



P R O S P E C T U S
for
Baylor University Provost



BAYLOR
UNIVERSITY



THE OPPORTUNITY

Baylor University Provost

Baylor University is seeking a highly respected scholar with exceptional accomplishments in research, teaching, and administration to join the leadership team of President Linda A. Livingstone, Ph.D. The new provost will come to Baylor at a time of great optimism and significant momentum. Chartered in 1845 by the Republic of Texas and affiliated with the Baptist General Convention of Texas, Baylor is both the state's oldest continuously operating institution of higher learning and the world's largest Baptist university. Baylor, a nationally ranked private, Christian institution with more than 17,000 students, is located in Waco, Texas, which is centrally located between Dallas and Austin and in the midst of a dramatic revitalization.

Baylor's dynamic president, now in her second year, has infused the University community with new energy and excitement as students, faculty, and staff join with the president in looking forward to the appointment of a new academic leader. The new provost will find a welcoming community ready to join in helping to create an even greater Baylor – preparing men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

President Livingstone enthusiastically embraced Baylor's previous strategic vision, *Pro Futuris*, which focused on five aspirational principles: Transformational Education, Compelling Scholarship, Informed Engagement, Committed Constituents, and Judicious Stewardship. *Pro Futuris* boldly asserted the University's intention to seek to enter "the top tier of American research universities while deepening our Christian commitment. We are inspired as we continue to grow and be known as a Carnegie Research University with Very High Research Activity that resolutely embraces its Christian identity."

The president has enlarged the scope of that vision in *Illuminate*, a newly adopted and ambitious academic strategic plan designed to allow Baylor to achieve "R1: Highest Research Activity" status while remaining grounded in our Christian faith in the Baptist tradition.

The new provost will have the exciting opportunity to work with faculty, staff, and administrators to continue development and lead implementation of *Illuminate*. The new provost will be doing that from a position of strength, joining an institution blessed with a diverse and accomplished student body, an exceptional faculty committed to excellence in both teaching and scholarship, a healthy financial position, a strong endowment, and a large and wide community of faithful alumni, friends, and supporters. In support of *Illuminate*, the University has launched a \$1.1 billion comprehensive fundraising campaign.

With such aspirations, the University is seeking an exceptional leader who has a reputation of modeling character, earning academic recognition, and delivering administrative accomplishments with a demonstrated commitment to diversity and a mature Christian faith.

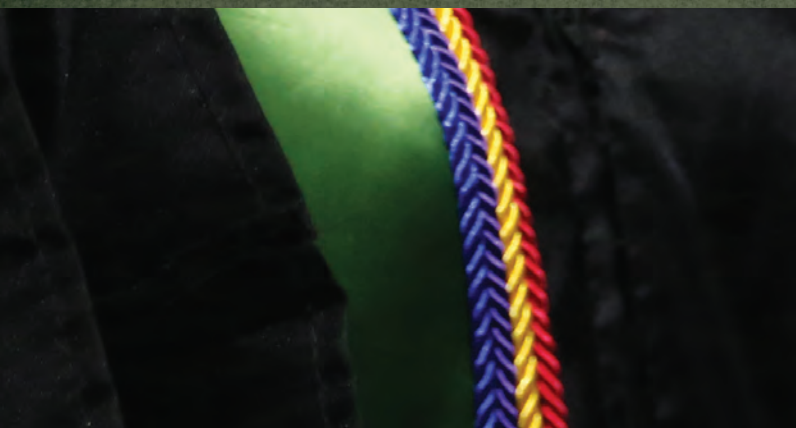


ABOUT BAYLOR

Baylor University in Waco, Texas, is a private Christian university and a nationally ranked research institution. The University provides a vibrant campus community for more than 17,000 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 continuously operating University in Texas. Though about 67 percent of our student body call Texas home, Baylor enrolls a diverse student population representing all 50 states and more than 86 countries to study among its 129 baccalaureate, 75 master, 42 doctoral, a juris doctor, and an education specialist degree program in 12 nationally recognized academic divisions.

