



**EDUCATION  
& HUMAN DEVELOPMENT**  
TEXAS A&M UNIVERSITY

Position Specification

## Dean of the College of Education and Human Development



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This Position Specification is intended to provide information about Texas A&M University and the position of Dean of College of Education and Human Development. It is designed to assist qualified individuals in assessing their interest in this position.

## The Opportunity

Texas A&M University, a member of the prestigious Association of American Universities and one of the most successful and renowned research universities in the world, seeks a dean to lead its College of Education and Human Development to even higher levels of success and distinction. Building on the solid foundation provided by an historical and recent track record of sound leadership and intellectual strength, the new dean will have the opportunity to galvanize the college behind a vision for its future and to lead it toward that future.



Relative to its peers in the current marketplace, TAMU and the College of Education and Human Development enjoy significant resources – intellectual, pedagogical, financial, technological, and institutional – to support its aspirations for growth in terms of both student headcount and national prominence. The college is already one of the largest in the nation, with over 6,000 students (FTE), the college benefits from a wide range of sub-disciplines, from teacher training to higher education administration, from health and wellness to special education. Deans at A&M enjoy considerable autonomy both structurally and fiscally, and the college has been ably led and managed by its current dean, who is stepping back to the faculty after a successful eight-year tenure. His successor will have the opportunity to lead the college through a strategic planning exercise that will articulate its vision for the foreseeable future and will lead the unit in the realization of that vision.

To accomplish this task, the dean will demonstrate a successful track record of increasingly responsible and successful leadership roles in one or more institutions of like size and complexity. He or she will be a natural collaborator, one who breaks down barriers and unites a complex, intellectually and personally diverse institution around a series of ambitious objectives, playing a personal role in the advocacy of those goals to both internal and external audiences. The dean will be committed to the university's land-grant mission and values, including especially equity and social justice. Possessing a doctoral degree together with experience within the academy commensurate with an appointment to the faculty as a full professor, the dean will both embrace the considerable and compelling traditions of Texas A&M's past and fuse them with a bold and actionable plan for its future within a sector of American society that is changing fundamentally and rapidly.

In short, Texas A&M's Dean of the College of Education and Human Resources will be in a position to have a profound, personal impact on this major academic institution and the people it serves across Texas and the nation.

For information regarding candidacies, nominations, or other suggestions, please see the section entitled "Procedure for Candidacy" near the conclusion of this document.

## Texas A&M University: An Overview

### University Profile

Texas A&M (TAMU or A&M) is the state's first public institution of higher education. With a current student body of more than 50,000 and a physical campus of more than 5,200 acres, Texas A&M is also among the nation's largest universities. Its origins, however, were much humbler. Texas A&M owes its origin to the Morrill Act, approved by the United States Congress on July 2, 1862. This act provided for donation of public land to the states for the purpose of funding higher education, whose "leading object shall be, without excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and mechanic arts."



The State of Texas agreed to create a college under the terms of the Morrill Act in November 1866, but actual formation didn't come until the establishment of the Agricultural and Mechanical College of Texas by the Texas state legislature on April 17, 1871. A commission created to locate the institution accepted the offer of 2,416 acres of land from the citizens of

Brazos County in 1871, and instruction began in 1876. Admission was limited to white males, and, as required by the Morrill Act, all students were required to participate in military training.

In 1963 the Texas state legislature officially renamed the school Texas A&M University, with the "A" and "M" being a symbolic link to the school's past but no longer officially standing for "Agricultural and Mechanical".

Today, Texas A&M University ranks as the sixth largest university in the country, with more than 392,000 former students worldwide. The University is a member of the prestigious Association of American Universities, one of only sixty-two institutions with this distinction.

The University has an endowment valued at more than \$5 billion, ranking fourth among U.S. public institutions and tenth overall. Its faculty researchers generate more than \$780 million in research expenditures annually, putting it twenty-third among all universities in total research expenditures. Texas A&M University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master's, and doctoral degrees.

