



# TEXAS WOMAN'S UNIVERSITY™

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DEAN FOR THE  
COLLEGE OF HEALTH SCIENCES



FALL 2024



Learn about a Million Dreams at TWU

# THE OPPORTUNITY

## Texas Woman’s University (TWU) invites applications and nominations for an innovative, experienced leader to serve as the Dean for the College of Health Sciences.

This presents an opportune moment as the university has garnered remarkable recognition in academics, research, and service. Additionally, TWU is entering an unprecedented comprehensive capital campaign, expanding its healthcare programming significantly, and addressing the commercial pilot shortage by introducing an aviation school. Notably, the Texas Legislature, recognizing TWU’s distinctive mission, established the Texas Woman’s University System as the first university system in the nation with a woman-focused mission just two years ago.

The Dean for the College of Health Sciences will play a pivotal role in advancing the university’s curriculum, providing effective leadership for the faculty, overseeing research endeavors, and spearheading the development of strategic and innovative programs that align with and enhance TWU’s mission and strengths. The dean will report to the Executive Vice President for Academic Affairs & Provost.

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# WE ARE PIONEERS

## ABOUT TEXAS WOMAN'S

Founded in 1901 as a women's college, the university has grown its mission of serving marginalized populations in higher education over the past 120-plus years. For eight consecutive years, *U.S. News & World Report* recognized the university as having one of the top 10 most ethnically diverse student bodies in the nation and in 2023 ranked the university among the nation's best for social mobility. Additionally, *Forbes* and the *Wall Street Journal* recognized the university as a top pick in 2023, and the *Wall Street Journal* ranked the university 7th in the nation for overall student experience. Also in 2023, Texas Woman's earned the coveted *Seal of Excelencia*, a certification that demonstrates a university's commitment to accelerating Latino student success. Less than 1% of colleges and universities have earned this distinction.

The nation's largest woman-focused university system, TWU produces leaders in the fields of education, the arts, sciences, business, nursing and the health professions. Students have described their experience on the picturesque, flagship Denton campus as "a private feel at a public cost." It is the only public, general academic university in Texas to offer doctoral degrees in occupational therapy, physical therapy, dance and multicultural women's and gender studies. Men account for about 10% of the student population.

Since becoming a system in 2021, the university plans to form independent universities for its health science centers in Houston and Dallas. Denton, just north of the DFW area, is consistently named one of the nation's best college towns, and Dallas and Houston have world-class museums, performing art centers, entertainment districts and professional and collegiate sports venues. As a whole, the university has a \$1.8 billion annual economic impact on the state.

## MISSION & VISION

Texas Woman's University cultivates engaged leaders and global citizens by leveraging its historical strengths in health, liberal arts, and education and its standing as the nation's largest public university primarily for women. Committed to transformational learning, discovery, and service in an inclusive environment that embraces diversity, Texas Woman's inspires excellence and a pioneering spirit.



## LEADING THE WAY WITH NATIONAL AWARD

The American Council on Education (ACE) recognized TWU with the ACE/Fidelity Investments Award for Institutional Transformation.

**1st four-year institution in Texas to receive the award**

# A UNIVERSITY SYSTEM FOR ALL



Denton

12,619 Students

89% Female | 11% Male



Dallas

1,738 Students

90% Female | 10% Male



Houston

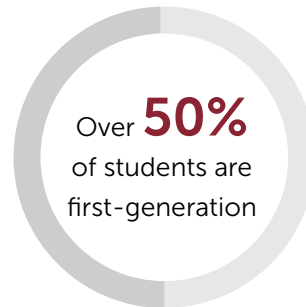
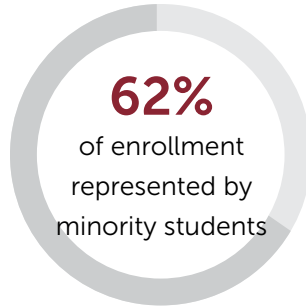
1,004 Students