Baylor University's Baptist founders sought to establish an institution of higher learning dedicated to Christian principles, superior academics, and a shared sense of community. Baylor offers the best of a large university through exceptional breadth and depth of programs along with extraordinary personal attention for the individual student. The vibrant campus atmosphere, with more than 330 student organizations, is enhanced by Baylor's participation in the competitive Big 12 Conference for NCAA Division I athletics.

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.



Those early Texas Baptists 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." Their dreams are Baylor's foundation for providing a high quality academic experience, student interaction with outstanding faculty, a dynamic campus life, and a vibrant Christian community of faith. Today, more than 165,000 living Baylor alumni lead and serve in communities and cities around the world.



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 the community, both local and global. The vision of its founders and the ongoing commitment of generations of students and scholars are reflected in the motto inscribed on the Baylor seal: *Pro Ecclesia, Pro Texana* — “For Church, For Texas.”

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, and Christian history and tradition, as well as scholarly and artistic endeavors. Affirming the value of intellectually informed faith and 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. To those ends, Baylor provides expanded

opportunities for civic education and for church and community service at home and abroad.

Pro Ecclesia, Pro Texana. Baylor University is committed to excellence at the undergraduate, graduate, and professional levels. Baylor encourages all of its students to cultivate their capacity to think critically, to assess information from a Christian perspective, to arrive at informed and reasoned conclusions, and to become lifelong learners. Beyond the intellectual life, the University pursues the social, physical, ethical, and spiritual development of each student.

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*.



OUR FOUNDATIONAL ASSUMPTIONS

Baylor's Christian heritage and identity shape and direct the University's entire mission. Assumptions grounded in faith make our academic programs both distinctive and excellent, bring greater visibility to the University, and provide a framework for integrating academic programs, scholarship and learning, and community relationships.

Our foundational assumptions are:

- that human decisions should be guided by God as His will and nature are revealed in the crucified and risen Jesus Christ;
- that all truth is open to inquiry, though many truths will elude us and others may be accessible only through divine revelation;
- that human life has a meaning and a purpose that is not simply a matter of human choice;
- that we have a fallen nature that needs both healing and direction;
- that we are a created part of nature, but have been given responsibility as stewards — made in the image of God — for its care and management;
- that we find the highest order of personal fulfillment in working constructively for the betterment of others, and that we have an obligation to do so;
- that we need to be active, regularly worshiping members of the body of Christ as a context of our spiritual growth, as a source of encouragement, and as a partnership in the work of God's kingdom;
- that human beings flourish best in a functional and beautiful physical environment and among colleagues who respect, love, forgive, and support one another; and
- that a university can be such a physical and social environment.

CORE CONVICTIONS

The number of national universities that take their religious identity seriously is small, and Baylor is one of a smaller group representing the free church tradition of Christianity. Among these, Baylor already stands out for its achievements, academic and religious. And judged by objective academic standards, Baylor continues to move forward with distinction.

Our goal is intellectual activity that springs from disciplined habits of the heart and inspires action on behalf of the world. From Baylor's foundational assumptions we draw the following core convictions:

- Encourage the integration of Christian faith and the intellectual life;
- Support, encourage, and expect excellence in all undertakings;
- Provide a unique place for learning and the building of community;
- Equip individuals to understand life as a divine calling and thus serve society and the world in the name of our Lord Jesus Christ;
- Promote the health of mind, body, and spirit as these are understood in the Christian tradition and by the best of modern physical and psychological science;
- Strive to illuminate and enrich human experience by the word of God and the best of human science and culture;
- Encourage the understanding and care of the natural world as a matter of Christian stewardship;
- Facilitate the discovery of new knowledge to the glory of God and the betterment of humanity;
- Extend the campus in time and space to embrace our entire community in relationships of caring and mutual benefit; and
- Anticipate and respond to change in higher education and the world.





