro Ecclesia, Pro Texana*.

### **STRATEGIC VISION: *PRO FUTURIS***

For more than 160 years, *Pro Ecclesia, Pro Texana* has remained at the heart of Baylor University. Baylor's current strategic vision—*Pro Futuris*, for the future — is an extension of the University's motto. The title *Pro Futuris* highlights that Baylor's past is inextricably linked to its future and that service to God and the world continues to vivify Baylor.

Adopted by the Baylor University Board of Regents in May 2012, *Pro Futuris* is a result of a deliberately open and participatory planning process that spanned 18 months. *Pro Futuris* serves as a compass for Baylor's future—a guiding document that points the University toward its destination while inviting creativity in determining the paths it will travel. *Pro Futuris* follows on the heels of *Baylor 2012*, a ten-year vision launched in 2002, which boldly asserted Baylor's intention to enter the top tier of American research universities while deepening its Christian commitment. Continual growth and development under *Pro Futuris* will enable Baylor to become a Carnegie Research University with "very high research activity" while simultaneously and unequivocally embracing its Christian identity.

*Pro Futuris* offers Baylor overarching direction through five Aspirational Statements, all of which proceed from commitments articulated in the University's mission statement, foundational assumptions, core convictions, and unifying academic themes. There are several signal ideals that cut across and permeate all of the Aspirational Statements. These include: a steadfast commitment to Christian values and identity, an emphasis on leadership development, a global perspective, a dedication to excellence, and a desire to direct the University's knowledge and resources toward solving the world's most pressing problems.

As an expression of the vision developed in partnership with faculty, staff, students, alumni, parents, and friends, Baylor will be a community recognized for:

- Transformational Education - where academic excellence and life-changing experiences ignite leadership potential that increases students' desire for wisdom, understanding of calling, and preparation for service in a diverse and interconnected global society;
- Compelling Scholarship - where research discoveries illuminate solutions to significant challenges confronting the world and where creative endeavors reflect the breadth of God's creation;
- Informed Engagement - where Baylor's Christian faith, in conjunction with the University's expertise and resources, inspires a desire to address systemic problems facing Baylor's community, both local and global, and renews its dedication to improvement of self and service to others;
- Committed Constituents - where the dedication of alumni and friends advances Baylor through sustained involvement and philanthropy; and
- Judicious Stewardship - where the value generated by and derived from a Baylor experience is supported through a diversity of revenues, prudent management of the University's resources, and the pursuit of outstanding quality and character in every area of University life.

From these Aspirational Statements, which represent due north for Baylor's future institutional course, University administration identified and formulated "Acts of Determination" to guide *Pro Futuris*. That process led to the creation of a set of highly specific institutional goals to be realized over the course of the next five years. In May 2014, the Baylor Board of Regents approved these five-year institutional goals. These goals provide a greater degree of specificity for the vision of *Pro Futuris* and set clear expectations for the shape of things to come. For further information, visit:

<http://www.baylor.edu/profuturis/fiveyeargoals>.

## **FACULTY PROFILE**

The world-class faculty of Baylor University balances a commitment to excellence in teaching with a love of learning and a passion for discovering new knowledge.

Through research in areas ranging from great texts of ancient philosophers and fossilized bones of prehistoric mammoths to sustainable energy, water purification, religion in America, and the detection of life-threatening illnesses, Baylor faculty bring expertise and experience into the lives of their students. Baylor employs a total of 964 AAUP instructional faculty members, 468 of whom are tenured.

## **STAFF PROFILE**

Baylor employs a total of 1,480 staff members. Whether their work is in an academic unit, student life, University advancement, or one of the many areas that support the University operation, Baylor staff share a commitment to the University mission.

## **STUDENT PROFILE**

Fall 2013 brought record enrollment at Baylor, with 15,616 students enrolled across the undergraduate, graduate, and professional programs. Baylor's fall 2013 enrollment included:

- Record undergraduate enrollment of 13,292 students, up from 12,918 in 2012;
- Record diversity among the Baylor student body, with an overall minority enrollment at 33.9 percent in 2013, up from 33.4 percent in 2012;
- Record retention rate of 88.2 percent among first-time freshmen in 2013, up from 86.6 in 2012, 85.4 percent in 2011, and 81.9 percent in 2010;
- Graduate enrollment of 2,324 students in the Graduate School and professional programs;
- Average scores of 1228 on the SAT and 26.8 on the ACT for the class entering in 2013;
- Minority enrollment of 34.3 percent among the freshman class, up from 34 percent in fall 2012 and 32.5 percent in 2011;
- Increase in out-of-state freshman enrollment from 26 percent in 2012 to 29.3 percent in fall 2013; and
- Increase in enrollment among male freshman students to 42 percent in 2013 from 38.8 percent in fall 2012.