86% Female | 14% Male

**#1** in Texas for students with children  
(Intelligent.com)

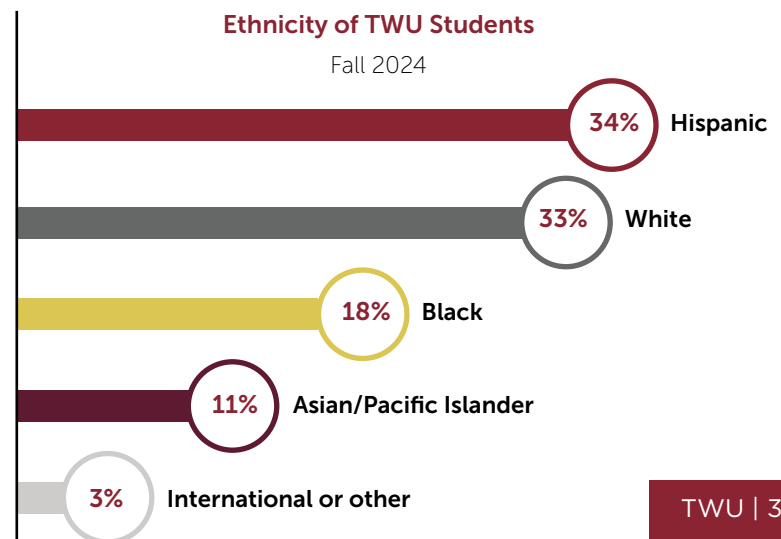
**#2** in Texas and #5 in nation for campus ethnic diversity  
(USNWR)

**#7** in the nation for best student experience  
(The Wall Street Journal)



Nation's Largest  
**Woman-Focused University System**

Earned the **Seal of Excelencia**  
making it a top university for Latino student success



## HIGH RANK & DESIGNATIONS

### #6 Speech-Language Pathology program in TX

*(U.S. News & World Report)*

### Top performers on social mobility in Texas

*(U.S. News & World Report)*

### #1 Occupational Therapy program in TX

*(U.S. News & World Report)*

### #2 Physical Therapy program in TX

*(U.S. News & World Report)*

### No. 2 for economic mobility of all universities in North Texas

*(Economic Mobility Index Rank by thirdway.org)*

### America's Top College 2025

*(Forbes)*

### Best U.S. Colleges

*(The Wall Street Journal)*

### Carnegie-classified doctoral professional university

## MAKING A DIFFERENCE THROUGH COMMUNITY OUTREACH

### Project INVEST

Adaptive sports and activities community outreach program for injured, ill and wounded military, both active duty and veterans.

### LEAD-UP

A free fitness program for older adults who are seeking to improve their overall quality of life through regular exercise.

### AWAVE

Serving community members with disabilities to assist in their overall health and fitness

## A LIFELONG VALUE

### Most affordable

4-year institution in Texas  
*(College for all Texans)*

### \$0 Loan debt

36% of May 2024 graduates  
earned a bachelor's degree debt-free

### Annual tuition

and fees for undergraduates is lower than  
the Texas university average

### 83%

of graduates employed or enrolled in Texas  
within one year of graduation

### #1 in DFW

for graduate earnings vs cost  
*(Dallas Business Journal)*

### 48%

of undergraduate students transferred to  
TWU from another college/university, lowering  
overall cost of education

# Momentum

## WOMEN

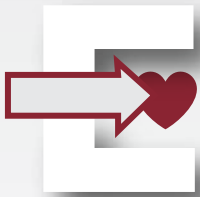
### STRATEGIC PLAN 2028



#### LEVERAGE

##### **the power of our systemness to serve our communities better**

Established in 2021, Texas Woman's University System is the first and only university system in the United States with a woman-focused mission. This distinction gives us an opportunity to multiply the power of our contributions, scaling what works across our three campuses while at the same time tailoring it to a distinct mission in teaching, research, and community outreach.



#### ELEVATE

##### **student prosperity into the heart of all we do**

Texas Woman's focuses on the whole person to help our students thrive. Moving beyond wealth, prosperity embodies a fullness of life. To best meet the needs of our students, we seek to prepare them to enter their chosen field, expand professional and social networks, promote positive physical and mental health, and plan for financial reality. With this foundation at the heart of all we do, students can build lives based on their individual needs, goals, and circumstances.



