

Dean of the College of Arts and Sciences Search Prospectus



1858

BAKER
UNIVERSITY

THE OPPORTUNITY

Baker University seeks a senior administrator of exceptional vision and with exemplary leadership skills to support and guide the development of innovative undergraduate academic programs as the university's next dean of the College of Arts and Sciences. The dean serves as the senior academic officer of the college and works collaboratively with the president, provost, vice presidents, deans of other schools within the university, CAS faculty, and staff to further the academic mission of the institution and the success of its students. The CAS dean also oversees QUEST (the general education program at Baker University, Student Academic Success (SAS) center, and the university Honors program.

BAKER UNIVERSITY'S MISSION

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

ABOUT BAKER UNIVERSITY

Baker University is a multifaceted, private institution affiliated with the United Methodist church. It consists of the College of Arts and Sciences (CAS), School of Education (SOE), School of Nursing (SON), and School of Professional and Graduate Studies (SPGS). The oldest four-year institution of higher education in 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 of education amid 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.

From its roots to its current identity as a complex university that includes professional programs, adult higher education, and graduate degrees, Baker has long sought to provide liberal arts students with a practical understanding of life and vocation, just as it has instilled in students pursuing professional degrees 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.

This private university with a total enrollment of just under 3,000, educates traditional and nontraditional students through small classes, innovative instruction, and rigorous course work. For much of its history, Baker was defined by its Baldwin City campus, and retained the character of a residential, liberal arts college. Today, the university embraces a broader mission that focuses on student learning in multiple contexts. Beyond the traditional liberal arts and sciences, the university provides professional programs in education, nursing, and business. Anchored by its CAS in Baldwin City, the institution's reach has extended throughout the state. This growth is indicative of an institution that is on the move and responsive to evolving enrollment trends, yet steadfast in its commitment to offering a fine education in the liberal arts tradition.





Baker takes rightful pride in the culture of planning it has worked diligently to establish across the university. Ninety-two full-time faculty teach at CAS, SON, SPGS, and SOE. Two hundred forty-four talented part-time faculty, many of whom are practitioners in their fields, add a diversity of perspectives and experiences to the classroom.

Baker's undergraduate programs are led and taught by 59 full-time and 26 part-time faculty. Fifty percent of those faculty members are tenured. A 12.5-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 undergraduate and graduate research. At the same time, a sustained primary commitment to personalized teaching and learning permeates campus culture. The typical undergraduate teaching load is 4:4 or the equivalent of 24 credit hours per academic year. In addition, most undergraduate faculty members oversee internships and independent studies. Graduate faculty are primarily part time or adjuncts. Most undergraduate faculty also serve as academic advisors, and 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. Graduate programs in SOE and SPGS use professional advisors who regularly stay in touch with students. In addition to teaching, faculty in the doctoral programs oversee a culminating student portfolio as well as dissertation development and defense.

Devoted full-time administrative and support staff numbering over 150 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 provides a reservoir of institutional history in the midst of an entrepreneurial and progressive environment.

Baker is accredited by the Higher Learning Commission 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 operating budget is \$38 million, and its endowment is currently valued at \$38 million. CAS's direct cost for attendance of \$38,460 is highly competitive with those of comparable private institutions. The comprehensive tuition for 2017-18 is \$28,430 with room, board totaling another \$10,030. More than 95 percent of CAS students receive financial aid in the form of scholarships and grants. The undergraduate tuition discount rate is 61 percent.

Baker's Baldwin City campus is predominantly residential, with students housed in residence halls, university apartments, and Greek houses. Approximately 80 percent of students live on campus. Most Baldwin City students are the traditional age (18 to 24). These students, who hail largely from Kansas and its five contiguous states, are highly engaged. They participate in more than 70 student clubs and organizations, campus media, musical ensembles and theater groups, Greek organizations, a robust offering of intramural sports, and numerous community service opportunities. A member of the National Association of Intercollegiate Athletics (NAIA), the Baker Wildcats field 19 sports in the Heart of America Athletic Conference and consistently challenge for the Heart All-Sports award. In 2016, the Wildcats boasted the NAIA National Player of the Year for Football and the CoSIDA Academic All-American of the year. Also in 2016, Baker athletes received 53 NAIA Scholar-Athlete honors and 16 athletes were named All-Americans. This overall high level of student engagement in cocurricular activities makes for a rich and integrated learning experience and an energetic campus.

