

Leadership Profile

Dean, Louise Herrington School of Nursing

July 2025



Leadership Profile

Position	Dean, Louise Herrington School of Nursing
Organization	Baylor University
Reports To	Provost
Location	Dallas and Waco, Texas
Website	baylor.edu

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Overview of the Opportunity

Baylor University seeks an innovative and compassionate leader to serve as Dean of the Louise Herrington School of Nursing (LHSON). This is an opportunity to lead a highly successful nursing school that contributes to the University's mission of being 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." Baylor is both the state's oldest continuously operating institution of higher learning and the world's largest Baptist University. Baylor was named a Carnegie Research 1 (R1) institution in 2021. LHSON is located in Dallas, Texas, the third largest city in the state and the ninth largest in the nation. LHSON's administrative and simulation facilities are situated on the campus of the Baylor University Medical Center (BUMC), providing students with direct access to a leading healthcare environment.

LHSON is committed to preparing baccalaureate and graduate level nurses for professional practice, healthcare leadership, and global service, all within a supportive Christian community. Undergraduate students spend their first two years at Baylor University's main campus in Waco, before completing their upper-division coursework in Dallas. In addition to the in-person undergraduate program, LHSON offers two Dallas-based online programs - an accelerated one-Bachelor of Science in Nursing (BSN) program and a

Doctor of Nursing Practice (DNP) program at the graduate level. Students complete their clinical placements in Dallas at BUMC and other hospital and healthcare systems in the DFW region, while online students have options for clinical placements close to their own locations. LHSON is known for its rigorous nursing program and for production of outstanding nurses.

Baylor seeks a Dean for LHSON who combines strategic leadership with respected scholarship, academic achievement, and practice; outstanding interpersonal and communication skills; collaborative and creative energy; and entrepreneurial ambition. LHSON's next leader will nurture and strengthen the school's Christ-centered culture and excellent teaching while also contributing to Baylor's research aims and global outreach.

The Louise Herrington School of Nursing

The Baylor University Louise Herrington School of Nursing (LHSON) was established in 1909 as a diploma program within Baylor Hospital in Dallas (now Baylor University Medical Center), and in 1950 became one of the six degree-granting schools of Baylor University. The first Baccalaureate degree students were enrolled in 1950 and graduated in 1952, establishing the school as one of the oldest baccalaureate nursing programs in the United States. In 1999, the School was renamed the Baylor University Louise Herrington School of Nursing after Louise Herrington Ornelas, a 1992 Baylor Alumna *Honoris Causa*, who made an endowment gift to the school.

Mission, Values, Vision, and Strategic Focus

LHSON's mission is to prepare Baccalaureate and Graduate level nurses, within a Christian community, for professional practice, healthcare leadership and worldwide service. LHSON provides students with a competitively robust education through the integration of faith and academic excellence. Baylor nurses have been called to make a difference and care for others by serving as the hands and feet of Christ for those who are hurting or are in need of comfort. LHSON's distinguished reputation exemplifies its motto, *Learn. Lead. Serve*, which guides the education of future nurses in the following ways:

Learn: Significantly or uniquely contributes to the nursing profession through clinical practice, education and teaching, administrative leadership, research, writing, publishing, and/or healthcare innovation.

Lead: Demonstrates leadership in community affairs, nursing professional organizations and in growth and development of others in these areas.

Serve: Positively promotes and advances the nursing profession in the community through volunteering and/or outreach efforts.

LHSON's Christian faith is at the heart of nursing theory and practice. LHSON faculty and staff are committed to providing students with the opportunity to integrate faith and learning, faith with leadership, and faith with service.

The faculty, staff, and administration of LHSO are driven by the following set of core values:

LHSO Core Values

- We believe in an education that incorporates Christian principles into the curriculum. The education is experienced in an environment where the individual is valued and supported by the consistent role modeling of the Christian faith.
- We value an environment where academic freedom allows the discovery and discussion of diverse ideas.
- We value achieving and maintaining competence and striving for excellence in the various roles of students, faculty and staff.

