

POSITION DESCRIPTION

FOR THE POSITION OF

DEAN

SCHOOL OF ENGINEERING AND COMPUTER SCIENCE



July 2021

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POSITION DESCRIPTION

POSITION	Dean, School of Engineering and Computer Science
ORGANIZATION	Baylor University
REPORTS TO	Provost
LOCATION	Waco, Texas
WEBSITE	ecs.baylor.edu



OVERVIEW OF THE OPPORTUNITY

Baylor University seeks an ambitious leader to serve as Dean of the School of Engineering and Computer Science (ECS). This is an opportunity to build a growing school that will contribute to the University's goal of becoming a preeminent Christian research university. Chartered in 1845, Baylor fulfills its mission "to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community."

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Baylor's research expenditures have been growing at an average rate of 28% over the last three years, and annual research dollars awarded to the university have been growing at an even faster rate over this time period. The intermediate goal of Baylor being classified among the nation's elite research institutions is within reach, and under the leadership of the new Dean, ECS will play a critical role in Baylor's success in reaching and maintaining Research 1 (or R1) status.

Baylor seeks a Dean who combines respected scholarship and academic achievements with strategic leadership ability, outstanding interpersonal and communication skills, collaborative and creative energy, entrepreneurial ambition, passion for the fields of engineering and computer science, and vision for the role of ECS within a 21st century Christian research university.

THE SCHOOL OF ENGINEERING AND COMPUTER SCIENCE

Baylor University has offered computer science degrees since 1973 and accredited degrees in engineering since 1989. These programs were consolidated into the School of Engineering and Computer Science (ECS) in 1995, when ECS became one of Baylor's 12 schools and colleges. ECS has three departments – Electrical and Computer Engineering (ECE), Mechanical Engineering (ME), and Computer Science (CSI). CSI received accreditation from the Computer Science Accreditation Board in 1985, and ECE and ME programs were first accredited by ABET in 2001. All ECS programs are accredited by ABET; the most recent ABET accreditation was reaffirmed in 2019 with the next review to occur in 2025.

In the years since its founding, ECS has evolved from a regional teaching facility into a nationally recognized teaching and research institution. With state of the art research facilities, excellent faculty, an average class size of 23, and a focused approach to undergraduate success and leadership development, Baylor's ECS program offers all of the advantages of a large-scale research institution with the personal attention students need to succeed. ECS is widely recognized for its caring faculty, its integration of Christian values and high academic standards, and its growing emphasis on high quality research and scholarship. The School's programs combine rigorous classroom learning, hands-on experience in the real world, a solid foundation in ethical values, and a global outlook.

Mission

ECS's primary focus is on providing a superior student experience, producing high quality, impactful research, engaging its stakeholders, and supporting its faculty and staff as outlined in its mission statement:

MISSION STATEMENT

The mission of Baylor's School of Engineering and Computer Science is to provide a superior education through instruction, scholarship and service that prepares graduates for professional practice and responsible leadership with a Christian world view.

Academic organization, programs, and administration

Academically, ECS's three departments are each led by a chair, and each department has about 20 full-time tenure-line faculty. At the undergraduate level, ECS offers Bachelor of Science degrees in Computer Science, Engineering, Electrical and Computer Engineering, and Mechanical Engineering; Bachelor of Science in Informatics with majors in Bioinformatics and Data Science; Bachelor of Science in Computing (Fellows Program); and Bachelor of Arts with a major in Computer Science. At the graduate level, ECS offers Master of Science degrees in Computer Science, Electrical and Computer Engineering, Mechanical Engineering, and Biomedical Engineering; Master of Engineering; and three Ph.D. degree programs – in Electrical and Computer Engineering, Mechanical Engineering, and Computer Science. There is also a variety of joint bachelor's and master's programs, a joint Master of Engineering/MBA with the Hankamer School of Business, and an online Master of Science in Computer Science.

In the *U.S. News & World Report* graduate rankings of engineering schools that grant doctoral degrees, the graduate engineering program in ECS is ranked No. 127 among Best Engineering Schools. In the engineering specialty rankings, Baylor's graduate electrical engineering program moved up 22 places to No. 107, while the graduate program in mechanical engineering moved up five places to No. 112.

