



# TEXAS WOMAN'S UNIVERSITY DALLAS

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FOUNDING DEAN  
NEW COLLEGE BASED ON THE COME TO BELIEVE MODEL  
TWU DALLAS DOWNTOWN



2026



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**Learn about the  
Come to Believe Model**

# THE OPPORTUNITY

**Texas Woman's University invites applications for an entrepreneurial, student-centered leader to serve as founding dean of a new college at TWU Dallas based on the nationally recognized Come to Believe model.**

The founding dean will join the project at a distinctive moment: after extensive feasibility and design work has established the model and core direction, but before the college has opened its doors. This leader will help move the college from design to launch while preserving fidelity to the practices that have produced strong student outcomes at other Come to Believe institutions.

In August 2026, the Texas Woman's University System Board of Regents authorized the university to proceed with the work necessary to establish the college, subject to required academic, accreditation and regulatory approvals. The goal is to welcome an inaugural cohort of approximately 150 students in Fall 2027.

The college will be based at TWU Dallas Downtown, a new instructional presence planned for the heart of

downtown Dallas. Students will enter Texas Woman's as bachelor's-degree-seeking students from day one, initially on a Bachelor of Business Administration pathway, with an embedded Associate of Business Administration available as a meaningful credential and safety net along the way.

The founding dean will recruit the founding faculty and staff, shape the college culture and student experience, build trusted recruitment pipelines, develop employer and community partnerships, and help translate a proven model into a distinctive public-university context.

The founding dean will report directly to the executive vice president for Academic Affairs and provost, with a dotted-line relationship to the TWU Dallas president.

**This is not simply an opportunity to lead a college. It is an opportunity to bring one to life.**

# A NEW FRONT DOOR TO TEXAS WOMAN'S

## STUDENT-FOCUSED APPROACH

Dallas students have more pathways into higher education than ever before. Yet thousands of academically capable students still do not enroll anywhere.

Dallas County Promise data for the graduating class of 2025 identified 7,944 students with a high school GPA of at least 2.5 who did not enroll in any college or university.

The college is being designed for a portion of that population: students who are ready for college-level work but for whom the traditional route may feel too expensive, too risky, too far from home, or too difficult to reconcile with work and family responsibilities.

The inaugural enrollment goal of approximately 150 students represents less than 2% of the academically qualified Dallas students from a single graduating class who went nowhere.

Many prospective students will be first-generation college students. Many will qualify for Pell Grants. Some will work substantial hours, contribute to family income, or help care for siblings, children, parents or grandparents.

The barriers are often practical rather than academic: transportation, financial uncertainty, caregiving, the opportunity cost of time away from work, and fear of beginning a degree and leaving without a credential.

The college is designed to reduce those risks while preserving the rigor and long-term value of a bachelor's degree.

## **This is an access model, not a remedial model.**

Students will enter a cohort where relationships matter, advising is proactive, faculty know their students, career preparation begins early, and someone notices when a student starts to drift away.

The aim is simple: make college feel possible, valuable and worth the risk.





# COME TO BELIEVE

## A PROVEN MODEL, ADAPTED FOR TWU DALLAS

The Come to Believe model began with Arrupe College at Loyola University Chicago in 2015 and has since expanded to universities in Minnesota, New York and Indiana.

The model embeds a small, affordable college within a four-year university and combines rigorous academics with intensive advising, faculty mentorship, whole-person support, strong cohort community and early career exposure.

Across established Come to Believe colleges, students have achieved completion rates three to five times the national two-year rate; more than 80% continue toward a bachelor's degree; and more than 90% of bachelor's completers finish without student debt.

Since 2025, Texas Woman's has worked with the Come to Believe Network through an extensive feasibility and design process spanning academics, recruitment, accreditation, student life, employer relations, advancement and financial sustainability.

The goal is to implement the model with fidelity to the practices that drive those outcomes while adapting its delivery to the public-university context and opportunities of TWU Dallas.