Texas A&M is located in College Station, Texas, about ninety miles northwest of Houston and within a two- to three-hour drive from Austin and Dallas. The University is recognized as the

home of the 12<sup>th</sup> Man, where students stand during football games to show support for the team — and for fellow Aggies — a personification of the Aggie Spirit.

The Corps of Cadets is recognized among the nation's largest uniformed student bodies at more than 2,300 strong. Texas A&M commissions more officers than any other institution outside of the nation's service academies. The University has been named second in the nation by *The Wall Street Journal* among all universities, public and private, in a survey of top U.S. corporations, non-profits, and government agencies, based on graduates that recruiters prefer to hire.



The George Bush Presidential Library and Museum opened in 1997 on West Campus, making Texas A&M one of only a few universities to host a presidential library on their campus. President Bush maintains an active role in the university, hosting and participating in special events organized through the Library.

## Rankings

Texas A&M ranks first in Texas in student retention and graduation rates — overall and for minorities, and first in the nation in "payback ratio" — what graduates earn compared to the cost of their college educations by Smart Money magazine. In 2013, it was ranked first in Texas and eighteenth nationally as a "best value" among public universities by *Kiplinger*, and in 2012 it was ranked second in the nation among universities based on "contribution to the public good" by *Washington Monthly*.

## Mission Statement

Texas A&M University is dedicated to the discovery, development, communication, and application of knowledge in a wide range of academic and professional fields. Its mission of providing the highest quality undergraduate and graduate programs is inseparable from its



mission of developing new understandings through research and creativity. It prepares students to assume roles in leadership, responsibility, and service to society. Texas A&M assumes as its historic trust the maintenance of

freedom of inquiry and an intellectual environment nurturing the human mind and spirit. It welcomes and seeks to serve persons of all racial, ethnic, and geographic groups, women and men alike, as it addresses the needs of an increasingly diverse population and a global economy. In the twenty-first century, Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions.

## Vision and Values

People are Texas A&M University's most valuable asset. The university strives to maintain an environment which encourages all employees to achieve their personal and professional goals and aspirations as we work toward achieving the university's mission. In this environment, each person's individuality and contributions are respected. Texas A&M University recognizes that all people have rights at work, including the right to be treated with respect and dignity, the right to be recognized and rewarded fairly for performance, and the right to a work environment free from discrimination and harassment. The university is committed to these rights. All people at Texas A&M University are expected to treat each other in accordance with these rights.



Texas A&M University recognizes the importance of communication, and is committed to an environment which stresses open sharing of information and ideas, and values input from all people. Texas A&M University will strive for a work environment in which all people accept responsibility to contribute to the success of the University and are empowered to do so. Finally, for this vision to become reality and endure, it must be continually communicated, supported, and upheld.

More information about Texas A&M may be found on its website: [www.tamu.edu](http://www.tamu.edu).



# The College of Education and Human Development

With the establishment of the College in 1969, there has been significant growth in the number of students and programs devoted to education at Texas A&M. In the fall of 2013, more than 6,100 students were enrolled in programs that prepare practitioners, leaders, and research scholars in the fields of education, health, sport, and public and private sector human resource development. Graduates of the College are in leadership roles in K-12 schools, private and public sector health agencies, and athletic organizations and universities across the U.S. and internationally.



The College's undergraduate students are academically talented – over 40 percent were in the top ten percent of their high school graduating class, and many are first generation students. The College is

“transfer-friendly”, with students transferring from other disciplines across campus and from community colleges.

Reflecting its mission, the College has implemented support initiatives to assist undergraduate students in their development that include Learning Communities for first time in college and transfer students and establishment of a Student Success Center.

## Vision

The College of Education and Human Development has proudly been transforming lives since it began. Faculty, staff, and students remain firmly committed to enhancing education and health outcomes for all. Through teaching, research, and outreach activities, the college strives to provide innovative professional training to its students so they can prepare our future leaders, solve many of our social issues, and contribute to the knowledge base of our professional fields. Our faculty and students reflect the diversity and complexity of Texas to better serve the needs of our ever-changing local, state, national, and global community.