ECS employs 60 full-time, tenure-line faculty, evenly divided among its three departments. Faculty research is wide-ranging across ECS departments. For example, in Computer Science, faculty members conduct research in bioinformatics, competitive learning (team-based competitions), cybersecurity & networking, data science, human-computer interaction, machine learning, software engineering, and very large-scale integration (VLSI) design. Faculty in ECE conduct research in biomedical, computing engineering and cyberphysical systems, material and devices, sustainable energy and power systems, and wireless and microwave circuits & systems. Faculty in ME conduct research in advanced materials and additive manufacturing, biomechanics and biomedical engineering, energy systems engineering, geriatric engineering, humanitarian engineering and engineering ethics, sustainable engineering, and thermofluids engineering. Research funding in ECS has grown steadily from about \$3 million in fiscal year 2019 to almost \$7 million in fiscal year 2021.



ECS enrolls between 900-1,000 undergraduate students, evenly split across departments, a small number of master's students, and 68 Ph.D. students in CSI, ECE, and ME. The number of doctoral students has increased by about 10% every year. Ph.D. graduates typically take jobs in industry, national labs, or academic appointments in smaller universities. Undergraduate students have the opportunity to live in Teal Residential College, an ECS-focused living-learning program.

ECS has budgeted operations expenditures of approximately \$17.5 million, generated by tuition, development, and income from the School's \$15 million endowment. Baylor operates on a central budgetary model at the undergraduate level and on a revenue-sharing model for graduate and online program tuition. Baylor is currently completing a \$1.1 billion campaign for which ECS's share is \$50 million. To date, \$30 million has been raised, representing 60% of ECS's goal. ECS raises a small amount annually in gifts and pledges. As a relatively young program with a small alumni base, ECS relies heavily on donors who have hired ECS graduates and parents whose students have had a great experience at ECS. Through the

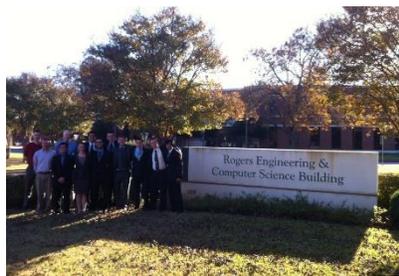
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campaign, ECS has been funded for three endowed chairs – in Data Sciences, Bioengineering and Materials, and Materials Science.



ECS programs are distributed across several facilities. Engineering programs are located in Rogers Hall; CSI is housed in Morrison Hall; and many engineering research laboratories are located in the Baylor Research and Innovation Collaborative (BRIC), a relatively new facility that also serves as a technology incubator and houses several current industry partners.

Since its establishment in 1995, ECS has had only two deans. For the last ten years, ECS has been led by Dean Dennis O’Neal, who has brought stable, successful, and faithful leadership to the school during a significant process of growth and evolution. He will be retiring in June 2022. Under his leadership, ECS has evolved from an undergraduate teaching school to a more research-focused organization with the development of doctoral programs in mechanical engineering and computer science and a new undergraduate program in data science. Dean O’Neal has promoted hiring of research-active faculty while ensuring a strong undergraduate program with professional advising, the creation of an ECS Career Center, and outstanding student outcomes. He has also fostered a collegial, collaborative, and student-centered culture that offers a strong foundation for growth.

ROLE SUMMARY

Reporting to the Provost, the Dean serves as the chief academic and administrative officer of ECS and as a member of the Provost’s Council of Deans. The Dean is accountable for the quality of the School’s academic programs and faculty, and for aligning the priorities of the School and the University, thereby enabling the School and University to flourish. The Dean will be an advocate for the full array of disciplines and programs, employees, and students, and for the development of an overarching vision that will pull these components into an integrated whole.

The Dean is expected to provide visionary leadership to align with the Four Pillars and Five Academic Strategic Initiatives articulated in *Illuminate*, the university’s academic strategic plan (see illuminate.web.baylor.edu). The Dean is expected to recruit and retain strong, research active and teaching faculty and excellent staff, enhance undergraduates’ educational experience, strengthen graduate programs – with particular emphasis on doctoral programs – and elevate research activity in pursuit of Baylor’s stated goal to join the ranks of elite research universities nationwide.

The Dean has general administrative responsibility for ECS including its compliance with accreditation standards, research standards, and Baylor policies and procedures; community outreach; fundraising; marketing and enrollment; interdisciplinary initiatives; global outreach; and the effective management of its administrative and financial affairs. The Dean consults with faculty in designing the School’s strategic plan and sets the tone for the School in encouraging excellence, recognizing achievement, and supporting appointments and promotions based on merit. The Dean is responsible for increasing research, growing entrepreneurial activity, establishing external partnerships to support faculty and student needs, creating opportunities for students, fostering a collaborative spirit within the School, defining the School’s strategic priorities, and securing resources to fulfill those priorities.