Study abroad is encouraged at Baker. Through affiliations with a variety of organizations, including Central College Abroad and the Council on International Educational Exchange, Baker offers a full range of study abroad programs worldwide in almost any discipline. A popular destination is Harlaxton College in Grantham, England. Each year, Baker students live and study for a semester in a Victorian manor where they study British history, literature, political theory, and business, and spend their weekends traveling.

Baker's 26,000 alumni of record include four Rhodes Scholars, a Pulitzer Prize winner, Goldwater Scholars, a Jack Kent Cooke Scholar, and an array of entrepreneurs, educators, nurses, writers, artists, doctors, and explorers.

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

College of Arts and Sciences

The College of Arts and Sciences (CAS) serves a traditional, residential student population of around 1,000 students. On the historical campus in Baldwin City, CAS offers degrees in the arts, sciences, and humanities, as well as in professional programs such as business and mass media. Majors range from accounting to history to biochemistry. CAS and the campus provide an environment for learning that touches the broader community of Baldwin City. It is known for its sense of family and the strong connections that are fostered among its students, faculty, and staff.



Points of distinction:

- ❁ QUEST is the core liberal studies general education curriculum. It 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 session in January largely consists of travel experiences, experiential courses, and

internship opportunities. A summer interterm provides opportunities for students to participate in travel-oriented experiences.

- ❖ A culture of collaborative learning between students and faculty provides opportunities for research and performance for all students. Student achievement in these areas is showcased at the annual scholars symposium: Dialogos.
- ❖ An interdisciplinary departmental structure provides opportunities for interdisciplinary majors, minors, tracks, and concentrations relevant to today's students and their careers.
- ❖ A culture of faculty development emphasizes mentoring and developmental feedback.

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 CAS) serves traditional students on the Baldwin City campus. Graduate programs in the SOE are administered through offices on the Overland Park, Topeka, and Wichita campuses. These programs serve working teachers and administrators interested in graduate degrees in education, including doctoral degrees in educational leadership in PK-12 and leadership in higher education. SOE offers both on-ground and online instruction and serves more than 500 graduate students.



Points of distinction:

- ❖ Degrees in 14 undergraduate programs, three graduate programs, and three graduate nonlicensure programs
- ❖ Accreditation by the Kansas State Department of Education (KSDE) and the Council for the Accreditation of Educator Preparation (CAEP)
- ❖ Ranking first in the state as an accrediting institution of Kansas assistant principals (2016-2017 Kansas Association of School Boards)
- ❖ Ranking third in the state as an accrediting institution of Kansas principals (2016-2017 Kansas Association of School Boards)
- ❖ Number-one ranking among private institutions
- ❖ The first private institution in Kansas to offer a doctoral program
- ❖ A 95 percent overall pass rate for ETS licensure exams
- ❖ Pass rates on specific tests range from a low of 89 percent to a high of 100 percent
- ❖ Pass rates for all other areas of 96 percent
- ❖ Past rate for the Kansas Performance Teaching Portfolio of 100 percent over the last four years
- ❖ Use of TaskStream for data collection, program improvement, and compliance for accreditation
- ❖ Vibrant continuing education and concurrent credit programs

School of Nursing

The School of Nursing (SON) was founded in 1991 in partnership with Stormont Vail Health in Topeka, Kansas. The school, housed in the Pozez Education Center on the Stormont Vail Health campus, currently enrolls 171 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 Stormont Vail and other health care providers in Topeka and surrounding communities. Stormont Vail is one of two Magnet-designated hospitals in the state, offering an exceptional environment for research and evidence-based practice learning. In the spring of 2016, the Baker University Master of Science in Nursing program began accepting graduate students. This fully online graduate program offers two tracks: one in nursing administration and the other in nursing education.