## Research and Scholarship

Research activities in the College of Education and Human Development have generated new knowledge to enhance education and health outcomes for Texans and all Americans. With approximately \$15 million in research expenditures, college faculty are making groundbreaking scientific discoveries, establishing new standards of best practices, and influencing policy in five

critical areas of research: educational and health disparities; health and wellness; learning and teaching; preparation for education, health and human resource development practitioners; and social and behavioral science research methodologies.

## College Organization and Resources

The College includes four academic departments, each led by a department head. They are the Department of Educational Administration and Human Resource Development (<http://eahr.tamu.edu/>), the Department of Educational Psychology (<http://epsy.tamu.edu/>), the Department of Health and Kinesiology (<http://hlknweb.tamu.edu/>), and the Department of Teaching, Learning and Culture (<http://tlac.tamu.edu/>). The College enrolls approximately 6,100 students, both undergraduate and graduate. There are approximately 200 full time faculty and 100 part time faculty, including clinical and instructional full time non-tenure track and part time adjunct faculty. The College's budget is approximately \$22 million, with an additional \$13 million - \$15 million per year in grant-funded expenditures. The College leads the university in distance education and on-line educational programs, primarily at the masters' level.

## Current Strategic Plan

The College's current strategic plan, "2010-2015 — We Transform Lives," lays out four specific domains for focus in this period — undergraduate and graduate education, research, and engagement — consistent with the articulated vision for the University in "Vision 2020":

*Texas A&M University is a creation of the state and in its origin was designed to prepare educated problem-solvers to lead the state's development. This fundamental mission, born out of the land grant heritage of service, remains today. Texas A&M University's aspiration to be among the best public universities in the country resonates with this historical mandate. The diverse population of Texas should have access to the best public education in America without having to leave the state.*

More information about the College of Education and Human Development may be found on its website: <http://education.tamu.edu/>.



## College Station, Texas

Texas A&M is located in the twin cities of Bryan and College Station, home to about 203,000 residents. This central Texas location offers the best of both worlds: it's small enough to offer safe and affordable living, and just a short drive to three major Texas cities — Houston, Austin, and Dallas.



Texas A&M is home to several world-class, one-of-a-kind venues, including numerous museums, art galleries and more. The university is the crossroads for everything from Broadway shows and the ballet to brown bag concerts and “battles of the bands.” The charming city of Bryan, Texas, features meticulously restored buildings, a diversity of enticing restaurants and wealth of unique downtown shops. It is also the home to the Brazos Valley African-American Museum, and the Carnegie Center of the Brazos Valley, located in the oldest Carnegie Library in Texas.

Nature is an integral part of College Station, just four miles down the road from Bryan. The city features over 1,100 acres of public parks and sports facilities. Recreational activities are plentiful, including golf courses, nature trails, bike paths, and a wide variety of sports leagues. College Station offers a multitude of opportunities for recreation, leisure, shopping, and dining and maintains one of the lowest crime rates in Texas, giving peace of mind to residents and visitors alike.

College Station is also home to the George Bush Presidential Library and Museum — one of the region's most popular tourist attractions, with over 690,000 visitors since it opened. In addition, the region boasts numerous art galleries and cultural and musical establishments.

## Opportunities for Leadership

Among the objectives on which the dean will be judged during his or her first three years in office are the following. They are presented here in no particular order of importance.

### **Galvanize the college around a vision and a strategic plan**

Texas A&M University is being guided by its university-wide strategic plan, *Vision 2020* (<http://vision2020.tamu.edu/>), which provides each of its academic and co-curricular units with an overarching vision and the objective of reaching the “Top Ten” of public research universities by the plan’s end date. The Texas A&M College of Education and Human Development has been guided for the past several years by a strategic plan designed to reach its conclusion in 2015 (<http://education.tamu.edu/sites/default/files/cehd-strategic-plan.pdf>). As the college approaches the end date of its current plan, its new dean will have the opportunity to work across the unit to construct a strategic vision and plan that dovetails with the university’s ambitious goals. The university’s leadership believes strongly that its overall ranking and reputation is based largely on the ranking and reputation of its academic and co-curricular units. Currently ranked forty-seventh in *U.S. News and World Report* (with individual programs ranked more highly by various sources), an important aspect of the strategic plan and of the dean’s actions and initiatives will be to raise the college’s overall ranking significantly.