#### AMPLIFY

##### **the social impact aspects of our mission and brand**

At Texas Woman's University, we are driven by our institutional mission to advance education and our historical strengths of empowering women and those traditionally marginalized. We envision a transformative approach to amplifying the social impact of our mission and brand. To accomplish this, we will prioritize documenting and boosting existing social impact efforts, as well as supporting emerging ones. Through leveraging interdisciplinary and collaborative education, research, and service opportunities, we will bridge academia and practice.



#### DOUBLE

##### **the number of STEM opportunities**

Women lead and inspire in science, technology, engineering, and mathematics (STEM). Giving more women equal opportunities to pursue—and thrive in—STEM careers ensures a diverse and talented workforce, enhances women's economic security, and prevents biases in STEM fields as well as the products and services they produce. By encouraging discovery in an inclusive environment, Texas Woman's seeks to double the existing STEM opportunities and increase the number of women entering the STEM workforce.



[Learn More About Momentum](#)



# STUDENT LIFE

## STUDENT-FOCUSED APPROACH

Texas Woman's has created a learn-by-doing culture across all disciplines that encourages student engagement, fosters discovery and promotes leadership at all levels. Students are encouraged to step outside their comfort zones and discover talents and skills they might have otherwise overlooked. Through a myriad of activities, organizations, leadership opportunities and a dedicated network of support services, students take part in a transformational process that encourages them to be lifelong learners, passionately engaged with their communities, devoted to service, and committed to a lifestyle of health and wellbeing.



**QEP**  
**Amplify Your Impact**

# ACADEMICS

At TWU, students learn from and work with faculty members who pursue leading research in their fields. Smaller class sizes mean students get more opportunities for one-on-one time with instructors.

## OUR STUDENTS:

- Present research at regional, national and international conferences
- Win prestigious awards, and
- Achieve major internships at companies across the U.S.

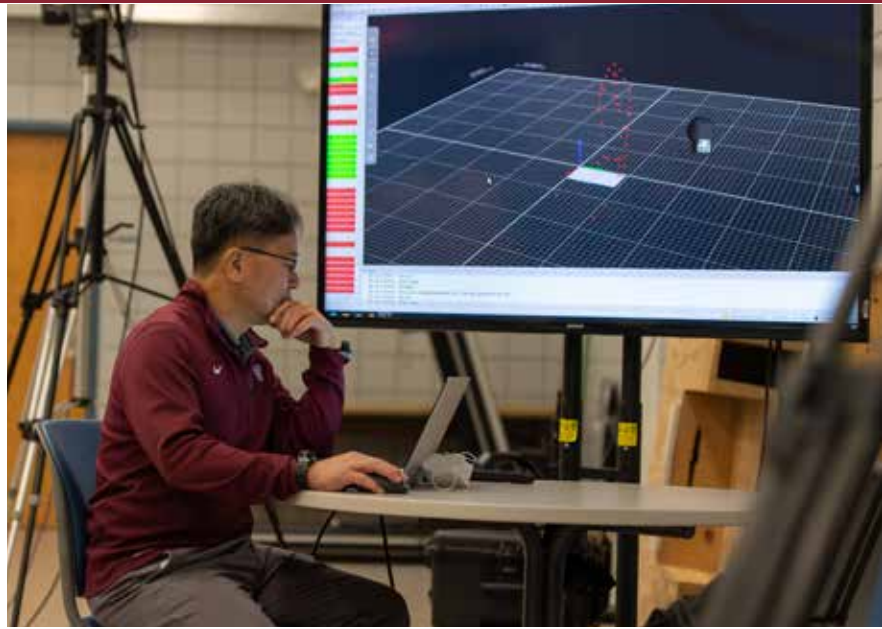


## FIVE COLLEGES

The **College of Arts and Sciences**, with more than 3,700 students, is the largest of the five colleges at Texas Woman's. It offers most of its programs on the Denton campus. The areas of studies include arts, humanities, social sciences, natural sciences, mathematics, and computer science. The **College of Health Sciences** offers programs in Denton, Dallas, and Houston as well as online. Its academic programs include the School of Occupational Therapy, the School of Physical Therapy, the School of Kinesiology and Health Promotion and programs in communication sciences, dental hygiene, and nutrition and food sciences. The **College of Nursing** offers programs on all three campuses, including undergraduate, master's, and doctoral programs. The **College of Professional Education** includes programs in library and information sciences, family sciences, teacher education, and reading. The **Merrilee Alexander Kick College of Business** offers programs in accounting, business administration, finance, management, human resource management, marketing, and healthcare administration. It offers innovative seven-week terms.