Academic organization, programs, and administration

LHSO offers Bachelor of Science in Nursing (BSN) degrees through Traditional, FastBacc® (*one-year accelerated*) and [Distance Accelerated BSN](#) (DABS) programs. At the graduate level, the LHSO offers an [online Doctor of Nursing Practice \(DNP\) program](#) with eight tracks that include [Family Nurse Practitioner](#), [Nurse-Midwifery](#), [Neonatal Nurse Practitioner](#), [Pediatric Nurse Practitioner](#), [Executive Nurse Leadership](#), [Adult-Gerontology Acute Care Nurse Practitioner](#), [Psychiatric Mental Health Nurse Practitioner](#), and U.S. Army Anesthesia Nursing (USAGPAN), which operates at the U.S. Army Medical Center of Excellence at Fort Sam Houston in San Antonio. The DNP has been offered through a partnership with KeyPath, an online management provider with a contract that is in place through 2029. All graduate programs and the DABS program are offered in trimester format; all other programs are offered in semester format.

All degree tracks in LHSO are accredited by the Commission on Collegiate Nursing Education (CCNE) and are approved by the Texas Board of Nursing. The next CCNE Accreditation visit will occur in 2028. All Baylor baccalaureate nursing graduates are qualified to take the National Certification Licensure Examination for Registered Nurses (NCLEX) in any state.

LHSO's U.S. Army Graduate Program in Anesthesia Nursing (USAGPAN) located in San Antonio is accredited by the [Council on Accreditation of Nurse Anesthesia Educational Programs \(COA\)](#) through October 2031, and LHSO's Doctor of Nursing Practice Nurse Midwifery track is accredited by the [Accreditation Commission for Midwifery Education \(ACME\)](#) through February 2026. The next site visit will occur in December 2025.

LHSO's academic programs have received national recognition: *U.S. News & World Report* 2024 Best Undergraduate Nursing Programs ranked the LHSO No. 31. In addition, *U.S. News & World Report* 2025 Best Graduate Schools rankings list several LHSO programs, including the DNP program at No. 43

nationally and “Best Nursing” specialty rankings for LHSO’s USAGPAN at No. 4 nationally, and Baylor’s Nurse-Midwifery program, which is No. 22 in the nation.

Undergraduate and graduate nursing students are provided with simulation-based learning experiences in the Clinical Simulation Building, also located on the BUMC campus. LHSO Simulation supports the mission of the school by assisting in the preparation of safe and effective professional nurses possessing the necessary skills and clinical judgment to provide quality, patient-centered care through participation and engagement in a variety of simulation-based learning activities.

LHSO faculty engage in research and scholarship with funding from local, state, and national agencies and private foundations. Opportunities exist for undergraduate and graduate students to work collaboratively with faculty on projects conducted in the US and abroad. In 2024, LHSO hired an endowed chair in mental health, creating a foundation for the development of mental health as a signature research area for LHSO.

LHSO faculty and students have the opportunity to participate in mission trips and global initiatives as an important pillar of the Baylor experience. These programs emphasize servant leadership to influence national and global healthcare outcomes. Students have participated in mission trips to India, Kenya, Rio Grande Valley, and Zambia, among others, and to study abroad opportunities in Vietnam and Great Britain.

LHSO enrolls more than 2,000 students in face-to-face, hybrid, and online programs, with graduate DNP enrollment now exceeding more than 1,000 students from more than 22 states. LHSO employs 100 full-time faculty, the majority of whom are clinical faculty teaching in the online programs, and many of whom are remote. In the last few years as the university has achieved R1 status, LHSO has added more tenure-track faculty with research experience, and the goal is to grow tenured and tenure-track faculty to strengthen the research profile of LHSO. Faculty teaching load is 2/2 for tenure-track faculty and higher for clinical faculty. LHSO employs 49 staff.