Points of distinction:

- ✿ A reputation as a school that prepares confident and competent nurses who are highly sought after in the health care sector
- ✿ 100% employment of licensed graduates within three months of graduation
- ✿ Opportunity for students to experience travel to Kenya accompanied by faculty to provide care and teaching in clinical and school settings
- ✿ A faculty that actively engages students in the classroom and clinical setting and provides support for leadership and scholarship development
- ✿ An average graduation rate for the past five years (2010-2015) of 87 percent
- ✿ NCLEX first-time pass rates above the state and national average for the last five years
- ✿ Highest NCLEX first-time pass rates for Kansas BSN programs for the last two years
- ✿ Ten-year accreditation for the undergraduate program by the Commission on Collegiate Nursing Education (CCNE)

School of Professional and Graduate Studies

The School of Professional and Graduate Studies (SPGS) was formed in 1988, building on the Master of Liberal Arts program for adult learners in the Kansas City area established in 1975. SPGS grew to include business programs at the undergraduate and graduate level (beginning in the 1990s), and has maintained its focus on providing education to adult learners. SPGS recognizes adult learners have many paths to completing an education. The academic programming is designed to



complement the various ways degree achievement can occur while maintaining academic relevance and rigor. Today, SPGS programs serve a little more than 1,000 students and include fully online degree programs and on-campus programs in Overland Park, Topeka, and Wichita in Kansas.

Points of distinction:

- ✦ Faculty who hold advanced degrees in disciplines such as business, the arts and sciences, and leadership and are also practicing professionals
- ✦ The recent addition of two new bachelor's programs (Bachelor of Science in Accounting, Bachelor of Science in Criminal Justice) and two new master's programs (MBA in Health Care Management, Master of Science in Sports Management) to meet the needs of both area employers and students
- ✦ A robust faculty professional development series offered by the Baker Academy that provides training on best practices for teaching and learning
- ✦ 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
- ✦ Top-five MBA program in the Kansas City metropolitan area
- ✦ Small class sizes
- ✦ Accessible and supportive staff

For more information about Baker University, please visit bakerU.edu.

For more information about the area surrounding the
Baldwin City campus, please visit

baldwincitychamber.com and Baldwin City-City Data.



LEADERSHIP PROFILE

The dean of the College of Arts and Sciences (CAS) provides direction and leadership in the planning, coordination, and administration of all academic programs in the college. Direct reports include the chairs from eight academic departments and the directors of QUEST (general education program) and study abroad. The dean of CAS also has oversight of the Student Academic Success center and the honors program. The dean of CAS reports to the provost and serves as a member of the President's Cabinet.

Leadership

- ✿ Administer the academic policies and procedures stated in the Faculty Constitution and Bylaws, undergraduate catalogs, and employee handbook.
- ✿ Represent the College of Arts and Sciences at various events.
- ✿ Carry out duties assigned by the president and provost.
- ✿ Oversee the hiring of qualified faculty and staff in CAS.
- ✿ Engage appropriate faculty in the assessment of academic programs in CAS.
- ✿ Evaluate academic programs, including cost analyses and program enrollments.
- ✿ Prepare an annual report outlining the state of the College of Arts and Sciences to share with faculty and staff at the beginning of each academic year.
- ✿ Promote inclusion and diversity within the college.
- ✿ Represent CAS in the university's strategic planning process and implementation.

Board of Trustees

- ✿ Implement Board of Trustee policies.
- ✿ Advise the provost and Education Committee of the Board of Trustees in academic matters related to CAS.

Collaboration

- ✿ Collaborate with university administrators, faculty, and staff at the residential campus to develop and implement retention efforts.
- ✿ Maintain a commitment to shared governance within the college.
- ✿ Collaborate with faculty from CAS to identify and develop opportunities for program growth and sustainability.
- ✿ Promote and sustain an environment that supports and encourages academic excellence and student learning both inside and outside the classroom.
- ✿ Serve as the CAS representative to the Provost Council.
- ✿ Support regional and discipline accreditations (as appropriate) in CAS to ensure accreditation standards are met by the university as well as by individual academic departments.
- ✿ Collaborate with members of the President's Cabinet to develop and implement short- and long-range plans in support of sustainability of the university.
- ✿ Meet regularly with CAS department chairs.

