

# Baker University

## Presidential Prospectus



1858

**BAKER**  
UNIVERSITY  
*Own Confidence*

Historic Parmenter Hall on the Baldwin City campus.

## THE SEARCH FOR A PRESIDENT

The Board of Trustees and the Presidential Search Committee invite nominations for and expressions of interest in Baker University's 29th presidency. The search is launched in response to Dr. Patricia N. Long's decision to retire from the presidency at the conclusion of the 2013-14 academic year.

On a remarkable trajectory, the University will have benefited from eight years of Dr. Long's outstanding leadership. Celebrating a rich history, academic excellence, an entrepreneurial and innovative approach to curricular development, sound resource stewardship, a strong sense of community, a culture of planning and accountability, a successful intercollegiate athletics program, and great stability in its senior leadership team, Baker's next president will benefit from tangible institutional momentum.

## BAKER UNIVERSITY'S MISSION

Baker University is committed to assuring student learning, and developing confident, competent and responsible contributors to society.

## THIRD-PARTY ACCOLADES

In 2013, for the second consecutive year, Baker was the highest-ranked Kansas university in the Midwest Regional category of the *U.S. News & World Report's Best Colleges*.

Baker has been recognized for its value by *Money* magazine and *Barron's Best Buys in College Education*. In 2011, Baker was named one of the top 100 Best Values in Private Universities by *Kiplinger's Personal Finance*.

*Colleges of Distinction* highlighted Baker in its 2012-13 publication for its commitment to engaging students, excellent faculty, vibrant communities and successful outcomes.

*The Chronicle of Higher Education's* College Completion Survey lists Baker as the top university in Kansas – public or private – for its four-year graduation rate.

Baker has been named to the "Military Friendly Schools" list by Victory Media for its efforts to embrace America's military service members, veterans and spouses as students and to ensure their success on campus.

The Arbor Day Foundation has honored Baker University for three consecutive years as a Tree Campus USA. Tree Campus USA is a national program created to honor colleges and universities for effective campus forest management and for engaging staff and students in conservation goals.

## ABOUT BAKER UNIVERSITY

Baker University is a multifaceted, private institution affiliated with the United Methodist Church. The oldest baccalaureate institution of higher education in the state of Kansas, Baker

was established in 1858 by ministers from the Kansas-Nebraska Conference of the Methodist Episcopal Church. In founding Baker, they sought to create a refuge in education amidst the growing conflict that preceded the Civil War. Baker was named for Osmon C. Baker, presiding bishop of the Kansas-Nebraska Conference at the time and a distinguished scholar.

From its founding to its current-day identity as a complex university offering undergraduate and graduate degrees, professional programs and adult higher education, Baker has long sought to provide students with both a practical understanding of life and vocation, as well as the core values and intellectual framework needed to pursue learning beyond the scope of their fields. Baker seeks to develop graduates who are inquisitive, analytical and creative problem solvers as well as lifelong learners.

### A Sense of Place

This private university with a total enrollment of more than 3,200 full-and part-time, traditional and nontraditional students learn through small classes, innovative instruction and rigorous coursework. For much of its history, Baker was defined by its Baldwin City campus, and has retained the character of a residential liberal arts college. Today, the University embraces a broader mission that supports student learning in multiple contexts. Beyond the traditional liberal arts and sciences, the University provides graduate and professional programs in education, nursing and business. Anchored by its College of Arts and Sciences (CAS) in Baldwin City, the institution's reach has extended throughout the state and into nearby Missouri via innovative degree programs for working adults, available in traditional classroom settings as well as online. This growth is indicative of an institution that is on the move and responsive to evolving enrollment trends yet steadfast in its commitment to offer a fine education grounded in the liberal arts tradition.