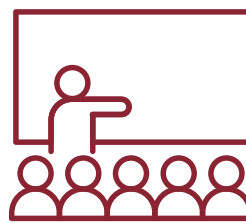






# FACULTY

Texas Woman's faculty and staff are steadfast advocates of an experiential teaching and learning environment — we learn to do by doing — where they provide students with opportunities to engage in campus, workplace and community activities that can help shape their sense of purpose, their appreciation for building meaningful personal and professional relationships, and their tenacity to overcome life's challenges.



## FACULTY DEMOGRAPHICS

990 faculty Members

Denton 68% | Dallas 20% | Houston 12%

Full-time 53% | Part-time 47%

Female 77% | Male 23%

### Faculty Degrees

Doctoral 61% | Master's 35% | Bachelor's 1%



**Learn about our OT program from one of our students.**

# 51%

of allied health doctoral degrees  
in Texas graduate from TWU  
(3-Yr Average)



# COLLEGE OF HEALTH SCIENCES

The College of Health Sciences transforms learners into ethical, inclusive and compassionate leaders who advance the health and well-being of diverse communities through evidence-based practice and interdisciplinary innovation.

## UNDERGRAD PROGRAMS:

- Communication Sciences (BS)
- Culinary Science & Food Service Management (BAS)
- Dental Hygiene (BS)
  - Professional Entry-Level Program, RDH to BSDH
- Food & Nutrition in Business & Industry (BS)
- Health Sciences (BAAS)
- Health Studies (BAS, BS)
- Kinesiology (BS)
  - Pre-OT & Pre-PT tracks available
- Nutrition (BS)
- Public Health (BS)

## GRAD PROGRAMS:

- Education of the Deaf (MS)
- Exercise & Sports Nutrition (MS)
- Food Science & Flavor Chemistry (MS)
- Health Studies (MS, PhD)
- Kinesiology (MS, PhD)
- Nutrition (MS, PhD)
- Occupational Therapy (OTD, PhD)
- Physical Therapy (DPT, PhD)
- Public Health (MPH)
- Speech-Language Pathology (MS)

## CENTERS & CLINICS

### Mike A. Myers Stroke Center

[twu.edu/stroke-center-dallas](http://twu.edu/stroke-center-dallas)

### Institute for Women's Health

[twu.edu/womens-health](http://twu.edu/womens-health)

### Speech, Language & Hearing Clinic

[twu.edu/speech-language-hearing-clinic](http://twu.edu/speech-language-hearing-clinic)

### Dental Hygiene Clinic

[twu.edu/dental-hygiene-clinic](http://twu.edu/dental-hygiene-clinic)



Learn about the  
**Mike A. Myers Stroke Center**



# RESEARCH

Faculty and students of the College of Health Sciences are making significant contributions to the body of research that not only enhances the healthcare profession and health sciences education, but has also helped transform the delivery of quality of healthcare. Seeking to advance College of Health Sciences as a nationally-ranked program in federal funding, the faculty have submitted a combined 85 proposals for a total of \$16.6 million for 2021-22 and 2022-23.