- ✿ Meet regularly with the provost to share CAS issues, concerns, and accomplishments

Supervision

- ✿ Supervise department chairs in CAS.
- ✿ Regularly review CAS academic policies.
- ✿ Effectively oversee the CAS budgets to achieve the strategic goals of the university.
- ✿ Monitor and improve efficiencies for undergraduate programs in CAS.
- ✿ Review budget requests of CAS academic departments.

Personal

- ✿ Possess a passion for the liberal arts and sciences.
- ✿ Enjoy a strong love of learning.
- ✿ Demonstrate dedication to collegiality and community engagement.

KEY ATTRactions OF THE POSITION

Serving as the dean of the College of Arts and Sciences at an established and complex university committed to liberal arts education is an exciting prospect for any academic leader, but Baker University is anything but a typical private institution. The following attractions warrant specific emphasis:

The new CAS dean will partner with a visionary, energetic, and consultative president, Dr. Lynne Murray. Dr. Murray is fully committed to preserving and enhancing the university's status as a leading liberal arts university. An accomplished fund-raiser, Dr. Murray has recently announced a \$20 million campaign that will support opportunities for growth and innovation. The dean of CAS will play a vital role in charting and executing the university's future while enhancing the important role CAS contributes to the academic experience of undergraduate students. Baker is an intellectually exciting place where high-quality teaching and scholarship are fostered. The university boasts a faculty and staff wholly engaged with students, colleagues, and their professions. The majority of Bakers' full-time and part-time faculty members hold the appropriate terminal degree in their discipline. The university's new dean of CAS will encounter a stimulating intellectual environment in which to exercise academic leadership.

Baker's next dean of CAS will join an institution with a spirit of innovation. The university is forward looking and anticipates evolving student needs. The QUEST core curriculum, which has been embraced by students and faculty, is relevant to the student learner of today and integrative in its approach. The next CAS dean will become part of a learning community with a rich tradition of shared governance in each school and the college. 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 a President's Cabinet on issues of importance to the institution. Student government is also active on the undergraduate campus. The university's 27-member Board of Trustees invites input and updates from faculty, staff, and students. Transparency is deeply valued on the campus, as is broad-based participation. Widespread engagement, respect for multiple perspectives, and civil discourse characterize Baker's culture. A

reflective community, Baker's constituents seek constant improvement through thoughtful analysis. Baker 2020, the current strategic plan, emphasizes four strategic goals:

1. Baker University will achieve regional and national recognition and reputation for quality academic programs, faculty, staff, and students.
2. Baker University will reach capacity through increased on-ground and expanded online offerings.
3. Baker University will have the resources necessary to sustain and grow the academic mission.
4. Baker University will prepare students to be effective global citizens, bringing positive change to their communities.

Baker attracts and retains capable students with a strong work ethic. Mean ACT scores for entering students on the Baldwin City campus routinely average around 23, and high school GPAs around 3.4. The first-year to sophomore retention rate was 82 percent from fall 2015 to fall 2016, and the six-year graduation rate is 54 percent. Faculty and staff are committed to students' academic and personal success, and the result is an educational experience that engenders a well-prepared graduate with a deep sense of institutional loyalty. In this environment, the CAS dean has significant opportunity to work collaboratively with the dean of students, school deans, and the leaders of student support functions to strengthen existing and build model programs aimed at advancing student success in all dimensions. Baker is indeed a student-centered institution that has been developing an increasingly national profile through significant recognitions. In 2015, *The Economist* called Baker University one of the best-value universities in the nation, ranking it in the top 50 of more than 1,200 institutions. Also in 2015, the U.S. Department of Education noted that on average, Baker University graduates, 10 years after receiving their diplomas, earn higher salaries than their peers from other universities in Kansas. In the most recent edition of the *U.S. News & World Report's* Best Colleges, Baker was the highest-ranked private university in Kansas. In addition, the university has received national praise for its outreach to and support of veterans seeking a Baker education.