Baker's picturesque Baldwin City campus includes great green and wooded spaces as well as three buildings on the National Register of Historic Places. Located just a few blocks south of the old Santa Fe Trail, many of its stunning stone facades date back to the late 1800s. The campus's unique place in history is punctuated by several distinctive architectural and creative elements. The funds to construct Parmenter Hall, the second oldest building on campus, included a \$100 donation from Abraham Lincoln. A lovely grape arbor in the center of campus offers a unique space for reading and contemplation. The Clarice L. Osborne Memorial Chapel was moved stone by stone to Baldwin City from Sproxtton, England, where it was built in 1864. Former British Prime Minister Lady Margaret Thatcher, whose father preached at the chapel in the mid-



1930s, spoke at the chapel's on-campus dedication in 1996. Collins Library is home to the Quayle Bible Collection, which is composed of early Biblical manuscripts, early English Bibles and a collection of Bibles containing presidential signatures. Baker's stunning Ivan L. Boyd Arboretum is home to 114 tree species, including some rare and endangered.

Growth and new development is evidenced on the fully wireless campus in the recently completed transformation of Baker's home to the sciences. The \$11.3 million Ivan L. Boyd Center for Collaborative Science Education houses the beautifully renovated Mulvane Science Hall, the 9,000-square-foot addition of the Ross and Christine Hartley Hall and a relocated greenhouse. A significant expansion of the nearby Harter Student Union was launched in May 2013, with completion expected as early as 2014. An enlarged and enhanced cafeteria, new coffee bar and a well-equipped common room are key design elements in the project. Great care is taken to ensure that new construction and renovation are consistent with the existing look and feel of the campus.

The Baldwin City campus is predominantly residential, with students housed in residence halls, University apartments and Greek houses. Approximately 82 percent of undergraduate students live on campus.

The Baldwin City campus is a focal point of a charming college town. Designated a Tree City U.S.A. by the Arbor Day Foundation, Baldwin City's brick streets and Victorian homes grace a lovely landscape. Excellent "town/gown" relations define the environment. A low cost of living, low tax rates, well-educated community, excellent health care options and very strong public and private K-12 schools yield an extraordinary quality of life and have clearly contributed to the University's ability to attract and retain exceptional students, faculty and staff.

The Baker Wetlands Research and Natural Area is a 573-acre area 11 miles northwest of Baldwin City in the Wakarusa River floodplain. Used for education and research on a variety of ecological phenomena and for preservation practices, the area is identified as a National Natural Landmark. The Baker Wetlands contain one of the highest levels of biodiversity in the state and are an invaluable extension of the classroom experience.

Baker's School of Professional and Graduate Studies and School of Education graduate program administrative offices are located in Overland Park, Kansas. Classes are offered in the evenings at various locations convenient to working professionals including Overland Park, Lee's Summit, Topeka, Wichita, and Kansas City, Missouri, as well as other locations. Classes may be arranged at corporate sites and other more rural areas to serve the educational needs of adult learners in the service region.

The School of Nursing is located in the Pozez Education Center of Stormont-Vail HealthCare (SVHC) in Topeka. This modern facility provides both administrative offices and excellent educational facilities. Large, state-of-the-art classrooms, fully equipped clinical training rooms, a computer lab and individual study areas provide functional and appealing space.

The Stauffer Health Sciences Library is a robust learning resource for both students and faculty.

Baldwin City's campus is complemented by the richness of academic and cultural resources located in nearby Lawrence – home to the University of Kansas – and the major metropolitan area of Kansas City. Stellar performing arts offerings, an engaging museum and gallery culture, a rich culinary tradition and exciting professional sports are mainstays of the Kansas City lifestyle.

For more information on Baker and its surrounding areas, please visit these websites:

Baker University: [www.bakerU.edu](http://www.bakerU.edu)

Baldwin City: [www.baldwincity.org](http://www.baldwincity.org)

Kansas City: [www.visitkc.com](http://www.visitkc.com)

Lawrence: [www.visitlawrence.com](http://www.visitlawrence.com)



### The Academic Program

Baker's next president will join an institution with a spirit of innovation. The University has adapted well to evolving student needs, developing evening, weekend and online courses to meet demand – all while emphasizing the centrality of a fine liberal arts curriculum.