LHSO is committed to producing outstanding nurses and nursing leaders, and its programs achieve strong academic outcomes, including high NCLEX pass rates and high job placement rates for its graduates. Specifically, the overall NCLEX pass rate in 2024 was 94.9%, and the 2024 BSN Employment Rate was 81.2% as of May 2024. NCLEX pass rates for all programs in nursing have ranged from 93.2% to 95.65%.

LHSO has budgeted operations expenditures of approximately \$44.4 million, generated by tuition, development, and income from the School’s modest endowment. Baylor operates on a central budgetary model at the undergraduate level and on a revenue-sharing model (60%) for graduate and online program tuition. Baylor has recently completed its \$1.5 billion *Give Light* campaign in which LHSO raised \$57.1 million from over 3,530 individual donors. Through the Give Light campaign, LHSO successfully raised \$27 million in endowment funds, created 70 new endowed scholarships for students, and established two endowed faculty positions, including a \$1.5 million gift to establish the first endowed chair in LHSO’s history, focusing on mental and behavioral health research. LHSO has raised a total of \$19.5 million in gifts and contributions over the last four years, averaging approximately \$5 million annually.

LHSON programs in Dallas are housed in a four-story complex located across the street from Baylor University Medical Center (BUMC) in the heart of downtown Dallas. LHSON occupies administrative and classroom space at BUMC as a result of a long-term agreement between Baylor University and BUMC, which are separate entities with a shared history. LHSON also has simulation labs in a separate building on the BUMC campus. LHSON pre-nursing programs in Waco are housed in the Student Support and Success Center. Undergraduate students are admitted to the pre-nursing program in Waco where they spend their first two years. If they qualify for admission to the Nursing program, they spend their last two years in Dallas. Students in the Pre-Nursing program in Waco are supported by three faculty and three staff members.

LHSON has been led since 2020 by Linda Plank, Ph.D., RN, NEA-BC, who will be retiring in 2026. Under Dean Plank's transformational leadership, LHSON has grown exponentially in students, faculty, and graduate programs, become one of the largest DNP programs in the country, raised record philanthropic gifts, and achieved top 50 rankings. Faculty and staff describe LHSON's culture as collaborative, inclusive, respectful, collegial, and student-centered. Students are drawn to LHSON's Christian mission, reflected in its strong focus on leadership, ethics, and stewardship. They describe a warm, caring, relational, and team-oriented environment, buttressed by high quality teaching, strong faculty relationships, excellent clinical experiences, and a transformational educational experience. In the Clark Healthy Workplace Inventory (CHWI) disseminated to faculty and staff in spring 2025, most respondents characterized LHSON as "a great place to work."



Role Summary

Reporting to the Provost, the Dean serves as the chief academic and administrative officer of the Louise Herrington School of Nursing (LHSON) and as a member of the Provost's Council of Deans. The Dean is accountable for the quality of LHSON's academic programs and faculty and the alignment of LHSON's strategic priorities with those of the University. The Dean is an advocate for LHSON's full array of programs, employees, and students, and is responsible for the development of an overarching vision and a collaborative spirit that will pull these components into an integrated whole.

The Dean is expected to provide visionary leadership to align with the strategic goals and commitments of *Baylor In Deeds*, the university's academic strategic plan. The Dean is expected to recruit, develop, and retain strong research and clinical faculty and excellent staff who are deeply committed to Baylor's Christian mission and emphasis on teaching excellence; to enhance undergraduates' educational experiences; to increase graduate programs; to continue to elevate the caliber and impact of research activity as befits Baylor's distinctive identity as a Research 1 (R1) Christian university; and to lead substantial development and fundraising efforts to secure resources necessary to fulfill LHSON's strategic priorities.

The Dean has general administrative responsibility for LHSON, including its compliance with accreditation standards, 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, supporting practice, establishing and sustaining partnerships to support faculty and student needs, creating clinical opportunities for students, fostering a collaborative spirit within the School, defining LHSON's strategic priorities, and securing resources to fulfill those priorities.