UNIFYING ACADEMIC THEMES

Baylor's heritage, foundational assumptions, and core convictions establish the grounds for a framework of unifying themes that make our academic programs distinctive. The integration of these themes throughout our academic programs reflects the mission through which Baylor profoundly affects the world.

The six primary themes which mark and shape the Baylor academic community are as follows:

- Because we believe that all truth is open to human inquiry, Baylor supports academic programs, within and across disciplines, which encourage the vigorous and open pursuit of truth by all the methods of scholarship. In addition, we endorse the exploration of disciplinary and interdisciplinary issues from a Christian point of view including the pursuit of religious knowledge and, more specifically, the personal knowledge of God.
- Because we believe that human life has meaning and purpose, Baylor supports academic programs that seek to illuminate that meaning and purpose and to enrich human life through the creative and artistic works of intellect and imagination.
- Because we believe that truth is open to inquiry and that human beings have obligations both to human communities and to nature, Baylor supports academic programs and research that add to the sum of human knowledge and that apply knowledge to the technological, scientific, and cultural advancement of society.
- Because we believe that human beings are part of nature yet have been given responsibility as stewards of it, Baylor supports academic programs that investigate the natural world, increase understanding of the symbiotic relationship between human beings and the natural world, and protect the environment by encouraging good stewardship of natural resources.
- Because we believe that we have responsibility to care for our health and wellbeing and that of others, Baylor supports academic and extracurricular programs which seek to promote human physical, mental, and spiritual health.
- Because we believe that individuals have moral and ethical obligations to communities, Baylor supports academic programs that recognize the importance of human institutions, promote an understanding of and responsible participation in economic and social systems, foster citizenship, enhance community, and encourage service.

FINANCIAL SNAPSHOT

Baylor's financial strength is a testament to the value students, parents, alumni, and friends of the University place on a Baylor education. Fiscally responsible operations management and well-executed investment strategies have placed Baylor in a strong financial position for the coming years.

Operating Budget Expenditures 2017-18

EXPENDITURES AND TRANSFERS

Instruction	\$234,934,101
Academic Support	50,802,362
Research and Public Service	9,891,468
Student Services	46,889,904
Plant Operations and Maintenance	70,492,373
Institutional Support	91,016,764
Scholarships and Fellowships	260,595,794
Intercollegiate Athletics	88,902,466
Auxiliary Enterprises	33,640,951
Total Budgeted Expenditures	\$887,166,183

Undergraduate Student Cost Profile 2018-19 Academic Year

ESTIMATED COSTS

Tuition & Fees	\$45,792
Average Room & Board	13,038
Subtotal	\$58,830
Books and Supplies	1,230
Average Personal Expenses	1,886
Average Travel Expenses	1,274
Total	\$63,220

Endowment Market Value

Fiscal Years Ended May 31, 2012, through May 31, 2018

	May 31, 2012	May 31, 2013	May 31, 2014	May 31, 2015	May 31, 2016	May 31, 2017	May 31, 2018
Permanent Endowment	\$799,902,000	\$882,090,000	\$950,578,000	\$950,711,000	\$919,230,000	\$983,954,000	\$1,049,164,000
Board Designated Endowment	164,259,000	179,067,000	200,623,000	214,839,000	234,305,000	247,758,000	261,617,000
Total Endowment	\$964,161,000	\$1,061,157,000	\$1,151,201,000	\$1,165,550,00	\$1,153,535,000	\$1,231,712,000	\$1,310,781,000
Permanent Endowment	83.0%	83.1%	82.6%	81.6%	79.7%	79.9%	80.0%
Board Designated Endowment	17.0%	16.9%	17.4%	18.4%	20.3%	20.1%	20.0%
Total Endowment	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