## **ACADEMIC EXCELLENCE**

Baylor offers students a growing academic enterprise that ignites educational excellence, leadership, and discovery. Through 12 schools and colleges, Baylor offers 144 baccalaureate, 77 masters, 33 doctoral, a juris doctor, and 2 education specialist programs.

At Baylor, students learn how to think critically, to reach informed conclusions, and to contribute to their chosen academic disciplines. With dedicated professors and a commitment to Christian values, students are provided with the knowledge, skills, and commitments necessary to lead, serve, and succeed in their future.

Baylor is:

- Ranked in the top 10 percent in the National Merit Scholars program;
- One of the select 10 percent of U.S. colleges and universities with a Phi Beta Kappa chapter, which is the nation's oldest scholastic honor society;
- Nationally ranked research institution, classified as such with "high research activity" by the Carnegie Foundation for the Advancement of Teaching; and
- Accredited by the Southern Association of Colleges and Schools Commission on Colleges.

Since 2001, Baylor students have received 38 Fulbright Scholarships, four Truman Scholarships, 11 Goldwater Scholarships, seven Critical Language Scholarships, and two Marshall Scholarships. Other highly competitive scholarships earned by our students

include a Graduate Research Fellowship from the National Science Foundation, Greater Research Opportunities (GRO) fellowships from the U.S. Environmental Protection Agency, and honors internships with the Federal Bureau of Investigation.

### **Awards and Honors**

Baylor University enjoys high standing among many of the most notable national rankings. From academic quality to research activity, affordability, baccalaureate value, and more, these rankings not only recognize Baylor as a whole, but also highlight our many respected schools, departments, and faculty. Among the most recent rankings:

#### ***U.S. News & World Report***

In the Fall 2013 *U.S. News* rankings, Baylor at No. 75 was the second-ranked university in the Big 12, behind only the University of Texas at Austin at No. 52. Baylor is the fifth-ranked university in Texas, behind Rice University, UT-Austin, SMU, and Texas A&M.

*U.S. News* also gave high marks to Baylor's engineering and business undergraduate programs.

At No. 13, Baylor's engineering program continues to be highly ranked among universities with the "Best Undergraduate Engineering Programs." The category is for schools whose highest engineering degree is a bachelor's or master's degree. Baylor will soon, however, begin offering a research-oriented Ph.D. in electrical and computer engineering.

During the past decade, the School of Engineering and Computer Science at Baylor has added four master's degree programs and doubled the size of its faculty. The new doctoral program will provide a significant boost to the University's collaborative and interdisciplinary research base, as well as the level of externally generated research funding. This reflects the University's commitment to the Central Texas Technology and Research Park, and the park's first project, the Baylor Research and Innovation Collaborative (BRIC), in which Baylor's electrical, computer, and mechanical engineering faculty and staff are a significant research partner.

Baylor's undergraduate business program in the Hankamer School of Business is ranked No. 58, tied with 13 other universities. Baylor's entrepreneurship program—which was one of the first of its kind in the country—jumped from No. 13 to No. 11 and ranks among the nation's best entrepreneurship programs.

The Baylor Law School is also recognized by *U.S. News*, with the third-best trial advocacy program in the nation. The Law School also consistently achieves the highest bar exam passage rate in the State of Texas.

Baylor also came in at No. 52 in the *U.S. News* High School Counselor Rankings, in which guidance counselors from the top public high schools in the 2013 *U.S. News* Best High Schools rankings and the largest private independent schools nationwide, ranked the universities they thought offered the best undergraduate education to their students.

### **Kiplinger: Best Values in Private Colleges**

*Kiplinger's* list of Best Values in Private Colleges (2013-2014) ranks Baylor as No. 54 in the nation. The rankings consider "academic quality and affordability, with quality accounting for two-thirds of the total," and Baylor University scored highly in both.