The Dean oversees an office staff consisting of seven associate deans – for graduate education (two); for licensure programs (two); for faculty affairs; for strategic initiatives and innovation; and for research and scholarship. The Dean's other direct reports include a business officer, global initiatives coordinator, director of marketing and communications, an endowed chair in Mental Health; and a director of the US Army Graduate Program for Nurse Anesthesia. (Please see the organizational chart for LHSON in Appendix B.) The Dean leads the School's Executive Committee, consisting of senior leadership. The Dean also works closely with a senior director of development assigned to LHSON by the central Development office, who works in collaboration with a national team of eight development officers. The Dean works closely with a 36-member Dean's Board of Advocates, comprised of alumni and key business and community leaders, who meet quarterly to provide support in strategic planning, fundraising and special projects, opportunities for students, and enhancing the profile of LHSON. While most of the Dean's time will be spent in Dallas, the Dean will be expected to spend time in Waco regularly to attend meetings and collaborate with fellow deans.

OPPORTUNITIES AHEAD

The new Dean will inherit a healthy school that is well-positioned for continued progress. LHSON offers an array of assets upon which to build:

- ▼ An excellent, hard-working staff, and well-qualified, loyal, and caring faculty who demonstrate excellence in the areas of teaching, practice, and service to best serve the interests of all stakeholders;
- ▼ A diverse hard-working student body that is well-grounded in values;
- ▼ A reputation for excellent teaching, strong undergraduate and graduate programs that continue to grow year after year, and the production of outstanding registered nurses, advanced practice registered nursing, executive nurse leaders, and certified registered nurse anesthetists.
- ▼ A loyal and diverse base of alumni and supporters who are interested in the success of the School and are actively engaged in giving their time and resources;
- ▼ A strong, healthy, and team-oriented culture;
- ▼ A supportive central administration and collaborative academic leadership environment with a cadre of collegial dean colleagues; and
- ▼ Baylor's strong institutional ethos and commitment to a heritage of servant leadership and the integration of Christian values and high academic standards.

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

- ▼ ***Provide leadership to create a shared vision articulating LHSON's aspirations in teaching, student achievement, scholarship and research, clinical practice, and service:*** The next Dean will have the opportunity to work with faculty and staff in the development and implementation of a shared vision and strategic plan to align with the University's broader *Baylor In Deeds* strategic plan, which emphasizes enabling students to flourish, broadening interdisciplinary research, building a vibrant community, and demonstrating Christian stewardship,
- ▼ ***Assess LHSON's current academic programs and develop new ones to address the changing needs of the profession and the nation:*** In 2020, LHSON implemented a new strategy to eliminate master's programs and focus on the development of the DNP through hybrid and online programs offered through a contractual relationship with an online provider, KeyPath. This strategy has proven to be successful, resulting in exponential growth in graduate enrollment and the emergence of LHSON's DNP as a nationally recognized program. As Baylor has now become an R1 institution with a growing research profile, the new Dean will have the opportunity to lead faculty in the consideration of new programs, including the possibility of a PhD program to contribute to Baylor's aspiration to be among top-ranked research universities.
- ▼ ***Nurture the growth of research and scholarship while maintaining LHSON's strength in clinical practice:*** While DNP and clinical programs have grown, LHSON historically has not had similar growth in research or tenure-track faculty. In the last three years, more tenure track faculty have been hired, and many of these new faculty have had success in developing research programs before

coming to Baylor. The next Dean will be expected to support tenure-track faculty in developing their research strategy and capability; identify signature areas of research growth, similar to the identification as mental health as a signature research area for LHSON; and support tenured and tenure-track faculty in partnering with clinical faculty to expand research activity within LHSON—all while providing continued support for clinical faculty and their clinical practice needs