The Dean oversees an office staff consisting of two associate deans – for undergraduate programs and for research and faculty development, a financial information manager, an assistant director of student engagement, a director of marketing and communications, a director of technology and facilities, and a career services professional. The Dean oversees the three department chairs and leads the School's Executive Committee, consisting of the chairs and other senior leadership. The Dean also works closely with the Director of Development and Corporate Relations assigned to ECS by the central University Advancement office, who works in collaboration with a national team of eight development officers. The Dean works closely with a 30-member Board of Advocates (Advisory Board), comprised of alumni and key business and community leaders, who provide support in strategic planning, fundraising and special projects, opportunities for students, and enhancing the profile of the School.

Opportunities Ahead

The new Dean will inherit a healthy School that is well-positioned for continued progress and yet poised for change. ECS offers an array of assets upon which to build:

- ▲ A committed, loyal, and caring faculty working to balance efforts in the areas of teaching, research, and service to best serve the interests of all stakeholders;
- ▲ A student body that is well-grounded in values and demonstrates a strong work ethic;
- ▲ A reputation for excellent teaching, growing graduate programs, and developing strength in research;
- ▲ A close-knit community characterized by collegiality and camaraderie;
- ▲ A loyal and diverse base of Baylor alumni and friends who are interested in the success of the School and are actively engaged in giving their time and resources;
- ▲ A supportive central administration and collaborative academic leadership environment with a cadre of collegial dean colleagues; and
- ▲ Baylor University's strong institutional ethos and commitment to a heritage of servant leadership, health care, and the integration of Christian values and high academic standards.

Within this context, the new Dean will have the opportunity to:

- ▲ ***Continue to support and grow high quality research in support of Baylor's role as a premier Christian research university:*** The new Dean and faculty will continue to promote R1-level research with an increased commitment to extramural funding, publication in high-quality journals, and growth in other research metrics, such as increased rates of doctoral graduates. To achieve this, the Dean must assess faculty workload to align with the University's research aspirations and must work with faculty to increase:
 - Research collaborations;
 - Focused development of faculty research agendas;
 - Publication in high-quality journals;
 - External funding for research;
 - Doctoral production;
 - Postdoctoral fellowships and research staff.

These efforts will be supported by the hiring of three new endowed professors to support growth in research and mentorship of junior faculty.



- ▲ **Build recognition and philanthropic support for ECS:** The new Dean will work to ensure the School and the faculty have the resources they need as well as recognition for their impactful work. To achieve this, the Dean must:
 - Serve as a compelling advocate and spokesperson for the School, building its brand both nationally and internationally;
 - Lead the School's development operation to align with *Give Light* and complete the goals of the campaign;
 - Ensure that faculty and students have the financial and staff support, space, and facilities they need to succeed;
 - Work with the Dean's Advisory Board to support the School and its initiatives.

- ▲ **Strengthen programmatic diversity of engineering programs:** Working with the faculty and the Provost, the new Dean will need to give strategic consideration to the creation of new engineering departments that leverage existing Baylor strengths and offer attractive new interdisciplinary and research opportunities for faculty and students.

- ▲ **Build a culture of community, collaboration, and entrepreneurship:** The new Dean must be a collaborative leader who promotes a common direction and purpose, communication, and collaboration throughout the School, and strong ties between ECS and Baylor's other schools. To achieve this, the new Dean must:
 - Provide entrepreneurial and innovative skills in identifying opportunities to create and implement new initiatives and to build stronger relationships with other programs across the university;
 - Engage with alumni and interested stakeholders to leverage their expertise and commitment;
 - Continue the creation of new graduate and professional programs utilizing new technologies;
 - Work with Provost Brickhouse and the Council of Deans in collaborative efforts to set and achieve goals related to *Illuminate*, the academic strategic plan;

- ▲ **Promote diversity, equity, and inclusion:** ECS has made progress in increasing the diversity of the student body (about 40% students of color and 25% female), and the new Dean will need to demonstrate a similar commitment to increasing the diversity of the faculty and the leadership of the School. The new Dean should bring a mindset of access and equity for all students, faculty, and staff and demonstrate a commitment to diversity and inclusion as an important dimension of academic and institutional excellence.

- ▲ **Lead the faculty in creating a shared vision for the future of ECS:** The new Dean and the faculty must be collaborative, interdisciplinary, international, multicultural, and technology-enhanced, as they boldly pursue Baylor's mission. To achieve this, the Dean must lead in:
 - Working with faculty on a distinct and strategic vision for the future;
 - Assuring that the School is attracting the best and brightest students;
 - Building a robust reputation;
 - Shepherding the development of faculty who produce new knowledge;

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- Offering innovative, market-responsive programs recognized by employers for producing highly valued graduates;
- Ensuring a commitment to transformational undergraduate and graduate education;
- Ensuring a Dean's office infrastructure that supports the School's research ambitions and goals;
- Promoting and supporting diversity of students, faculty, staff, and ideas;
- Rethinking engineering and computer science education in a manner distinctive to Baylor and the mission of ECS.