The modern Baker University consists of four academic units. The CAS and each School have a unique population of students, as well as their own distinctive academic programs.

#### *Undergraduate:*

- Associate of Arts in Business (A.A.B.)
- Bachelor of Arts (B.A.)
- Bachelor of Arts in Business Leadership (B.B.L.)
- Bachelor of Business Administration (B.B.A.)
- Bachelor of Music Education (B.M.E.)
- Bachelor of Science (B.S.)
- Bachelor of Science in Management (B.S.M.)
- Bachelor of Science in Nursing (B.S.N.)

#### *Graduate:*

- Master of Arts in Education (M.A.Ed.)
- Master of Arts in Organizational Leadership (M.A.O.L.)
- Master of Business Administration (M.B.A.)
- Master of Liberal Arts (M.L.A.)
- Master of Science in Management (M.S.M.)
- Master of Science in School Leadership (M.S.S.L.)
- Master of Science in Special Education (M.S.S.E.)
- Master of Science in Teaching (M.S.T.)
- Doctor of Education (Ed.D.) in Educational Leadership

\* Baker offers a 3+2 pre-engineering program with the University of Kansas, Washington University in St. Louis and the University of Missouri at Kansas City, whereby students graduate from Baker with a B.S. degree and an engineering degree from their partner institution of choice.

\*\* A R.N. to B.S.N. program was launched in 2013.



Baker's approach to education has become decidedly more global in recent years. Study abroad is encouraged and

supported within the University. Through multiple affiliations, including the Council for International Educational Exchange, Baker is able to offer a full range of study abroad programs worldwide in almost any discipline. South Korea, South Africa, Ireland, Spain and Mexico have been recent popular destinations for study abroad. An especially noteworthy partnership is with Harlaxton College near Grantham, England. Each year, about 30 Baker students live and study for a semester in a Victorian manor where they study British history, literature, political theory and business.

### *College of Arts and Sciences*

The CAS serves a traditional, residential student population of nearly 940 (this figure includes School of Education undergraduate majors) students. On the historic campus in Baldwin City, the College offers degrees in the arts, sciences and humanities, as well as in professional programs such as business and mass media. It offers a broad range of 40 majors. The CAS is known for the strong connections fostered among its students, faculty and staff. The College and the campus provide an environment for learning that touches the broader community of Baldwin City as well.

#### *Points of distinction include:*

- ❁ Quest, a recently launched liberal studies core curriculum, replacing the previous general education curriculum, that is transdisciplinary and focuses on skill development (writing, oral communication, critical thinking, information literacy and ethics) in addition to liberal arts content. Courses emphasize experiential learning.
- ❁ An interdisciplinary Interterm (January) session largely consisting of travel experiences, experiential courses and internship opportunities.
- ❁ A culture of collaborative learning between students and faculty that provides opportunities for research and performance for all students. Student achievement in these areas is showcased at the annual Baker Undergraduate Scholars Symposium.
- ❁ A departmental structure that provides opportunities for interdisciplinary majors, minors, tracks and concentrations that are relevant to today's students and their careers.
- ❁ A focus on undergraduate research and a related support system that allows students to present findings locally, regionally and nationally.
- ❁ A culture of faculty development that emphasizes mentoring and developmental feedback.
- ❁ An enhanced science center, which has just undergone a \$11.3 million transformation.

### *School of Education*

The School of Education (SOE), formed in 2005, is the newest of Baker's academic units. The School's undergraduate division (in conjunction with the CAS) serves traditional students on the Baldwin City campus who intend to become teachers. Graduate programs in the SOE are administered through offices throughout Baker's Kansas and Missouri campuses. These programs serve working teachers and administrators interested in graduate degrees in education, including a doctoral degree in educational leadership. The SOE offers both on-ground and online instruction and serves more than 700 graduate students.