- ▼ **Lead the School's programs with an eye towards innovation, creativity, nimbleness, and a reliance on data:** The new Dean will be expected to ask critical questions, bring a fresh perspective, and demonstrate visionary leadership in identifying and implementing new opportunities. This includes reimagining curricula to reflect the future of healthcare delivery, fostering interprofessional education and collaborative research, leveraging emerging technologies such as simulation, telehealth, and AI in clinical training, and forging partnerships that expand clinical placement opportunities. The Dean will champion a culture of continuous improvement, agility in program development, and strategic responsiveness to evolving healthcare needs, workforce trends, and student expectations.
- ▼ **Oversee the visit of the Commission on Collegiate Nursing Education (CCNE) reaccreditation:** Materials will be submitted for the next CCNE re-accreditation in Fall 2027 with the CCNE accreditation visit occurring during the Spring 2028 semester. A successful accreditation will be an important early milestone during the next Dean's tenure.
- ▼ **Generate new resources and philanthropic support, and steward LHSON's fiscal health and growth:** The Dean will play a pivotal role in securing resources and advancing recognition for the impactful work of LHSON. The Dean will serve as a dynamic and persuasive advocate for the school, elevating its brand and reputation on both national and international platforms. The Dean will engage LHSON's alumni network, donors, and colleagues; strengthen relationships with community partners; work to grow LHSON's endowment; and collaborate with the Dean's Board of Advocates and other volunteer advocacy groups to advance the school's mission and strategic initiatives.
- ▼ **Maintain a strong relationship with the Baylor University Medical Center and foster collaboration and enhance LHSON's community partnerships:** LHSON is housed on the BUMC campus, through a longstanding agreement with Baylor Scott and White, the corporate entity that owns BUMC and its academic teaching hospital. As a result, the Dean works closely with BUMC, which supports its facilities and related systems. The Dean serves as a liaison between the Provost's office at Baylor University and the BUMC administration on facilities and space issues and also works closely with BUMC as an important site for clinical placements for nursing students. The Dean must also collaborate with other healthcare and practice sites in the Dallas region for additional clinical placements to ensure that nursing students have the clinical experiences they need.
- ▼ **Serve as a passionate advocate, both internally and externally for LHSON's students, faculty, staff, alumni, and external stakeholders:** LHSON has benefitted from having a Dean with a heart for nursing, who cares deeply about students, faculty, and staff. The new Dean will need to

demonstrate similar passion, represent LHSON effectively with colleagues and administration in Waco, and be a visible presence within the healthcare community in Dallas and nationally.

- ▼ **Promote, maintain, and strengthen LHSON's diverse, inclusive, positive, healthy, and supportive culture:** LHSON's mission emphasizes service to all, leadership development, and academic excellence within a caring Christian community. Faith is the foundation of LHSON's culture, reflected in faculty prayer with students, prayer preceding all faculty and committee meetings, and the open sharing of faith by faculty on mission trips, in classrooms, and in clinical settings. This spiritual commitment is balanced by a strong emphasis on academic integrity and excellence and ensuring that care for faculty, students, and patients, is guided by compassion while maintaining alignment with established nursing standards. The new Dean will exemplify this mission and work to sustain this healthy culture in all aspects of LHSON.
- ▼ **Build a culture of community and collaboration:** With academic programs housed in two different cities and online faculty spread across the country, maintaining a strong, well-integrated community is a constant challenge. The Dean will need to understand this challenge, spend time in both locations, and work intentionally to ensure that faculty and staff in Waco are well-supported, that faculty and staff in Dallas have opportunities to participate in University activities and shared governance in Waco, and that all LHSON faculty and staff feel a sense of belonging as part of one community. At the same time, the Dean will need to be available to online faculty and ensure their integration into the overall LHSON faculty community. The Dean will need to prioritize transparency and communication and work to ensure all LHSON community members feel valued, heard, and engaged.

The Dean will also need to be intentional about building research and interprofessional practice opportunities for collaboration with other academic programs at Baylor, including the new Physician Assistant program that has been launched by the Robbins College of Health and Human Sciences. The Dean will work with Provost Brickhouse and the Council of Deans in collaborative efforts to set and achieve goals aligned with *Baylor In Deeds*, the new academic strategic plan.