**If launched as planned, Texas Woman's is positioned to become the first public university in the nation to implement the Come to Believe embedded-college model.**





# A BACHELOR'S DEGREE PATHWAY WITH A BUILT-IN SAFETY NET

Texas Woman's is making an important adaptation to the traditional Come to Believe structure.

**Students will begin on a bachelor's degree pathway from day one.**

The initial academic pathway will lead to the Bachelor of Business Administration in partnership with the Merrilee Alexander Kick College of Business & Entrepreneurship. Coursework in the first two years will be intentionally built into that bachelor's pathway rather than designed as a separate terminal program.

Along the way, students will have the opportunity to earn an embedded Associate of Business Administration.

For most students, the associate degree will be a milestone on the way to bachelor's completion. For a student whose life circumstances require a pause, it provides a valuable credential rather than two years of accumulated credits with nothing to show for them.

Future academic pathways may connect students from the college into other TWU colleges for completion of additional bachelor's degrees.

**Begin on the  
bachelor's pathway.**

**Earn a meaningful  
credential along the way.**

**Keep  
going.**



# HIGH EXPECTATIONS + HIGH SUPPORT

The **Come to Believe** model is intentionally small, relational and high-touch. The founding cohort is expected to include approximately 150 students. At steady state, the first two years of the college would serve approximately 300 students.

**Its core elements include:**

- **Cohort and belonging:** students learn alongside peers and develop a strong sense of community.
- **Proactive advising:** academic and personal guidance comes before small problems become reasons to leave.
- **Faculty mentorship:** rigorous instruction is paired with close student-faculty relationships.
- **Whole-person support:** transportation, food security, financial pressures, caregiving and other realities are addressed directly.
- **Career from the beginning:** employer exposure, mentorship, internships, part-time work and earn-and-learn opportunities connect learning to opportunity.
- **Continuous improvement:** student data and student perspectives are used actively to improve persistence and outcomes.

**Somebody knows whether I showed up today,  
and somebody cares whether I come back tomorrow.**





# RECRUITMENT BEGINS WITH TRUST

The college cannot succeed simply by advertising a new program and waiting for applications.

Recruitment will rely heavily on trusted networks: high schools, counselors, faith communities, community-based organizations, college-access partners, youth-serving organizations and families.

TWU has already begun building relationships with organizations including Cristo Rey Dallas, Education is Freedom, Girls Inc. and Big Thought.

The founding dean will be an important presence in that work, partnering with Enrollment Management and helping students, families and community leaders understand the value of the pathway, its affordability and the support students will receive.



# TWU DALLAS DOWNTOWN: A NEW FRONT DOOR TO THE UNIVERSITY



## Location is part of the educational model.

TWU Dallas Downtown is planned for the heart of the city, within approximately a five-minute walk of one of downtown Dallas's central DART rail stations.

That accessibility matters for students who may not own a car. But transit is only the beginning.

Downtown places students amid the economic life of Dallas, within reach of major financial institutions, professional-services firms, corporate employers and a growing financial ecosystem that has helped inspire the playful nickname "Y'all Street."

For students, proximity can turn career exploration into part of the academic week. Employer visits, mentors, job shadowing, internships and part-time work can happen close to where students attend class.

The surrounding city also offers extraordinary opportunities for experiential learning. The Dallas Arts District, Dallas Museum of Art, Nasher Sculpture Center, Meyerson Symphony Center, Winspear Opera House, Dallas Holocaust and Human Rights Museum, The Sixth Floor Museum and other cultural and civic institutions are all nearby.

For a commuter college without residence halls, student life does not need to imitate a traditional residential campus.

## The city can become part of the campus.

Courses, student organizations and programming can draw students into Dallas's workplaces, museums, performances, civic institutions and public spaces.

TWU Dallas Downtown can offer something distinctly urban: a university experience in which the classroom door opens directly onto Dallas.





# TWU DALLAS: A HISTORY OF MEETING THE CITY'S NEEDS

Texas Woman's relationship with Dallas stretches back more than seven decades. Again and again, the university has expanded its presence in response to the educational, workforce and community needs of the city.