#### *Points of distinction include:*

- ❁ Approval to offer licensure in 24 teaching and administrative areas.
- ❁ Accreditation by the Kansas State Department of Education (KSDE) and the National Council for the Accreditation of Teacher Education (NCATE).
- ❁ Ranking first in the state as an accrediting institution of Kansas assistant principals and fourth in the state for principals.
- ❁ Accreditation as the only private institution in the state with a doctoral program.
- ❁ A nearly 96 percent pass rate for initial license exams, which is well above the state average.

### *School of Nursing*

The School of Nursing (SON) was founded in 1991 in partnership with SVHC. The School currently enrolls 170 students in the Bachelor of Science in Nursing program. Students include both traditional learners (those working toward their first four-year degree) and nontraditional (those embarking on a new career path). Classes are offered on-site with experiential learning occurring in the many excellent facilities offered by SVHC and through other health care providers in Topeka and surrounding communities.

#### *Points of distinction include:*

- ❁ The largest private prelicensure baccalaureate program in Kansas.
- ❁ A faculty that actively engages students in the classroom and in clinical learning.
- ❁ The location of the school on the campus of a magnet-recognized hospital, which facilitates clinical learning.
- ❁ An average graduation rate for the past five years of 92 percent.
- ❁ Graduates achieving a 95 percent first-time pass rate on the National Council Licensure Examinations (NCLEX), exceeding both state and national averages by 7 percent.
- ❁ A recently launched dynamic RN to BSN program.

## School of Professional and Graduate Studies

The School of Professional and Graduate Studies (SPGS) was formed in 1988, building upon the Master of Liberal Arts program for working adults in the Kansas City area that was established in 1975. The School grew to include business programs at the undergraduate and graduate level (beginning in the 1990s), and has maintained its focus on providing education to working adults. Today, SPGS programs serve more than 1,400 students and include fully online-degree programs and on-ground cohorts in a variety of locations in Kansas and Missouri. Online programs have recently been expanded into 48 of the 50 states, and abroad.

### Points of distinction include:

- ✿ Faculty who hold advanced degrees and are practicing professionals in business fields or in disciplines such as the sciences, art and religion.
- ✿ An effective delivery model based on best practices in adult accelerated learning.
- ✿ Recognition as an institutional leader for accelerated adult higher education in the Kansas City metropolitan area.
- ✿ Number 1 ranking for MBA student enrollment in the Kansas City and Wichita metropolitan areas.
- ✿ Small class sizes with classrooms in multiple and convenient locations.

## Baker's Engaged Faculty and Staff

Baker is an intellectually stimulating institution where high-quality teaching and scholarship are fostered. The University boasts a faculty and staff that are wholly engaged with students, colleagues and their professions. Eighty-one percent of Baker's full-time faculty members hold the appropriate terminal degree in their discipline. The University's next president will encounter an invigorating intellectual environment in which to exercise academic leadership.

A total of 68 full-time faculty teach in Baker's four schools. Roughly 60 percent are male, and 40 percent are female. Just more than 400 talented part-time faculty, many of whom are practitioners in their fields and have partnered with SPGS, add a diversity of perspectives and experiences to the classroom. The administration has strived to ensure that faculty salaries are on par with those at Baker's peer institutions.

Baker's undergraduate CAS and SOE programs are led and taught by 62 full-time and 24 part-time faculty. Fifty-three percent of those faculty members are tenured. A 12-to-1 student-faculty ratio allows for a significant amount of individual attention, and close student-faculty collaborations are a hallmark of the Baker experience.

Baker faculty members are actively engaged in scholarship and research activity as well as the supervision of research. At the same time, a sustained primary commitment to personal-

ized teaching and learning permeates campus culture. The typical teaching load is 4:4 or the equivalent of 24 credit hours per academic year. In addition, most faculty members oversee internships and independent studies. All academic advising for programs in the CAS, undergraduate SOE and SON is led by faculty. Advisees may be those concentrating in a field offered through the academic division, or may be first-year students or others who are still undecided about a major field.