Addressing these opportunities will require a Dean with long-term vision, research and clinical experience, 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 authenticity to lead a Christian nursing school within a Christian research university.

Candidate Profile

In keeping with Baylor's mission, the Dean will be a mature yet growing Christian leader who understands the centrality of integrating faith, learning, scholarship, and clinical practice with leadership in the context of a nursing school, and who can comfortably and authentically express a personal faith journey. Candidates must demonstrate evidence of excellent financial and management skills, the ability to make difficult choices, to understand competing priorities, and to make sound decisions under time and resource constraints. The Dean will demonstrate a track record of commitment to student and faculty success, to strong engagement with diverse constituents, and to building diverse leadership teams. Above all, the Dean must be a

passionate advocate for nursing with the ability to articulate a vision for LHSO's unique place as a school of nursing within a Christian research university. The new Dean will likely come from a background of substantive leadership within higher education, although outstanding academically qualified leaders from academic healthcare/clinical environments will be considered.

The following qualifications and experience are essential:

- ▼ Demonstrated Christian faith and commitment to advancing the academic enterprise and Christian mission of Baylor through strategic faculty, staff, and student recruitment, retention, recognition, and development;
- ▼ A strong record of distinguished leadership. In higher education, this would include successful leadership at the dean, associate/assistant dean, chair, director, or equivalent leadership level that involves leading an executive team; hiring and supporting faculty; experience in undergraduate education, graduate education, and online education at the doctoral level; and a track record of outstanding scholarship and clinical practice;
- ▼ An earned doctorate or appropriate terminal degree with academic qualifications and record of accomplishment that merit appointment as a tenured full professor within LHSO. While a PhD in a nursing discipline is preferred, outstanding candidates with a DNP and a track record of engaging in and supporting faculty research will be considered;
- ▼ A history of promoting a research culture and impactful scholarship; a vision for the role of a school of nursing within a premier Christian research university; and an understanding of how to support faculty in their research efforts and communicate their research impact to the Baylor community and beyond;
- ▼ Demonstrated experience as a collegial leader with the breadth of vision necessary to develop a shared vision for the future, foster cross-disciplinary collaboration and inter-professional practice, and promote excellent teaching;
- ▼ Demonstrated expertise in strategic planning and capacity to set strategic priorities that advance the School's mission while marshaling and distributing the resources necessary to focus these efforts; strong financial and resource management skills; ability to lead, facilitate, and delegate with effectiveness;
- ▼ Enthusiasm and ability to engage in substantial development and fundraising efforts and to elevate LHSO's profile within the national nursing school community; a proven track record of successful fundraising is highly desirable;
- ▼ 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;

- ▼ Knowledge of CCNE and other accrediting standards pertinent to LHSON and the ability to interpret and implement applicable standards of accrediting bodies;
- ▼ Personal and professional integrity, strength of character, and ethical qualities of the highest order.

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

- ▼ Deep understanding of contemporary, emerging, and evolving issues in nursing and healthcare; commitment to ensuring academic programs remain high quality, relevant, and aligned with healthcare trends and emerging technologies;
- ▼ Ability to set priorities and make and justify 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 LHSON and raising its visibility, an open and transparent approach to communications, and the humility to admit mistakes;
- ▼ Forward-thinking, with 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 LHSON and its continued demonstration of 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.



Compensation and Application

This is a full-time position that will be performed on site in Dallas and Waco, Texas. Salary is competitive and commensurate with experience and qualifications.

Screening will begin immediately and continue until an appointment is made. Completed applications should be submitted using [DSG's Talent Profile](#) and should include a CV and a cover letter addressing (1) interest in position, (2) how the candidate's experience will help Baylor's Louise Herrington School of Nursing achieve its aspirations for the future, (3) their teaching, research, and clinical experiences and accomplishments and directions, and (4) their own faith journey and efforts to foster a Christ-Centered learning environment. Nominations and inquiries should be directed electronically to BaylorNursingDean@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 Very High Research Activity by the Carnegie Commission and 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 20,500 students with 165,000 living alumni who lead and serve 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, 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 126 undergraduate, 80 masters, and 47 doctoral degree programs. As of the most recent audited financials - fiscal year May 31, 2024, Baylor had an approximately \$1 billion operating budget and a \$2.1 billion endowment.