**1954** The College of Nursing is established in Dallas through a partnership with Parkland Hospital.

1966 TWU opens its Dallas Center near Parkland, establishing its first dedicated instructional facilities in the city.

**1970s** Occupational Therapy expands to Dallas, the Institute of Health Sciences is established, and TWU opens a second Dallas location near Presbyterian Hospital as its health-professions presence grows.

**2011** The T. Boone Pickens Institute of Health Sciences-Dallas Center opens in the Southwestern Medical District, bringing the Parkland- and Presbyterian-area programs together.

**2021** The Texas Legislature establishes the Texas Woman's University System, creating new possibilities for the long-term development of the Dallas and Houston campuses.

**2026** The Board of Regents authorizes the university to proceed with establishing a new college based on the Come to Believe model and a new downtown instructional presence.

**2027** Target: welcome the first students to TWU Dallas Downtown.

**The programs have changed. The city has changed. The pattern has not.**

**Texas Woman's grows in Dallas by asking what the city needs next.**



# TWU DALLAS TODAY

Today, TWU Dallas is a growing urban university campus with deep roots in the Southwestern Medical District and an expanding reach across the city.

More than 1,500 students study through TWU Dallas. The T. Boone Pickens Institute of Health Sciences–Dallas Center is home to nationally respected programs in Nursing, Occupational Therapy and Physical Therapy, along with business and health care administration offerings. The Mike A. Myers Stroke Center combines clinical service, research and student learning while providing thousands of hours of neurorehabilitation services to the community.

The future is becoming broader.

The Merrilee Alexander Kick College of Business & Entrepreneurship is expanding in-person BBA instruction in Dallas. TWU Ventures is developing workforce pathways that bring together faculty, employers, training providers, workforce organizations, philanthropy and community partners.

Student life is evolving as well, with new opportunities for leadership, engagement, belonging and connection to Dallas itself.

The T. Boone Pickens Institute will remain an anchor in the Southwestern Medical District while TWU Dallas Downtown creates another front door—one designed around undergraduate access, transit, employers, culture and the life of the city.





**#7 IN THE NATION FOR  
STUDENT EXPERIENCE**  
THE WALL STREET JOURNAL

# STUDENT LIFE

## STUDENT-FOCUSED APPROACH

Texas Woman's has cultivated 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**





# MERRILEE ALEXANDER KICK COLLEGE OF BUSINESS & ENTREPRENEURSHIP

What started as early classes in bookkeeping, the Merrilee Alexander Kick College of Business and Entrepreneurship has grown into an AACSB accredited comprehensive program serving around 1,600 students. Spanning three campuses and online, faculty prepare students to meet the changing needs of business, industry, healthcare, government, and education. TWU offers a personalized learning environment with small class sizes and a vibrant community.

## DALLAS PROGRAMS

- Business Administration (BBA)
- Accountancy (MSA)
- Accounting (MBA)
- Business Analytics (MBA)
- General Business (MBA)
- Healthcare Administration (MBA, MHA)
- Human Resource Management (MBA)
- Marketing (MBA)
- Women in Leadership (MBA)



one of the world's leading associations of business schools. Less than 6% of business schools worldwide have earned this distinction.

### Best

Online Bachelor's in Business in Texas  
*U.S. News & World Report*

### Best

Health Care Management Programs in Texas  
*U.S. News & World Report*

### Best

Online MBA Programs in Texas  
*U.S. News & World Report*

# TEXAS WOMAN'S UNIVERSITY: MISSION, MOMENTUM AND FIT

Founded in 1901 to expand educational opportunity for women, Texas Woman's has grown into a comprehensive public university and the nation's first university system with a woman-focused mission.

Texas Woman's projects enrollment of 16,200 students in Fall 2026 across Denton, Dallas, Houston and online. TWU is a federally designated Hispanic-Serving Institution, has earned the Seal of Excelencia, and holds the Carnegie Research 2: High Research Activity designation. More than half of TWU students are the first in their families to attend college.

TWU has long served students whose talent has not always been matched by access. The new college at TWU Dallas is a contemporary expression of that history.