## AREAS OF RESEARCH

- Microencapsulation of red wine pomace to modulate gut health in coronary artery disease
- Early detection of cerebral palsy in children
- Treatments for post-stroke fatigue
- Diet related behaviors and physical activity among preschoolers and their caregivers
- Physiological assessment of firefighters
- Effects of a nut-based spread in weight management among teenagers



# THREE CAMPUSES - ONE HEART



TWU - Denton Campus

## DENTON

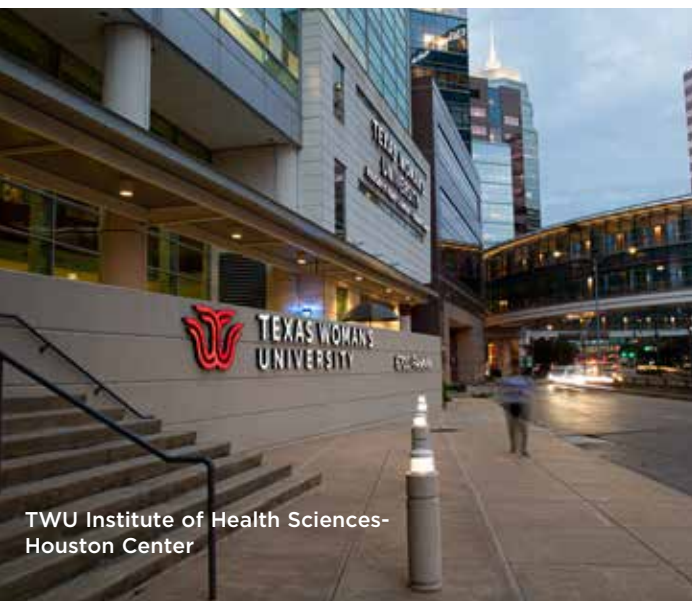
TWU's Denton campus offers programs in nursing, liberal arts, fine arts, the sciences, health sciences, business and education, and it's just 40 miles from the Dallas-Fort Worth Metroplex, assuring our students easy access to major arts, culture and career possibilities. Under construction with a scheduled completion date in 2025, the Denton campus will host one of the newest and innovative Health Sciences Centers in the region. The interprofessional and experiential programming will expand accessibility to quality health care for underserved, underrepresented and rural populations through clinics and treatment outreach including telehealth and telerehabilitation.



TWU T. Boone Pickens Institute of Health Sciences-Dallas Center

## DALLAS

The nursing program got its start in 1954 at Parkland Hospital in Dallas. Today, the T. Boone Pickens Institute of Health Sciences - Dallas Center offers programs in nursing, occupational therapy, physical therapy, health care administration, and an MBA. The center also houses the renowned Mike A. Myers Stroke Center. The institute educates an average of 2,000 nursing and allied health professionals annually while the Stroke Center provides over 5,000 hours of clinical treatment at no cost to members of the community. In 2024, TWU welcomed the inaugural president of the Dallas campus, Monica Christopher. Christopher works with students, faculty, staff and key stakeholders to ensure Texas Woman's is a key contributor to the higher education landscape in Dallas.



TWU Institute of Health Sciences-Houston Center

## HOUSTON

Located in the largest medical center in the world, Texas Woman's Institute for Health Sciences was established in 1960. TWU is a proud member of the eight different academic and research institutions, as well as the 21 different hospitals that comprise the Texas Medical Center. The Houston Center is located in a 10-story, 202,000 sq. ft. facility where undergraduate and graduate students are enrolled in a number of programs including health care administration, nursing, nutrition and food sciences, occupational therapy, physical therapy, and an MBA. TWU welcomed Monica G. Williams, PhD, a seasoned higher education leader with a strong background in partnerships and fundraising, as the inaugural Houston campus president in 2024.

# LEADERSHIP OPPORTUNITY

**The Dean will work with a Provost who is a very positive, optimistic leader who is looking for the same! There are so many great things happening – for students, for leaders AND for faculty – at TWU.**

**1. Transitioning to an Interprofessional Health Sciences Building** The new Health Sciences building presents both an opportunity and challenge. Bringing all health sciences programs into one interprofessional space offers chances for increased collaboration, but also requires careful management of resources, space, and interdepartmental relationships to ensure functionality for clinics, classrooms, and faculty offices.

**2. Enhancing Faculty and Staff Compensation** As with many universities in today's market, faculty and staff salaries continue to challenge us. Addressing pay equity and offering competitive salaries is critical for attracting and retaining quality educators, while combating burnout and turnover.