Devoted administrative and support staff numbering more than 230 are full partners in the educational enterprise at Baker and embrace their roles as co-educators. There are numerous Baker graduates among the faculty and staff, and their ongoing support of their alma mater allows for a reservoir of institutional history in the midst of an entrepreneurial and progressive environment.

Of special note, the new president will become part of a learning community with a rich tradition of shared governance. Decision-making across campus is inclusive. The University maintains the University Academic Council as its coordinating governing body. The College and Schools each have primary governing bodies with associated standing committees. The president regularly consults the Executive Cabinet, a broader Administrative Cabinet, and broader still, a University Cabinet on issues of import to the institution. There is also a high level of student involvement in University governance. The University's Board of Trustees routinely solicits input from students, faculty and staff. Transparency is deeply valued at Baker, as is broadly based participation.

## The Student Body

More than 3,200 students are enrolled at Baker. They are a blend of mostly traditional students on the Baldwin City campus and students of all ages present on Baker's other campuses. Seventy-five percent of the residential population hails from Kansas with the other 25 percent largely coming from Missouri, Colorado and Oklahoma. Baker's regional campuses draw heavily from their local geographic radii. Overall, 60 percent of Baker students are female, and 40 percent are male. About 17 percent of students self-identify as a member of an underrepresented minority group.

Baker attracts and retains capable students with a strong work ethic. Mean ACT scores for entering students at the Baldwin City campus routinely average over 23, and high school GPAs center around 3.45. The first-year to sophomore retention rate is consistently around 76 percent, and the six-year graduation rate averages at about 60 percent.





Known for the strength of its academic programs and its personalized attention to students, student satisfaction at Baker is strong. Recent National Survey of Student Engagement (NSSE) results show evidence of students who are highly engaged with their peers on assignments in and out of the classroom

and in their own capstone or independent study endeavors. In addition, students indicate a significant amount of interaction with faculty outside of the classroom, in discussions about assignments and regarding long-term career aspirations. Baker students are also invested in co-curricular activities at a rate that far exceeds students at the institution's benchmark schools. Overall, students indicate that they feel well supported at Baker and a part of a place that values collaboration and academic rigor.

### Student-Centered Programming

Students, particularly those on the Baldwin City campus, relish their Baker ties. They participate in more than 70 clubs and organizations, nationally recognized campus media groups, musical ensembles, theater and dance groups, Greek organizations, and numerous community outreach opportunities. A vibrant campus ministry supports many faith- and service-oriented activities. The Office of Multicultural Affairs and student-run organizations such as Mungano take the lead in raising awareness and hosting programs that promote diversity, mutual respect and community.

A member of the National Association of Intercollegiate Athletics (NAIA), the Baker Wildcats field 19 sports in the Heart of America Athletic Conference. The University lays claim to more than 100 All-Americans and nearly 100 conference titles. In 2011-12, Baker enjoyed its best overall athletics year in program history and was the top-ranked Kansas and Heart of America Athletic Conference school. Currently, Baker ranks first nationally for NAIA Scholar Athletes, and nine teams participated in their respective national championships in the 2012-13 school year. Club and intramural programs are also offered at Baker.

This overall high level of student engagement in cocurricular activities makes for a rich and integrated learning experience at Baker.

### Finances

The Baker community has benefitted from strong fiscal stewardship, weathering universal financial challenges with determination and a spirit of optimism. Baker's operating budget is \$41 million, and its endowment is currently valued at \$34 million. The University maintains a fund for management of deferred maintenance and evaluates and addresses needs annually.

The CAS's 2013-14 direct cost for attendance of \$33,430 is highly competitive with those of comparable private institutions. The comprehensive tuition for 2013-14 is \$25,200 with room, board and fees totaling another \$8,230. More than 90 percent of CAS students receive financial aid in the form of scholarships and grants.