FACULTY PROFILE

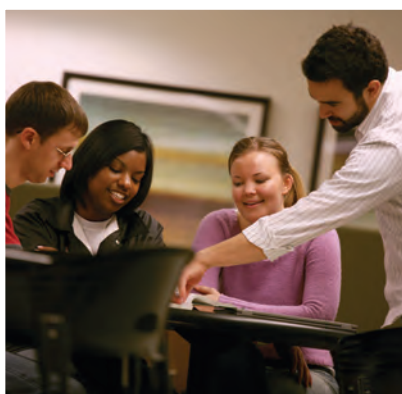
The world-class faculty of Baylor University balances a commitment to great teaching with a love of learning and a passion for discovering new knowledge. Through research in areas from great texts of ancient philosophers and ancient bones of fossilized mammoths to sustainable energy, water purification, religion in America, and a range of health, biomedical, and societal challenges, Baylor faculty members bring relevant, real-world experience into the lives of their students.

In the 2017-18 academic year, Baylor employed a total of 1,058 AAUP instructional faculty, 519 tenured. Ninety-two percent of tenured faculty held doctoral degrees, four percent professional degrees, and four percent master's degrees.

STAFF PROFILE

Baylor University staff share a commitment to the University mission — contributing to the preparation of students for worldwide leadership and service — whether their work is in an academic area, student recruitment, University development, or in one of the many units that support University operations.

In the 2017-18 academic year, a total of 1,707 staff members were employed by Baylor: 528 categorized as executive staff, 581 as monthly staff, and 598 as bi-weekly staff.



STUDENT PROFILE

Fall 2018 brought record enrollment at Baylor – 17,217 students were enrolled across the undergraduate, graduate, and professional programs. First-time freshmen numbered 3,366, and transfers numbered 352 for the semester. The University enrolled 14,188 undergraduate students and 2,403 graduate and professional students in the Graduate School, George W. Truett Theological Seminary, Baylor Law School, Diana R. Garland School of Social Work, the online MBA program in the Hankamer School of Business, and Baylor/U.S. Army affiliated degree programs.

In 2018, 35.3 percent of students identified themselves as minorities, while 58 percent of the student body was female and 42 percent was male.

Baylor's Fall 2018 freshman enrollment of 3,366 students shows that:

- Out-of-state freshman enrollment increased to a record 38.6 percent.
- Minority enrollment among freshmen is at 36.5 percent.
- Nearly 40 percent of freshmen were in the top 10 percent of their high school class.
- More than 32 percent of the freshman class reported a legacy connection to Baylor.
- Freshmen represent 47 states and 30 countries. Other than Texas, the top states for freshmen are California (256), Colorado (89), Illinois (70), Louisiana (55), and Oklahoma and Missouri (49 each).

STUDENT RETENTION AND GRADUATION TRENDS

Retention is an outcome of a commitment to student life and learning. Across the University, faculty and staff are engaged in initiatives that positively impact retention and four-year graduation rate. Additionally, the six departments within Baylor's Paul L. Foster Success Center provide a range of services to support academic success, advisement, and career and professional development. Student success is a collaborative effort which spans the entire Baylor community. Improving the quality of student life and learning is an ongoing, robust effort and a priority across campus.

Baylor has seen an upward trend in retention rates for several years. The University's retention among freshmen from fall 2017 to fall 2018 was 88.8 percent. The retention rate among all Baylor undergraduates from fall 2017 to fall 2018 was 91.6%, the highest on record.

Baylor's graduation rates continue to move forward at a record pace. Data from IRT shows:

- the four-year graduation rate among the fall 2014 cohort at a record 63.5 percent
- the five-year graduation rate for the fall 2013 cohort at 76.7 percent
- the six-year graduation rate for the fall 2012 cohort at a record 79 percent





FIRST-TIME FRESHMEN

Gender	Fall 2013		Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Male	1,341	42.0	1,501	41.4	1,425	42.0	1,449	41.4	1,338	40.4	1,277	37.9
Female	1,849	58.0	2,124	58.6	1,969	58.0	2,054	58.6	1,982	59.6	2,089	62.1
All	3,190	100.0	3,625	100.0	3,394	100.0	3,503	100.0	3,320	100.0	3,366	100.0