## MISSION

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 with a focus on women. Committed to transformational learning, discovery and service in a welcoming environment, Texas Woman's inspires excellence and a pioneering spirit.

The college also advances several central commitments of Momentum: Strategic Plan 2028:

- Systemness: drawing on the strengths of the larger university while creating an unusually personal student experience.
- Student prosperity: connecting affordability, career preparation, well-being, networks and financial realities to the educational experience.
- Social impact: testing whether a public university can reach students existing pathways still miss and help them complete a bachelor's degree with dramatically less financial risk.

The college is therefore both a Dallas initiative and an expression of Texas Woman's larger mission: opening opportunity, supporting student prosperity and demonstrating what a public university can do differently.







# THE FOUNDING DEAN'S LEADERSHIP OPPORTUNITY



Few deanships begin at this particular moment: after the model and core design have been established, but before the college has opened its doors.

The founding dean will inherit a strong foundation—a proven national model, extensive feasibility and design work, Board support, partnership with the Come to Believe Network and a target launch date—while shaping the people, culture, systems and relationships that will bring the model to life at TWU Dallas.

The opportunity is both entrepreneurial and disciplined: build boldly, learn continuously and protect fidelity to the practices that make the model work.

## **BUILD THE COLLEGE**

Translate the established design into an operating institution. Set priorities, build systems, define expectations and keep a complex implementation moving toward Fall 2027.

## **BUILD THE FOUNDING TEAM AND CULTURE**

Recruit faculty and staff who believe deeply in the mission and are comfortable doing more than one narrowly defined job. Establish a culture of collaboration, trust, accountability, care and high expectations—a culture students can feel.

## **ADAPT A PROVEN MODEL FOR A PUBLIC UNIVERSITY**

Honor the core elements and model fidelity that drive Come to Believe outcomes while adapting delivery to the public-university context and opportunities of TWU Dallas.

## **RECRUIT THE FIRST COHORT**

Work closely with Enrollment Management while becoming an active presence in Dallas schools, faith communities, community organizations and trusted networks. Help families understand the value proposition and students see themselves at Texas Woman's.

## **CONNECT LEARNING, CAREERS AND DALLAS**

Build employer relationships and opportunities for mentorship, internships, part-time employment and earn-and-learn experiences. Help shape an urban student experience that uses Dallas's cultural institutions, history, civic organizations and public spaces as extensions of the classroom.

## **BUILD RESOURCES AND TELL THE STORY**

Work in close partnership with the TWU Dallas president and University Advancement to cultivate philanthropic support. The TWU Dallas president will play a central role in fundraising, particularly as the college is established, while the founding dean will be an essential partner in articulating the vision, demonstrating impact and building relationships with supporters. A naming gift for the college is among the university's advancement priorities.

## **WORK ACROSS BOUNDARIES**

Advocate vigorously for students while building durable solutions across academic colleges, departments and administrative divisions.

## **PROVE WHAT IS POSSIBLE**

Help demonstrate that a public university can reach students existing pathways still miss and support them from college entry to bachelor's completion with dramatically less financial risk.







# THE POSITION

## FOUNDING DEAN

New College Based on the Come to Believe Model  
TWU Dallas Downtown

Reports to: executive vice president for Academic  
Affairs and provost

Dotted-line relationship: TWU Dallas president

The founding dean serves as the chief academic and administrative leader of the college, providing leadership to faculty, staff and students while representing the college to families, community partners, employers, funders and other external stakeholders.

## ORGANIZATIONAL LEADERSHIP

- Develop, execute and continually refine a strategic vision for the college consistent with the Come to Believe model and Texas Woman's mission.
- Lead implementation from development through launch and into sustained operations.
- Recruit, develop and lead a founding team of faculty and staff, creating a culture of collaboration, trust, accountability, learning and care for the whole person.
- Establish clear goals, performance measures and continuous-improvement processes while managing resources responsibly and supporting long-term financial sustainability.
- Collaborate closely with the provost, TWU Dallas president, academic deans and university units whose work is essential to the model.