One important way in which to raise the college’s profile and its rankings will be to work with the faculty to increase external funding of scholarly research. While the faculty are today generally successful in generating external support for their research, there would seem to be significant potential for growth in this critical area, which generates not only enhanced reputation and rankings but also critical financial support for the institution.

### **Build enrollments**

TAMU’s Board of Regents has set a path for the institution designed to continue and to ensure its financial and intellectual vibrancy that calls for significant growth in student headcounts across all units. At the same time, macroeconomic conditions — including especially issues associated with state tax revenues and the impact on salaries for teachers and administrators — have had a dampening effect on student demand for teacher preparation. Like many schools of

education regionally and nationally, Texas A&M has, as a result, experienced softened enrollments in its teacher education programs. In addition, a relatively recent policy change eliminating the physical education requirement for all TAMU undergraduates has resulted in a significant decline in credit hours offered by the Department of Health and Kinesiology. Largely as a result of these two externalities, the college has fallen slightly short of enrollment targets. The new dean will begin immediately to address potential solutions to the enrollment declines while at the same time planning for growth in student headcounts. (TAMU uses a weighted credit hour metric to calculate student headcounts equitably across all units and both undergraduate and graduate programs.)

### **Continue to strengthen the college's human capital**

The College of Education and Human Development has a justified reputation as a good place to work. Its current dean is successful and popular, and its faculty, students, and staff are all highly supportive of the institution and of one another. The college enjoys a good reputation



across the campus, in large measure as the result of its and its dean's work across the institution in support of university-wide initiatives. The new dean will thus inherit an enviable baseline from which to build.

One critically important asset of the college is, of course, its faculty. The college's faculty has evolved in recent years

to include not only tenured and tenure-track faculty and adjuncts but also a large and successful cadre of full-time faculty on renewable, five-year contracts. These clinical professors (focused on research and service), instructional professors (focused on teaching and service), and lecturers (focused on teaching) make a significant contribution to the success of the college. In return, the college and university provide them with the opportunity for promotion and many of the rewards commensurate with faculty status. At the same time, full-time faculty status outside the tenure track is still a new construct, and the new dean will play a critical role in the continued development of this important cadre of faculty as a central and productive resource for the college.

### **Enhance internal communications**

Texas A&M is a highly decentralized institution. Its deans enjoy significant autonomy and authority, including especially relatively significant freedom to allocate resources and to organize administrative functions. Among the responsibilities that attend these liberties is that of communicating across the unit, keeping all constituencies abreast of and engaged with the college's activities and aspirations. These communications are particularly challenging for the

College of Education and Human Development because its faculty, students, and staff are housed in eight different facilities across the breadth of the entire university campus. The dean will play a leading role in both the substance and the execution of this critical communication.

While all constituencies of the college are critical in this regard, undergraduate students are perhaps most distant from the leadership of the institution and therefore likely to be the least well informed. The new dean will have an opportunity to establish a new pattern and process of communication with students, and with undergraduates in particular. Utilizing multiple media, and with an emphasis on personal interaction and approachability, the dean will ensure that students understand the direction of the college, its goals, the decisions it makes, and the impact, both long- and short-term, that those decisions will have. In accomplishing this critical objective, the dean will also engage the college's future alumni in its well being and position them to play a central role in securing its continued excellence.

### **Play an active role in a capital campaign**

The Texas A&M Foundation is one of higher education's most successful fundraising organizations. In support of the university and its strategic needs and goals, the foundation is about to embark on a major campaign. While the goal of this effort has not been publicly announced, the early stages have been highly successful with over \$1 billion raised during the first two years of the silent phase.

The new dean will arrive just in time to play the central role in determining the college's needs and priorities within this massive effort. Working with the faculty and the leadership of the foundation, the dean will articulate a case for support that is compelling and that supports the college's objectives as articulated in its strategic plan. The dean will then play a present, personal role in the attainment of its fundraising goals, especially by committing time and energy to personal engagement with prospects and donors, to solicitation of major and principal gifts, and to the stewardship of relationships across the spectrum of alumni, parents, and friends of the college and the university. In executing this critical task, the dean will benefit from significant support from development and alumni relations professionals from the foundation and from the Texas A&M Association of Former Students.