Minority Status	Fall 2013		Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Minority	1,094	34.3	1,283	35.4	1,138	33.5	1,198	34.2	1,254	37.8	1,230	36.5
Non-minority	2,096	65.7	2,342	64.6	2,256	66.5	2,305	65.8	2,066	62.2	2,136	63.5
All	3,190	100.0	3,625	100.0	3,394	100.0	3,503	100.0	3,320	100.0	3,366	100.0

High School Quartile*	Fall 2013		Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
First	1,592	75.3	1,665	73.7	1,470	75.3	1,386	74.9	1,454	76.5	1,258	72.5
Second	458	21.7	513	22.7	417	21.4	403	21.8	370	19.5	327	22.3
Third	61	2.9	54	2.4	41	2.1	21	1.1	50	2.6	82	4.7
Fourth	23	0.1	27	1.2	23	1.2	41	2.2	26	1.4	8	.5
All	2,114	100.0	2,259	100.0	1,951	100.0	1,851	100.0	1,900	100.0	1,735	100.0

*Among students submitting high school class ranks



Baylor offers 129 undergraduate, 75 master's and 42 doctoral degree programs, plus a juris doctor and an education specialist degree program through its 12 academic units:

- College of Arts and Sciences
- Hankamer School of Business
- School of Education
- School of Engineering and Computer Science
- Graduate School
- Honors College
- Baylor Law School
- School of Music
- Louise Herrington School of Nursing
- Robbins College of Health and Human Sciences
- George W. Truett Theological Seminary
- Diana R. Garland School of Social Work



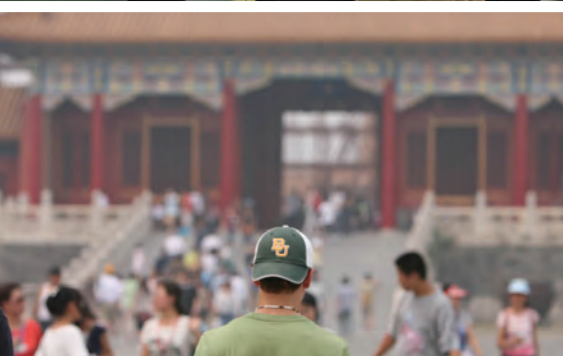
ACADEMIC EXCELLENCE

Baylor University is classified by the Carnegie Foundation for the Advancement of Teaching as a research university with “higher research activity.” This reinforces Baylor’s international reputation for educational excellence built upon the faculty’s commitment to teaching, scholarship, and interdisciplinary research.

Accredited by the Commission on Colleges of the Southern Association of Colleges and Schools, Baylor is one of the select 10% of U.S. colleges and universities with a Phi Beta Kappa chapter. Baylor also ranks in the top 8% of colleges and universities participating in the National Merit Scholarship program.

Baylor was ranked 75th in the 2018 *U.S. News & World Report* rankings of the nation’s top national doctoral-granting universities. Baylor was also named to *Kiplinger’s* Best Values in Private Colleges and Fiske Guide to Colleges “Best Buy School” for 2017.

Since 2001, more than 50 Baylor students have been selected for Fulbright awards – five of those in 2018 – and three students have been selected for the prestigious Marshall Scholarship.



PRO FUTURIS

Adopted as the University's strategic vision in 2012, *Pro Futuris* is the result of a collaborative engagement of faculty, students, staff, alumni, and friends throughout the nation. Echoing the University's motto of *Pro Ecclesia* ("For Church"), *Pro Texana* ("For Texas"), *Pro Futuris* ("For Our Future") contains institutional aspirations that build upon Baylor's rich heritage of achievement in higher education and point the way forward to advance Baylor's mission of preparing men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

In the years since the advent of *Pro Futuris*, Baylor has experienced remarkable growth and dramatically strengthened its operations. From the beginning of 2014 to the end of 2015, our campus underwent a transformation that marked the most dynamic growth in Baylor's history. Major projects included the \$100-million, 275,000-square-foot Paul L. Foster Campus for Business and Innovation, home to the nationally ranked Hankamer School of Business, and the \$266-million McLane Stadium, which stands as the largest project ever built in Waco and the Central Texas region. In addition, these new campus landmarks, which were supported by unprecedented financial commitments from alumni, friends, and the City of Waco, our student body has repeatedly broken records in size, credentials, and diversity, and the ranks of our faculty have steadily increased and grown in scholarly stature.