While Baker is a mostly tuition-dependent institution, its leadership has worked hard and successfully to diversify its revenue streams through innovative program development while also building a significant culture of philanthropy.

The University recently completed the largest capital campaign in its history. The Ivan L. Boyd Center for Collaborative Science Education attracted \$11.3 million to the Baldwin City campus for the Mulvane Transformation and was entirely funded through private giving. The landmark enhancements will have an impact on science education at Baker for years to come. A full 100 percent of Baker trustees supported the initiative, including several at the six-figure level.

Fundraising is underway on the multiphased, \$7 million to \$9 million renovation and expansion of the Harter Student Union. Groundbreaking occurred in the late spring of 2013, and \$1.2 million has been raised to date. This project is also expected to be funded solely through private donations.

Baker's annual giving program will generate just over \$800,000 for FY2013. Over the last 10 years, annual fundraising has averaged 6.5 percent yearly growth, exceeding the national average by two percentage points. The overall alumni giving rate stands at 8 percent, with CAS alumni giving at a rate of 16 percent.

### Accountability and Planning

Baker is accredited by the Higher Learning Commission (HLC) of the North Central Association of Schools and Colleges for degree programs in arts, sciences and professional curricula at the associate, bachelor's, master's and doctoral levels. Its accreditation has been continuous since first granted in 1913 and was most recently renewed in 2012. Baker's Peer Review Team recommended to the HLC the highest level of reaccreditation possible – 10 full years. This is a tribute to the institution's sound planning, focus on outcomes and commitment to mission.



## THE AGENDA FOR A NEW PRESIDENT

The Baker University community is eager to support new leadership and to embrace important change while ensuring the University's distinctive mission and established strengths are sustained. The next president will be expected to lead the discernment and articulation of goals that are both inspiring and achievable while also building the spirit and will needed to realize them. Several agenda items will be important for the next era of leadership. They include:

*Sustaining the University's Trajectory* – The University's most recent decade has been marked by significant development in the breadth and depth of curricular offerings in Baldwin City and beyond, the hiring and retention of outstanding faculty and staff who drive those programs, enhancements to the physical plant, and the creation of noteworthy partnerships in the region. Baker's next president will be charged with keeping this momentum strong while ensuring that the resources – human and financial – as well as the infrastructure required to deliver an experience of excellence are in place. The next president must carefully guide the overall pace of change and set clear priorities for resource investment.

*Supporting Enrollment Management Efforts* – Baker enjoys relatively steady program enrollments and has upside capacity for growth. With a decentralized structural approach to enrollment management coupled with the University's commitment to serve a variety of student learners in multiple contexts, there is support for a 30,000-foot view of enrollment. The next president will reinforce efforts to widen the funnel for qualified prospective applicants, perhaps through greater geographical outreach. S/he will also help to “brand” more effectively Baker University's distinctiveness in a crowded marketplace and to articulate emphatically the value proposition of a Baker education. Presidential engagement with demographic analysis, curricular innovation, pricing, financial aid, and marketing will be important.

*Enhancing Institutional Advancement* – Growth in gift revenues will play prominently in Baker's future, encouraged by the recent success of the Mulvane Transformation. The new president will be asked to serve as the University's chief fundraiser and to work with all constituencies to enrich the University's philanthropic culture. Whether focusing on endowment enhancement, the annual fund, cultivating prospects for major or planned gifts, or initiating a future campaign of significance, Baker's next president will be asked to have a direct impact on and to spend a significant percentage of her/his time on fundraising. Communicating the Baker story, engaging internal and external constituencies, and setting advancement expectations are all opportunities awaiting the next president.

*Maintaining Financial Equilibrium* – The president must be a strong financial manager, knowledgeable about academic business models, innovative with regard to forging new revenue streams and capable of adjusting the business plan to maintain and improve the University's future financial

In addition, Baker recently received the maximum reaccreditation possible from the General Board of the Higher Education Ministry of the United Methodist Church, reaffirming Baker's enduring tie to its heritage.