### **Leverage technology**

TAMU's College of Education and Human Development is a progressive academic unit with significant technological resources. The college is generally acknowledged to be further along in its technological evolution than are most of its peers with the university. At the same time, the college does not enjoy a similar advantage with its competitors nationally. The new dean will have the opportunity to explore and to utilize the significant technological

resources of the college and the university to increase efficiencies in terms of pedagogy, administrative operations, and scholarship. The use of technology in all three of these areas is, of course, key to the scalability of the college and its ability to grow student headcount at a rate that outstrips the collateral growth of personnel and infrastructure, thereby further assuring the college's financial efficacy.

## Qualities and Qualifications of the Ideal Candidate

The Dean of the College of Education and Human Development at Texas A&M will be a leader of people and programs with the ability to galvanize the college around a vision for its future. He or she will therefore have significant and successful leadership experience in an academic setting of similar size and complexity, including especially a track record of having played a significant role in the creation and execution of a strategic plan. Committed to shared governance and a highly collaborative, transparent approach to leadership, the dean will energize the college's many constituencies in support of its aspirations.

Accomplishing these ends requires an exceptional communicator, advocate, and relationship builder. The dean will be indefatigable in reaching out to and enfranchising the college's and the university's citizens, listening to them, engaging them in the life of the college, and securing their investment in its success. Among the dean's audiences will be the leadership of the university and of the college's peer academic and co-curricular units.

It is not insignificant that this is a college focusing both on education and human development. In keeping with that responsibility and complete in resonance with Texas A&M's land-grant mission, the dean will be committed to inclusion, diversity in all its forms, and the core mission of the college as articulated in its tag line: *Transforming Lives*. The dean will lead these efforts in word and deed, promoting and practicing a commitment to equity and social justice.

The dean will demonstrate the key attributes of leadership, including integrity, a highly strategic mindset and approach to planning and operations, political savvy, diplomacy, decisiveness, courage of convictions, a tolerance for ambiguity, and a sense of humor.

In addition, the ideal candidate will possess:

- an earned terminal degree and a record of teaching, scholarship, and service commensurate with an appointment to the Texas A&M faculty at the rank of professor;
- a solid grasp of the business enterprise of a college or school, including especially an understanding of higher education finance;
- significant experience in enrollment management, especially in terms of enrollment growth;
- significant exposure to alumni relations and development, with direct fundraising experience preferred;
- a track record of successful grant activity, especially in regard to federally-sponsored research;
- an international perspective and both a commitment to and track record of supporting the globalization of higher education;
- a track record of increasingly responsible managerial positions, ideally including leadership of a department and/or a significant role at the leadership level in a college or school;
- significant familiarity with emerging pedagogies, especially with regard to technology-enhanced teaching and learning at both the undergraduate and graduate levels; and

- a commitment to interdisciplinarity, including an enthusiasm to work with academic units across the university.

## Procedure for Candidacy

Recruitment will continue until the position is filled. Nominations, expressions of interest, and applications (including a cover letter and resume) should be submitted via email to [TAMUDeanofEducation@wittkieffer.com](mailto:TAMUDeanofEducation@wittkieffer.com).

Material that cannot be emailed may be sent to:

**Dean of the College of Education and Human Development  
Texas A&M University**

c/o Witt/Kieffer

Attention: Dennis M. Barden/Peggy F. Plympton

2015 Spring Road, Suite 510

Oak Brook, IL 60523

Confidential inquiries and questions concerning this search may be directed to Dennis Barden or Peggy Plympton via email at [TAMUDeanofEducation@wittkieffer.com](mailto:TAMUDeanofEducation@wittkieffer.com).

*As an Affirmative Action/Equal Employment Opportunity employer, Texas A&M University encourages minorities, women, veterans, and persons with disabilities to apply.*

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Texas A&M University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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