In 2018, the University announced the implementation of the second phase of *Pro Futuris* – *Illuminate*, a comprehensive academic strategic plan.





ILLUMINATE

BAYLOR UNIVERSITY 2018–2022 ACADEMIC STRATEGIC PLAN

Illuminate, Baylor University's Academic Strategic Plan, draws upon the institution's heritage and commitment to becoming a preeminent Christian research university "where research discoveries illuminate solutions to significant challenges confronting our world and where creative endeavors reflect the breadth of God's creation."

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

- Unambiguously Christian educational environment;
- Transformational undergraduate education;
- Research and scholarship marked by quality, impact, and visibility; and
- Nationally recognized programs in human performance through the arts and athletics.

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

- Health – Research and collaboration in this area will focus on environmental, family, and community determinants of health, biomedical research, health policy, law, leadership and ethics, and undergraduate health and medical education;
- Data Sciences – Research, educational, and professional training in this area will focus on biomedical informatics, cybersecurity, and business analytics, with an overarching theme of ethical uses of largescale data;

- Materials Science – Research and collaboration in this area will focus on technologies that make products faster, stronger, and lighter, providing solutions for enhanced quality of life;
- Human Flourishing, Leadership and Ethics – Research and collaboration in this area will focus on understanding the conditions by which humans, communities, and societies flourish;
- Baylor in Latin America – Research, collaboration, and engagement in this area will focus on health and disease prevention; business development and international trade; human capital formation and education; immigration, migration, and human trafficking; congregational development; democratic governance and economics; and culture and arts.

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

Additional information about *Illuminate* can be found at baylor.edu/illuminate.



BAYLOR HISTORY

Chartered by the Republic of Texas in 1845 through the efforts of Baptist pioneers, Baylor is the oldest continuously operating university in Texas. William M. Tryon, R.E.B. Baylor, and James Huckins are credited as the University's founders. Tryon, a missionary appointee of the American Baptist Home Mission Society, came to Texas in 1841. Baylor, who became a Christian in 1839 at age 46, received his license to preach and emigrated to Texas, was judge of the third judicial district and a member of the Texas Supreme Court. Huckins, the first missionary to Texas from the American Baptist Home Mission Society, was considered the mastermind of the Texas Baptist Education Society.

In December 1844, Tryon and Baylor prepared the petition for charter of a Baptist university. Several names for the university were proposed, but eventually Baylor agreed to allow his name to be used. Soon thereafter, it was approved by the Texas Legislature, and the charter was signed on February 1, 1845, by Anson Jones, president of the Republic.

Classes began in May 1846 in a small wooden building on a hillside in Independence, Texas. The first president, the Rev. Henry Lee Graves, was succeeded in 1851 by the Rev. Rufus C. Burleson. During Burleson's 10-year tenure, the University operated male and female departments housed on separate campuses a mile or so apart. Burleson resigned in 1861 to become president of the fledgling Waco Classical School, later Waco University. In 1866 Baylor University's female department received a separate charter to become the Baylor Female College, now known as Mary Hardin-Baylor University in Belton.

As Texas' Baptist denomination spread, other Baptist colleges and academies were established, competing with Baylor for students and financial support. Population shifts, economic and sociological changes made Baylor's operation at Independence increasingly difficult. Efforts to unite competing Baptist organizations and establish one central university succeeded in 1886, when the Baptist General Association and the Baptist State Convention consolidated, forming the Baptist General Convention of Texas. That same year, Baylor and Waco universities unified to become Baylor University at Waco.