Baker's picturesque Baldwin City campus includes great green and wooded spaces as well as three buildings on the National Register of Historic Places. Many of its stunning stone facades date back to the late 1800s. Growth and development is evidenced in the recent \$10.3 million renovation and expansion of the science facility: Ivan L. Boyd Center for Innovative Science Education. The Long Student Center was also recently updated and houses a state-of-the-art dining hall, coffee bar, and indoor and outdoor meeting spaces. Phase I of renovations to Rice Auditorium, home of theater productions, concerts, and lectures, was completed in October. Located just 10 miles north of Baldwin City, the Baker Wetlands and Discovery Center provide students the unique hands-on opportunity to explore and learn about biological and ecological processes. The stunning 927-acre natural habitat is a true regional distinction for the university.

The Baldwin City campus is a focal point of a charming college town in a lovely natural setting. Brick streets and Victorian homes dot the landscape. Excellent "town and gown" relations define the environment. A low cost of living, well-educated community, and strong public and private PK-12 schools yield an extraordinary quality of life for Baker's faculty and staff and have clearly contributed to the university's ability to attract and retain exceptional students, faculty, and staff. The warm sense of small-town community enjoyed on and around campus is complemented by the richness of academic and cultural resources located in nearby Lawrence (15 minutes to the north and home of the University of Kansas) and the major metropolitan area of Kansas City (45 minutes to the

northeast). Excellent performing arts offerings, a rich museum and gallery culture, and exciting professional sports are mainstays of the Kansas City lifestyle.

DEAN QUALIFICATIONS

Given the opportunity to lead at an innovative university that has a shared sense of mission and a strong commitment to continuous improvement, the successful dean will possess the following:

1. A doctorate or equivalent terminal degree from an accredited college or university and a record of distinguished teaching, scholarly activity, and service that merits appointment at the level of professor within the College of Arts and Sciences.
2. A record of proven success as a department chair or comparable administrative experience within an arts and sciences discipline in a regionally accredited university. The preferred candidate will also have experience as an arts and sciences academic dean in a regionally accredited university setting.
3. Experience in and appreciation for the small liberal arts college experience in American higher education.
4. Demonstrated experience in promoting diversity, equity, and inclusion in all aspects of a university.
5. An understanding of higher education's key challenges, including student recruitment, retention, graduation rates, and funding.
6. Experience with federal regulations (e.g., FERPA, employment), budgeting, program development, assessment and external accreditation (HLC and program-specific bodies [e.g., Council for the Accreditation of Educator Preparation, Committee on Accreditation for the Exercise Sciences]).
7. Demonstrated capacity to work effectively with faculty in a shared-governance model and with staff, students, alumni, members of the Board of Trustees, and leaders in external educational agencies and institutions.
8. Ability to articulate and foster a vision for undergraduate liberal arts and sciences education.
9. An established record of innovation and sustainable growth in academic programs at the undergraduate level.
10. Experience advocating for faculty and staff resources, including personnel, facilities, and technology needs.
11. An understanding of strategic management, financial operations, and demonstrated budget skills across multiple academic departments.
12. Exemplary oral and written communication skills.

NOMINATION AND APPLICATION PROCESS

Inquiries, nominations, and applications are invited. Review of applications will begin November 1 and continue until the position is filled. Candidates should provide a curriculum vitae and letter of application that address the responsibilities and requirements described in the Leadership Profile and Dean Qualifications. The names and contact information of five references should be included with the application materials. Candidate confidentiality will be respected and references will not be contacted without prior knowledge and approval of candidates. Inquiries and application materials should be sent to the Department of Human Resources, Baker University, PO Box 65, Baldwin City, KS 66006. Submit electronic applications to employment@wildcat.bakerU.edu.

bakerU.edu/cas-dean

Baker University values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