### **Fiske Guide**

For the sixth straight year, the *Fiske Guide to Colleges*, a best-selling resource for college-bound students and their parents, named Baylor University a "Best Buy." Baylor is one of only 49 public and private colleges and universities in the United States, Canada, and Great Britain to earn the designation.

### **Best Colleges for African Americans**

Baylor is listed as one of the best colleges for African Americans. The list, compiled by M. Clayton & Associates, lists colleges that demonstrate a commitment to African American students by having the highest graduation rates among their peer groups as well as a sizeable African American student community.

### **American Council of Trustees and Alumni: What Will They Learn**

Baylor was one of only 22 universities nationwide to receive an "A" from the American Council of Trustees and Alumni in a 2013 report that gauges an institution's commitment to general education: composition, literature, foreign language at the intermediate level, U.S. government or history, economics, mathematics, and natural or physical science.

### **Chronicle of Higher Education: Great Colleges to Work for 2013**

Baylor University joined an elite group of universities when it was named to *The Chronicle of Higher Education's* 2013 Honor Roll as one of the country's "great colleges to work for." Only 30 national universities identified by the *Chronicle* as "large four-year colleges" were awarded honor roll status. Baylor was only one of two institutions nation-wide that received high marks in 11 of 12 categories.

## **ROLE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST**

### **President's Executive Council**

The Executive Vice President and Provost reports to the President and Chancellor, Kenneth Winston Starr, and serves as the most senior member of the President's Executive Council. Other members of the President's Executive Council include:

- Two Senior Vice Presidents: Operations, Finance, and Administration; and University Development and Strategic Initiatives;
- Eight Vice Presidents: Board and Executive Affairs; Constituent Engagement; Information Technology; Investments; Human Resources; Marketing and Communications; Operations and Facilities Management; and Student Life;
- Director of Athletics;
- Director of Internal Audit and Management Analysis; and
- General Counsel.

### **Direct Reports to the Executive Vice President and Provost**

As the University's chief academic officer, the Executive Vice President and Provost leads Baylor's considerable, complex academic enterprises, including twelve schools and colleges, a similar number of research centers and institutes, and the University Libraries. The Executive Vice President and Provost works closely with the executive council, deans, department chairs, faculty, staff, and regents in an effort to articulate a unified academic vision and to foster excellence in teaching, learning, and research within the context of a Christian worldview and milieu.

The following report directly to the Executive Vice President and Provost:

- The twelve members of the Council of Deans:
  - College of Arts and Sciences;
  - College of Health and Human Sciences
  - George W. Truett Theological Seminary;
  - Graduate School;
  - Hankamer School of Business;
  - Honors College;
  - School of Education;
  - School of Engineering and Computer Science;
  - School of Law;
  - School of Music;
  - School of Social Work; and
  - University Libraries;
- Six vice provosts: Academic Affairs and Policy; Dean of the Graduate School; Global Engagement; Institutional Effectiveness; Research; and Undergraduate Education;
- Associate Vice President for Academic Operations; and
- Chief of Staff to the Executive Vice President and Provost.

### **Primary Responsibilities**

The Executive Vice President and Provost's portfolio comprises the following roles and responsibilities:

- Leadership of all academic and research programs of the University;
- Setting and advocating sound, strategic academic priorities that respect the past, understand the present, and envision the future;
- Supporting the Christian mission of the University, including mission-driven faculty recruitment and hiring processes;
- Enhancing the University's academic programs and pursuits;
- Oversight of academic facilities, enrollment management, and academic support services;
- Administration of all academic human resources policies and procedures, including appointments, tenure, promotion, compensation, and benefits, for faculty and academic staff;
- Prioritizing and administering an academic budget in excess of \$250 million;
- Assuring that administrative procedures preserve academic freedom and promote academic responsibility;
- Supervision of policies and procedures regarding the organization of academic programs, units, and functions in order to preserve the quality, integrity, and vitality of the University;
- Representation of the University to state, national, and international groups; and
- Execution of institutional management in the absence of the president.

### **RESPONSIBILITIES AND OPPORTUNITIES RELATED TO *PRO FUTURIS***

The Executive Vice President and Provost's top priority is to implement fully *Pro Futuris*, including the following specific initiatives under each of the aspirational statements:

#### **Transformational Education**

- Championing the continuing improvement of a coherent set of learning experiences that foster student success, involvement, and completion, which, in turn, are built upon both a rich tradition of outstanding teaching, research, and scholarship, and the integration of new technologies;
- Strengthening and expanding Baylor's graduate-level programs, while sustaining the University's commitment to and excellence in undergraduate education; and
- Improving student retention, graduation, and placement rates by working closely with academic units, support services, enrollment management, and other relevant divisions and units.