In October 2017, Baylor inaugurated its 15th President, Linda A. Livingstone, Ph.D. Dr. Livingstone began her distinguished academic career at Baylor, where from 1991 to 2002 she was a tenured faculty member in the Department of Management before serving four years as associate dean of graduate programs for Baylor's Hankamer School of Business. She led The George Washington University School of Business from 2014 to 2017 and Pepperdine University's Graziadio School of Business and Management from 2002 to 2014. She is a strong voice for the role of Christian higher education and has established herself as a scholar in organizational behavior and leadership and an expert in the area of university accreditation.

DETAILED QUALIFICATIONS AND REQUIREMENTS

Candidate must have a Ph.D. or equivalent degree with academic standing sufficient for appointment as tenured, full professor and a Christian commitment.

Desired personal and professional attributes are as follows:

Personal Qualities

Integrity

- Honest, transparent, straightforward
- Respect for Baylor history and culture
- Respect for all persons and groups

Interpersonal Relations Skills

- Effective listener
- Effective communicator
- Approachable
- Empathetic

Collaborative

- Team oriented
- Accessible
- Respectful of others
- Effective facilitator
- Empowering

Humility

- Leader for academic enterprise
- Colleague supporting the President
- Colleague working with peers on the President's Council

Professional Qualities

Experienced Administrative Leader

- R-1 institutional experience
- Appreciation for and understanding of Christian higher education
- Record of transparency regarding strategic and academic initiatives
- Record of innovative and entrepreneurial initiatives
- Administrative style that delegates and holds accountable
- Demonstrated commitment to diversity among faculty, staff, and students

Experience as Researcher

- R-1 institutional experience desirable
- Record of significant scholarship
- Experience with and knowledge of external funding mechanisms support

Experience as Teacher

- R-1 institutional experience desirable
- Record of quality teaching

Effective Communicator

- Record of good listening skills
- Record of good speaking skills

Team Builder

- Record of collaborative participation
- Record of supporting professional development of direct reports
- Demonstrated record of hiring diverse and effective team members

Application Process

Applications will be reviewed on a rolling basis and will begin immediately. For full consideration, completed applications should be received no later than January 2, 2019. Off-site interviews to select finalists will be held the weekend of January 31 through February 2, 2019. Finalists will be invited to campus shortly thereafter.

Applications should be submitted to **BaylorUProvost@agbsearch.com**.

Interested candidates are asked to submit a CV and a cover letter expressing interest and addressing the following:

1. Provide a narrative overview of your career progression up to and including your current role. Include titles, a brief description of the working environment, and the areas for which you are responsible along with your range of responsibilities. Provide context for any promotions, advances, and job changes.
2. 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. Please describe what you see, as Provost, as your main contributions to fulfilling this mission.
3. Tell us about your Christian faith tradition and church background. Describe how your practice of your faith informs the manner in which you carry out your leadership and professional responsibilities.
4. *Illuminate* calls for Baylor to become recognized as an "R1: Highest Research Activity" university while remaining grounded in our Christian faith within the Baptist tradition. Please describe what you see as the keys to achieving this aspiration.
5. Discuss how you believe diversity and empowerment play a role in a Christian academic environment, and share with us ways in which you have demonstrated a commitment to diversity and empowerment in past leadership roles.

Additionally, candidates are asked to submit five references with contact information for each. All reference information will be held confidential and no references will be contacted without written authorization from the candidate.

All files must be submitted in Word or PDF format for consideration.

Baylor EEO/AA Policy

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.



BAYLOR
UNIVERSITY

Contact Information

The University has retained AGB Search to assist with this search, and our consultants can provide additional information about the position.

Applications should be submitted to:
BaylorUProvost@agbsearch.com

Confidential inquiries, nominations and referrals may be made to:

Sally Mason, Ph.D., Executive Search Consultant
Email: sally.mason@agbsearch.com
Phone: 765-414-0299