**3. Building System Identity Across Campuses** The College of Health Sciences operates across three campuses (Denton, Dallas, and Houston), each with its own identity. A key challenge will be unifying these campuses into a cohesive system while respecting their individual needs, creating equity across resources, and increasing collaboration, particularly in Dallas and Houston.

**4. Leading Academic Excellence and Research Growth Poised at the threshold of R2 designation** TWU seeks a Dean who will build on this momentum to advance both our distinguished teaching tradition and our expanding research enterprise. The successful candidate will implement innovative approaches to help faculty balance these complementary missions, ensuring sustainable workload models that enable both high-impact teaching and productive scholarship. This leadership will be crucial in furthering our dual commitment to student success and research excellence.

**5. Fostering Interprofessional Collaboration** With interprofessional education already a part of the college's culture, the new Dean can build on this by fostering deeper collaboration across disciplines, leveraging the diverse range of health sciences majors. Encouraging teamwork between clinical, bench sciences, and academic staff will enhance the college's educational offerings.

**6. Increasing Enrollment and Improving Student Retention** Declining student applications and retention rates pose a significant challenge. The new Dean will need to implement strategies to attract high-quality students, enhance academic offerings, and create a welcoming and supportive environment that encourages students to stay through graduation.

**7. Managing Faculty and Staff Retention** In higher education today, faculty and staff turnover is a concern. A key leadership opportunity lies in creating a stable, supportive environment that values faculty and staff contributions and offers growth opportunities. Addressing workload, salary, and providing mentorship, particularly for junior faculty, will be essential.

**8. Creating Industry Partnerships and Expanding Clinical Services** Developing strong partnerships with local healthcare providers and industries can enhance both program offerings and clinical services. The new Dean has the opportunity to secure collaborations that support clinic growth and sustainability in the new building, as well as the Houston and Dallas campuses, while also benefiting students through real-world experience and employment opportunities. Each of these opportunities requires a thoughtful, long-term strategy to ensure the College of Health Sciences thrives both academically and as a part of the larger healthcare community.

**9. Strengthening Shared Governance** Shared governance is of utmost importance to faculty. The new Dean has an opportunity to build trust by promoting shared governance—engaging faculty in major decisions, encouraging transparency, and building a collaborative leadership style.

**10. Fostering Innovation in Curriculum and Research** As healthcare rapidly evolves, the new Dean can focus on modernizing the curriculum to meet emerging healthcare needs and technological advancements. This includes encouraging innovative teaching methods and expanding research opportunities that align with new trends in health sciences. It's particularly relevant for programs like PT, OT, and Nursing, where staying current with national standards is essential.

**11. Enhancing a Culture of Collaboration and Respect** With the wide variety of disciplines in the health sciences division, the new Dean can strengthen the college's sense of unity by encouraging collaboration and ensuring that all voices across campuses are heard. This can involve fostering an environment where faculty and students from all backgrounds feel respected and included in decision-making, ultimately driving a more cohesive and supportive academic community.

**12. Building External Visibility and Partnerships** Raising the profile of the College of Health Sciences, especially in highly competitive regions like Dallas and Houston, is another opportunity. The new Dean can leverage existing successes (such as nationally ranked programs) and form strategic partnerships with health-care organizations, research institutions, and industries to enhance the college's reputation and provide more opportunities for students and faculty.

**13. Creating a Long-Term Strategic Vision for the College** With the College of Health Sciences positioned for growth but facing internal and external challenges, the new Dean has a chance to develop a long-term strategic vision. This vision should balance immediate needs, such as managing the new building, collaboration across campuses, and faculty retention, with future aspirations for growth, system integration, and achieving R2 status. This will ensure that the college not only navigates current transitions but also thrives in the years to come.