#### **Compelling Scholarship**

- Enhancing the University's reach, impact, and productivity in research, scholarship, creative activity, and outreach across the disciplines, with a particular focus on expanding Baylor's federally-funded research portfolio;
- Advancing the academic enterprise through strategic faculty recruitment, retention, and development, including further diversifying the faculty; and
- Ensuring adequate learning and research infrastructure to support academic



initiatives and priorities.

### **Informed Engagement**

- Engaging Baylor's varied constituencies in concert with University's particular knowledge, resources, and capabilities;
- Embodying and enhancing Baylor's mission of integrating the Christian faith with learning and human development; and
- Enhancing and managing the University's global presence both on campus and abroad.

### **Committed Constituents**

- Engaging in development activities for academic priorities;
- Working as a key team player on major policy and operational issues with colleagues in the President's Executive Council; and
- Collaborating with deans and faculty to ensure consultative, transparent decision-making and goal setting.

### **Judicious Stewardship**

- Supporting initiatives that are in progress, such as the formation of the new Health and Human Sciences College and its vision for the future of health programs and partnerships at Baylor;
- Guiding the University's reaccreditation process with the Southern Association of Colleges and Schools Commission on Colleges (2017); and
- Balancing resources strategically, while identifying and garnering new sources of external support.

## **QUALIFICATIONS AND CHARACTERISTICS**

The Executive Vice President and Provost must be a bold, intellectual, and collaborative leader who is deeply committed to Christ and to service of the Church. Additionally, this person must be able to qualify for appointment as a tenured, full professor at Baylor and thereby possess a distinguished record of achievement as a faculty member in research, teaching, and service. Further demonstrated qualifications and personal characteristics for the position of Executive Vice President and Provost include the following:

### **Academic visionary**

- Commitment to and a demonstrated record of accomplishment in furthering an institution's quality education, academic excellence, and scholarly activity with professional/personal integrity in both undergraduate and graduate education and research;
- Advancing the academic enterprise and Christian mission of Baylor through strategic faculty recruitment, retention, reward, and development.
- A deep understanding and appreciation of shared governance, with evidence of the ability to work effectively within a governance system and to foster partnerships among multiple constituencies, including students, faculty, staff,

- and alumni, as well as leaders in the local, national, and global business, political, social, and governmental sectors;
- An ability to inspire trust, create relationships across the institution, and cultivate a sense of community and shared vision;
  - Commitment to and a demonstrated record of accomplishment in furthering academic freedom and supporting the principles and process of tenure; and
  - Commitment to diversity among faculty, staff, and students, along with an understanding of how to advance a culture that is welcoming and encouraging of dialogue across lines of difference.

### **Inspirational leader**

- A deep commitment to maintaining and strengthening Baylor's Christian identity;
- A demonstrable commitment to and support of integrative learning across academic disciplines and divisional boundaries;
- Exceptional interpersonal, communication, problem-solving, and negotiation skills;
- The ability to articulate and exemplify the vision and mission of the University to a wide variety of audiences;
- Willingness to be visible on campus and within the greater Baylor community, whether locally, nationally, and internationally;
- An understanding of emerging issues in academic affairs and higher education; and
- Fund raising experience coupled with a record of demonstrated achievement.

### **Highly effective manager**

- Creative and facilitative leadership experience in administering academic programs, including personnel and budgetary matters, with proven results informed by evidence-based assessment and decision-making;
- The ability to establish university-wide measures of institutional effectiveness and monitor progress relative to specific annual and long-term goals;
- The ability to assume a university-wide perspective in making and implementing difficult administrative decisions;
- Demonstrated ability to create and nurture an environment that recognizes excellence and promotes a positive atmosphere of achievement and selfless service for students, faculty, staff, and alumni; and
- A person of the highest integrity.

### **CONTACT**

Nominations, inquiries, and expressions of interest should be sent to:  
[BaylorProvost@storbeckpimentel.com](mailto:BaylorProvost@storbeckpimentel.com).

*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.*