Baker takes rightful pride in the culture of planning it has worked diligently to establish on campus. Widespread engagement, respect for multiple perspectives and civil discourse characterize its culture. A reflective community, Baker's constituents seek constant improvement through thoughtful analysis. The planning for *Baker 2020*, a comprehensive strategic plan, was launched in 2011 and was informed by the University's HLC Accreditation Self-Study. This dynamic institutional guidepost has as its primary goal to make Baker a “first choice” institution for its multiple constituents. Baker's next president will play a primary role in shaping and implementing the plan.

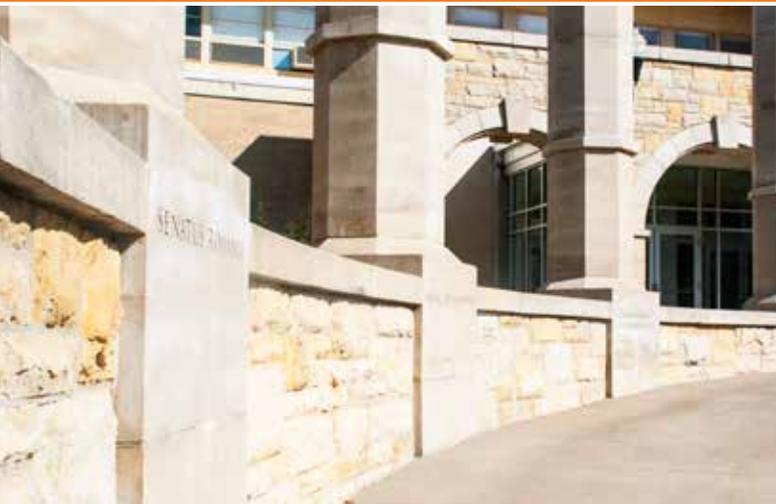
### Board of Trustees

A thoughtful and dedicated Board of Trustees provides the University with valuable leadership. It is composed of 30 active members (with a capacity for 32 total members) with areas of expertise in business, education, law, medicine and religion, among other fields. Eighteen of the 30 trustees are alumni, 23 are male, and seven are female. In them the new president will find members highly engaged in the life of the University and excited for the fresh perspective that always accompanies a leadership transition.

### Alumni

Baker's more than 24,000 alumni of record include a Pulitzer Prize winner, Goldwater Scholars, Fulbright Scholars, a Jack Kent Cooke Scholar and an array of entrepreneurs, educators, nurses, writers, artists, doctors, and explorers.

Nearly 80 percent of Baker's graduates remain in the Kansas and Missouri region (61 percent in the Kansas City metro area), resulting in strong networks for current students and recent graduates and a shared regional bond. Baker's alumni are formally represented by the Baker University Alumni Association. The active Alumni Association Board totals 23 graduates representing the College and Schools, and is the governing body of the Association.



security. Baker is a largely tuition-dependent institution and has strategically managed capital debt for recent construction and renovation projects. While volatile market conditions have been an impediment to endowment growth, a commitment to building the endowment through donations, sound investment management and disciplined spending perseveres. The Board of Trustees' fiscal acumen will continue to provide invaluable support and counsel to the new president in the critical area of finance.

*Expanding Academic Offerings* – Baker's academic programs, with their emphases on rigor, frequent student-faculty interaction and a strong foundation in the liberal arts have served the institution well. Nevertheless, the perspective a new president will bring will likely encourage a refreshing of curricular offerings and their modes of delivery. With an eye toward optimizing enrollment and retention, there is support for enhancing the University's already strong array of graduate and professional programs and expanding Baker's geographical reach. At the same time, it will also be critical to evaluate existing and new programs to ensure intended advancements are realized. Addressing new technology needs to support classroom learning and research will also require ongoing attention at Baker, given the advancing profile of online coursework.