Addressing these opportunities will require a Dean with long-term vision, broad intellectual interests, energy and creativity, an open-minded approach, an innovative spirit, the ability to form collaborative partnerships within and beyond the university at all levels, and the willingness to take on challenges that will affect the future of the university.

CANDIDATE PROFILE

The new Dean will likely come from a background of substantive leadership within higher education, although outstanding academically qualified leaders from public or private sector environments will be considered. Candidates must demonstrate evidence of excellent financial and management skills, the ability to make difficult choices, to understand competing priorities, and to make decisions under constraints. The Dean will demonstrate a track record of commitment to student and faculty success, to diversity, to strong engagement with diverse constituents, to building diverse leadership teams, and to securing resources to support the School. Above all, the Dean must be a passionate advocate for ECS with the ability to articulate a vision for its unique place as a school of engineering and computer science within a Christian research university.

The following qualifications and experience are essential:

- ▲ A strong record of distinguished leadership. In higher education, this would include successful leadership at the Chair, Director, Dean, or equivalent leadership level that involves leading an executive team; hiring and supporting faculty; and building programs in undergraduate education, doctoral education, and online education;
- ▲ Demonstrated Christian faith and commitment to advancing the academic enterprise and mission of Baylor through strategic faculty, staff, and student recruitment, retention, recognition, and development;
- ▲ An earned doctorate or appropriate terminal degree with academic qualifications and record of accomplishment as a scholar that merit appointment as a tenured full professor in an academic discipline represented within the School;
- ▲ A commitment to research as the foundation for learning, teaching, and practical application; a vision for the important role of ECS within a research-intensive university; and an understanding of how to support faculty in their research efforts;

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- ▲ Demonstrated experience as an intellectual leader with the breadth of vision necessary to represent all areas of the School, develop a shared vision for the future, and make the whole greater than the sum of its parts;
- ▲ Demonstrated expertise in strategic planning, fiscal management, and resource allocation, and the ability to lead, facilitate, and delegate with effectiveness;
- ▲ Enthusiasm and ability to contribute actively to substantial development and fundraising efforts; to elevating ECS's profile within the national and international engineering and computer science community; and to growing relationships with industry partners. A proven track record of successful fundraising is highly desirable;
- ▲ Commitment to diversity among faculty, staff, and students, along with an understanding of how to advance a culture that promotes inclusion and welcomes and encourages dialogue across lines of difference;
- ▲ Demonstrated ability to create and nurture an environment that values faculty and staff contributions, recognizes excellence, supports innovation, and promotes a positive atmosphere of achievement and selfless service for students, faculty, staff, and alumni;
- ▲ Personal and professional integrity, strength of character, humility, a strong sense of stewardship, and ethical qualities of the highest order.

While no one candidate will likely possess them all, the successful candidate will bring a blend of many of the following competencies and personal qualities:

- ▲ Ability to set priorities and make and explain tough decisions; strong problem-solving skills; ability to collaborate with, connect, and convene multiple stakeholders;
- ▲ Exceptional collegiality as reflected in a commitment to an environment of shared governance, consultation, and participatory decision-making;
- ▲ Exceptional communication ability to include listening skills and a passion for articulating the vision and mission of the School and raising its visibility, an open and transparent approach to communications, and the humility to admit mistakes;
- ▲ A high degree of energy, optimism, enthusiasm, self-awareness, and flexibility; ability to instill confidence; a good sense of humor; and excitement about the possibilities for ECS and its continued growth towards excellence.

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.

SEARCH TEAM

Diversified Search has been retained by Baylor University to assist in this search process. Screening will begin in July and continue until an appointment is made. Nominations, recommendations, or expressions of interest (cover letter, CV, and the names of five references) in the position should be directed electronically to: BaylorECSDean@divsearch.com.