Mission

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, Pro Mundo— For Church, for Texas, for the World.

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*.

Strategic Plan

Under the direction of Baylor's president, Linda Livingstone, the university launched its new academic strategic plan, *Baylor in Deeds*, in 2024. *Baylor in Deeds* answers the question, "What does the world need Baylor for?" by recognizing Baylor's significant opportunity to adopt a global perspective that also fulfills its scriptural calling as a Christian university to develop faith-based leaders of character, to bridge gaps of cultural needs and divisiveness, and to help solve some of the world's greatest challenges.

Baylor embraces this renewed, enhanced global perspective and calling through four commitments:

- ▼ Equipping students to flourish;
- ▼ Broadening interdisciplinary research and impact;
- ▼ Building a vibrant, caring, and global community; and
- ▼ Demonstrating Christian stewardship.

Undergirding these commitments, *Baylor In Deeds* has identified four imperatives:

- ▼ **Affordability, Value and Completion** – The value of a Baylor education has never been higher; however, the University must remain vigilant to ensure it continues to be attainable for

undergraduate and graduate students from a multitude of backgrounds and experiences. We must find new ways of supporting students with financial need and assuring timely graduation.

- ▼ **Health and Engineering** – As a maturing R1 institution, Baylor must continue to grow its enrollment and research endeavors specifically in the areas of health, engineering, and applied sciences to have a voice of influence in solving global challenges and to prepare graduates in high demand in Texas and beyond. As we continue to grow the faculty and students in these programs, we also must elevate our research and scholarship that shape the disciplines and graduate education we offer.
- ▼ **Human-Technology Interface** – With the emergence of artificial intelligence and other technologies, the world faces new challenges which Baylor is uniquely positioned to address at the intersection of faith, ethics, humanities, education, and research. As our faculty engage in important questions regarding emerging technologies, we also must prepare our students to live and work in a world where the ability to team with technology will be essential. Furthermore, as technology is increasingly able to do much more of the technical work once done by humans, we must develop students to be more fully human and guided by moral, intellectual, and spiritual virtues.
- ▼ **Civil Discourse** -- In a world of increasing discord and conflict, Baylor must exercise its expertise, scope, scale, and faith foundation to bring people together as part of God's creation. Whether in our classrooms and labs, with colleagues, or throughout the student experiences, we welcome all and must live out our calling to know one another as made in the image of God. We will intentionally design opportunities that prepare our students – and the entire Baylor Family – to learn from people whose life experiences and ideas are different from their own, work across difference, lead through conflict and build bridges of understanding that help society flourish.

Comprehensive Campaign

Baylor University recently concluded the *Give Light* campaign, securing \$1.5 billion in philanthropic support to enhance its strategic plan, *Illuminate*. This transformative campaign impacted every facet of campus life, including academics, athletics, student life, and service learning, while significantly strengthening financial support for students and the campus community. Notable achievements from the comprehensive campaign include:

- ▼ Dramatically increasing the number of endowed faculty chairs across the university, including two within the Louise Herrington School of Nursing.
- ▼ Increasing support to the endowment by more than \$625 million in gifts and pledges, a portion of which created 873 new endowed scholarships. LHSON raised more than \$27 million in endowment support and created 70 new endowed scholarships.
- ▼ Opening iconic campus facilities such as the Mark and Paula Hurd Welcome Center and the Paul and Alejandra Foster Pavilion.

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 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.

APPENDIX B: Louise Herrington School of Nursing Organizational Chart

Baylor University
Louise Herrington School of Nursing
Spring 2025 (5/6/2025)

Staff: Blue
Faculty: Dark Green
Incentivized Program: Purple
BSN: Red
Waco: Yellow
External & Other: Light Green