*Reinforcing the University's Strong Sense of Community* – Baker benefits from a remarkably warm and caring community. The considerate manner with which members of the University family interact with one another will be fostered by the new president's intuitive capacity to engage the campus in a genuine manner. The ability to ask thoughtful and strategic questions, listen carefully, shape civil discourse, lead the campus through points of conflict, and foster collegiality are of great importance. Modeling and encouraging transparent decision-making will also promote trust and nourish the spirit of mutual respect that is fundamental to the University's identity.

*Representing and Promoting the University* – The University has benefitted tremendously from an externally focused presidential administration. In keeping with this approach,

the next president will be an engaging and visible presence on and off campus and will communicate with clarity and enthusiasm the University's storied past, exciting present and promising future. Baker's president will be knowledgeable about issues impacting higher education statewide and nationally and be able to identify ways to involve the University in those dialogues in a manner that will strengthen its reputation. The president's outreach will be crucial in defining and communicating Baker's points of distinction and raising its profile among prospective students, parents, friends, donors, peers at other colleges and universities, and additional influential stakeholders.

## DESIRED ATTRIBUTES FOR BAKER'S NEXT PRESIDENT

This is a highly attractive leadership opportunity at an institution with a venerable history coupled with a progressive and innovative approach to education. Baker University's next president will bring high energy, optimism, authenticity, self-confidence balanced with humility, courage, integrity of the highest order, and a clear understanding of the modern liberal arts university to her/his work. While the search committee is eager to consider many possible pathways to the Baker presidency, the strength of preparation as reflected by strong academic credentials and experience will be preferred. The successful Baker candidate will be:

- ✿ A person of proven leadership who will inspire and motivate;
- ✿ A student-centered leader with a commitment to developing lifelong learners and positive contributors to society;
- ✿ A person of financial acumen who will lead the University in matching aspirations with finite resources while thinking innovatively about growth opportunities;
- ✿ An eager fundraiser, experienced in building a positive culture of philanthropy;
- ✿ A team builder who will optimize the effectiveness of a thriving and visionary senior leadership group and who will excel at talent identification;
- ✿ A strategic thinker who will value and enhance Baker's existing culture of planning and accountability;
- ✿ An ardent explorer of higher education who is aware of critical national issues, including affordability, distance learning, technology, sustainability, and educational quality, and who has an appreciation for the unique role of universities in effecting change in these arenas;
- ✿ A leader with an understanding of and respect for Baker's commitment to shared governance as well as the importance of faculty development and mentorship;



## THE PROCESS OF CANDIDACY

The Baker University Presidential Search Committee will begin to evaluate the applicant pool in August 2013. Candidates should submit materials by September 3 to ensure fullest consideration. The new president is expected to begin work in summer 2014.

Applications should include a letter of candidacy that responds to the new president's agenda for leadership and the desired attributes outlined in this prospectus, a complete résumé or vita and the names and contact information (phone and email) of five professional references, none of whom will be contacted without the formal permission of the candidate. All application materials will be considered in full confidence and should be submitted electronically to:

[BakerPresident@agbsearch.com](mailto:BakerPresident@agbsearch.com).

Ms. Julie E. Tea, Senior Consultant at AGB Search, is assisting with this search. Nominators and prospective candidates are encouraged to contact her at [jet@agbsearch.com](mailto:jet@agbsearch.com) and (804) 550-2110.

- ✿ A respectful community member who understands, appreciates and can articulate eloquently the University's mission and the value of church-related higher education;
- ✿ A person of intercultural competence and global perspective who is committed to diversity in its many forms and comfortable celebrating and promoting it in ways consistent with Baker's legacy; and
- ✿ A visible leader who actively engages multiple perspectives on campus, enthusiastically participates in the Baldwin City community and favorably influences the regional and national reputation of the University.

It is the policy of Baker University to afford equal opportunity for all persons without distinction or discrimination because of an individual's race, color, creed, sex, religion, age, national origin, handicap or disability, veteran status, sexual orientation, or other status protected by law, while making every reasonable effort to comply with the discipline of the United Methodist Church.