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APPENDIX A: BAYLOR UNIVERSITY: INSTITUTIONAL OVERVIEW



Chartered in 1845 by the Republic of Texas through the efforts of Baptist pioneers, Baylor is the oldest continuously operating university in Texas and the largest Christian university with a Baptist heritage in the world. Named for District Judge R.E.B. Baylor, one of its founding fathers, and located in Independence, Texas, the institution began classes in 1846. In 1886, Baylor merged with Waco University to become Baylor University in Waco, Texas. Today, Baylor is classified as a Doctoral University with Higher Research Activity by the Carnegie Commission while the university has gained an international reputation for educational excellence built upon the faculty's commitment to teaching, scholarship, and interdisciplinary research that produces outstanding graduates. A private Christian university and a nationally ranked liberal arts institution, Baylor has produced alumni who are leaders in all fields, from governors of Texas, to heads of Fortune 500 companies, missionaries, pastors, teachers, and professional athletes. The University provides a vibrant campus community for more than 17,000 students with 165,000 living alumni who lead and served in communities and cities around the world. Baylor is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

Located in Waco, known as a great small city with a low cost of living, Baylor welcomes students from all 50 states and more than 80 countries to study a broad range of degrees among its 12 nationally recognized academic divisions. Baylor's academic units offer 129 undergraduate, 75 masters, and 41 doctoral degree programs. The University has an operating budget of more than \$700 million for the fiscal year 2020-2021 and an endowment of approximately \$1.3 billion.

Mission

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.

Amidst a sea of secular and parochial institutions of higher education, Baylor stands unique in its pursuits of scholastic excellence while holding firm to its Christian heritage, believing that both intellectual and spiritual pursuits are not only partners in the quest for truth, but essential to the growth and development of the whole person. To this end, the University encourages innovative and original research, promotes exemplary teaching, and supports professional excellence in various specialized disciplines.

Aware of its responsibility and role in the world, Baylor offers a distinctive voice to global conversations about crucial issues – such as social responsibility, health care, economic growth, human rights, poverty, diversity, and sustainability – in a way that few others can. Advancing the frontiers of knowledge while cultivating a Christian worldview, Baylor holds fast to its original commitment to the church and its global community – to build a university that is *Pro Ecclesia, Pro Texana*.

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.

Strategic Plan

Under the direction of Baylor’s new president, Linda Livingstone, the university launched *Illuminate*, its academic strategic plan. *Illuminate* 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:

- An unambiguously Christian educational environment;
- A transformational undergraduate education;
- Research and scholarship marked by quality, impact, and visibility; and
- National 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 largescale data;



- **Material 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.

Capital Campaign

The University's capital campaign, *Give Light*, is an ambitious \$1.1 billion comprehensive philanthropic campaign for the future of Baylor. The campaign will undergird *Illuminate*, the University's strategic plan, and will impact every aspect of campus life: academics, athletics, student life, and service learning, while also bolstering financial support for students and campus community.

In May 2019, Baylor announced a transformational \$100 million gift – the largest current gift in University history and the largest gift to date in the *Give Light* campaign. From an anonymous donor, the gift will advance Baylor's progress towards growth as a preeminent Christian research university, building on the University's historic strengths and strategically investing in new areas of teaching, research, and service. A significant portion of the gift will create a matching fund to launch the Baylor Academic Challenge by creating 17 endowed chair/professorships and also will support other components of the *Give Light* campaign.

University Leadership

Dr. Linda Livingstone assumed office as the 15th president of Baylor University in June 2017. A distinguished scholar and academic leader, President Livingstone previously served as dean and professor of management at The George Washington University School of Business from 2014 to 2017 and as dean of Pepperdine University's Graziadio School of Business and Management from 2002 to 2014. A faculty member at Baylor from 1991 to 2002, she was tenured in the Department of Management and served for four years as associate dean of graduate programs for the Hankamer School of Business. A scholar in organizational behavior, leadership, and creativity with deep expertise in university accreditation, Dr. Livingstone earned her Bachelor of Science in economics and management, MBA, and Ph.D. in management and organizational behavior from Oklahoma State University.

Dr. Nancy Brickhouse began her tenure as provost in May 2019. Dr. Brickhouse previously served as provost at Saint Louis University (SLU), a Jesuit research university with 8,000 undergraduate students and 6,000 graduate students. During her tenure, she played a key role in repositioning SLU's finance, operations, and academic endeavors. Prior to her appointment as SLU's provost, Dr. Brickhouse filled several senior administrative positions during 27 years of service and leadership at the University of Delaware, including the roles of deputy provost, interim provost — for which she received special recognition from the UD Board

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of Trustees for her exemplary service, deputy dean of the College of Education and Human Development, and director of the School of Education. She is a tenured Professor of education and a nationally recognized scholar. Dr. Brickhouse graduated from Baylor *magna cum laude* with a bachelor's degree in chemistry, going on to earn a master's degree in chemistry and a doctorate in science education from Purdue University.