# THE POSITION

## KEY RESPONSIBILITIES OF THE DEAN OF HEALTH SCIENCES INCLUDE:

- Maintains compliance with federal, state, and institutional policies and procedures and regulations.
- Establishes and implements policies and procedures for the College.
- Establishes priorities for resource utilization, including College budget creation and administration.
- Maintains a strategic plan for the College, including tracking of short- and long-range goals.
- Oversees college faculty workloads and faculty evaluation processes.
- Directs, mentors and evaluates department chairs and other direct subordinates within the College.
- Staff performance evaluations conducted in accordance with the University policies & procedures and according to established job standards.
- Represents the College on and off-campus, including evening and weekend College and University events.
- Actively promotes faculty and student research, scholarship and creative activity.
- Participates in advancement and fundraising activities as requested.
- Works with committees on policies and procedures that affect the governance within the college.
- Provides information to the Provost and Vice President of Academic Affairs on academic matters related to the College.
- Works across campus in the development of external grant proposals, access, campus climates issues, new program development (including interdisciplinary programming), promotion and tenure issues, and other areas as needed.
- Actively works to promote collaborative partnerships to include interdisciplinary, inter-institutional, and health-related partnerships.
- Responsible for establishing job standards for subordinate staff and effectively evaluating staff under charge. The performance evaluation is conducted through the performance evaluation system and in accordance with the University Policies & Procedures.



**The university takes pride in providing students with a whole person educational experience.**



## REQUIRED QUALIFICATIONS

- Earned doctoral degree in an academic discipline represented in the College of Health Sciences.
- Established record of teaching, research, and service at a level consistent with TWU requirements for the rank of full professor.
- A minimum of five years of academic administrative leadership experience and achievement in positions of progressively increasing responsibility required.
- Substantial experience in curriculum development, budget management, research facilitation and funding, fundraising, and management of instruction strongly preferred.

## DESIRED QUALIFICATIONS

- Ability to plan, direct, and evaluate a complex operation, using human resources power, time, funds, and other resources for the accomplishment of long-term and short-term goals of the institution.
- Academic and administrative expertise in areas appropriate to the college.
- Ability to organize work effectively, conceptualize and prioritize goals and objectives and to exercise informed judgment based on an understanding of organizational policies, procedures and activities.
- Ability to integrate resources, policies and information in order to develop procedures and to solve problems.
- Knowledge and understanding of current issues in higher education.
- Knowledge of management methods and the ability to provide administrative guidance, direct supervision and training as needed.
- Strong managerial skills, initiative, and vision in program development and administration.
- Ability to apply budgeting and fiscal planning techniques within fiscal constraints in order to maximize resources.
- Ability to read, analyze, and interpret financial reports and legal documents.
- Ability to present information effectively to administrators/staff at all levels within the University, to public groups, and to the TWU Board of Regents.
- Ability to define problems, collect data, establish facts, and draw valid conclusions.
- Ability to establish and maintain effective working relationships with students, faculty, staff and the public.



## NOMINATIONS AND EXPRESSIONS OF INTEREST

Anthem Executive is pleased to assist Texas Woman's with this national search. To express interest, you are requested to submit the following:

- A letter of interest stating how your experience is applicable to the position and its opportunities, responsibilities, and requirements expressed in the leadership profile;
- A curriculum vitae or resume; and
- Five professional references with email addresses and telephone numbers. (References will not be contacted without your prior authorization.)

While letters of interest may be accepted until the position is filled, interested parties are strongly encouraged to submit their materials as soon as possible to assure full consideration. Anthem and the University reserve the right to end or extend the expression of interest, application, and nomination process at any time. Expressing interest is the first step in receiving consideration and does not make one an applicant for the position.

Materials should be submitted electronically to [TWUDeanCHS@anthemexecutive.com](mailto:TWUDeanCHS@anthemexecutive.com)

Primary Anthem Executive consultants on this national search include:

SCOTT WATSON, Co-Founder and Principal

MICHAEL BALLEW, Co-Founder and Principal

MIKE "JR" WHELESS, Co-Founder, Chief Marketing Officer

FLORENE STAWOWY, Senior Executive Search Consultant



### Equal Employment Opportunity Statement

Texas Woman's University, an AA/EEO employer, supports diversity. Men and women, and members of all racial and ethnic groups, are encouraged to apply. All offers of employment will be contingent on the candidate's ability to provide documents which establish proof of identity and eligibility to work in the United States. All positions at Texas Woman's University are deemed security sensitive requiring background checks and verification of all academic credentials.