## ACADEMIC LEADERSHIP AND STUDENT SUCCESS

- Ensure rigorous, student-centered instruction consistent with Texas Woman's academic standards.
- Collaborate with the Merrilee Alexander Kick College of Business & Entrepreneurship—and, as the college expands, other academic units—to create seamless bachelor's-degree pathways that begin in the college, with the Associate of Business Administration available as an embedded milestone along the BBA pathway.

- Champion timely credit accumulation, persistence, completion and successful progression into upper-division bachelor's coursework.
- Build an environment of community, belonging and mentorship while maintaining high academic and professional expectations.
- Ensure that advising, student support, financial-aid navigation and career development operate proactively, using student outcomes and perspectives to guide continuous improvement and advocacy.

## ENROLLMENT AND COMMUNITY ENGAGEMENT

- Serve as a visible leader in recruitment and yield efforts for the college.
- Build durable relationships with schools, faith communities, college-access organizations, community-based organizations and other trusted networks, engaging prospective students and families directly.
- Work collaboratively with Enrollment Management to meet enrollment goals while maintaining alignment between recruitment, student fit and mission.
- Promote the college throughout Dallas and communicate its impact in a compelling fashion.



## EMPLOYER, WORKFORCE AND EXTERNAL RELATIONS

- Serve as a primary ambassador for the college with employers, nonprofit leaders, workforce organizations, civic partners and community stakeholders.
- Develop relationships that create career exposure, mentoring, internships, part-time employment, earn-and-learn opportunities and pathways into meaningful careers.
- Collaborate with university partners—including the Center for Women Entrepreneurs, part of the Jane Nelson Institute for Women's Leadership—to deepen employer relationships and connect students to Dallas's business and entrepreneurial ecosystem.
- Build relationships with Workforce Solutions Greater Dallas and other workforce organizations to connect learning and career outcomes with workforce needs and, where appropriate, integrate workforce funding—including WIOA funding—to help reduce last-dollar costs for students.

## ADVANCEMENT AND RESOURCE DEVELOPMENT

- Partner closely with the TWU Dallas president and University Advancement to cultivate philanthropic support for students, programs and college priorities.
- Support the TWU Dallas president and university leadership in efforts to secure a naming gift and other significant philanthropic investments.
- Help tell the college's story, demonstrate impact and build authentic relationships with donors, foundations and prospective supporters.
- Pursue appropriate external resources that strengthen the college while preserving its mission and student-centered model.

## LEADERSHIP WITHIN TEXAS WOMAN'S

- Work effectively within shared governance and the academic and administrative structures of a public university.
- Build productive relationships across colleges, departments and divisions, using existing university expertise and infrastructure effectively.
- Help Texas Woman's learn from the college so that successful practices can inform broader work in student access, persistence and prosperity.





# THE LEADER WE SEEK

## THE IDEAL FOUNDING DEAN WILL COMBINE MISSION WITH EXECUTION.

This leader must care deeply about expanding educational opportunity while enjoying the practical work of implementation: hiring people, solving problems, managing resources, building partnerships, examining data and making decisions before every variable is known.

The strongest candidates will bring many of the following qualities.

### ENTREPRENEURIAL AND COMFORTABLE BUILDING

A founding environment requires imagination, flexibility and judgment. The dean should be energized by building systems, refining implementation and solving new problems while respecting the proven core of the Come to Believe model.

### DEEPLY STUDENT-CENTERED

The dean must believe academically capable students can thrive when institutions remove unnecessary barriers while maintaining high standards. Experience with first-generation students, students with significant financial need, commuter students or similar populations will be especially valuable.

### A CULTURE BUILDER

The founding dean must know how to build a team whose members share responsibility for outcomes, communicate candidly, support one another and remain focused on students.

### ACADEMICALLY CREDIBLE AND SYSTEMS-SAVVY

The dean should respect faculty expertise, academic rigor and shared governance while knowing how to navigate a complex public university and build solutions with—not around—colleagues.

### AN ENGAGED COMMUNICATOR AND EXTERNAL AMBASSADOR

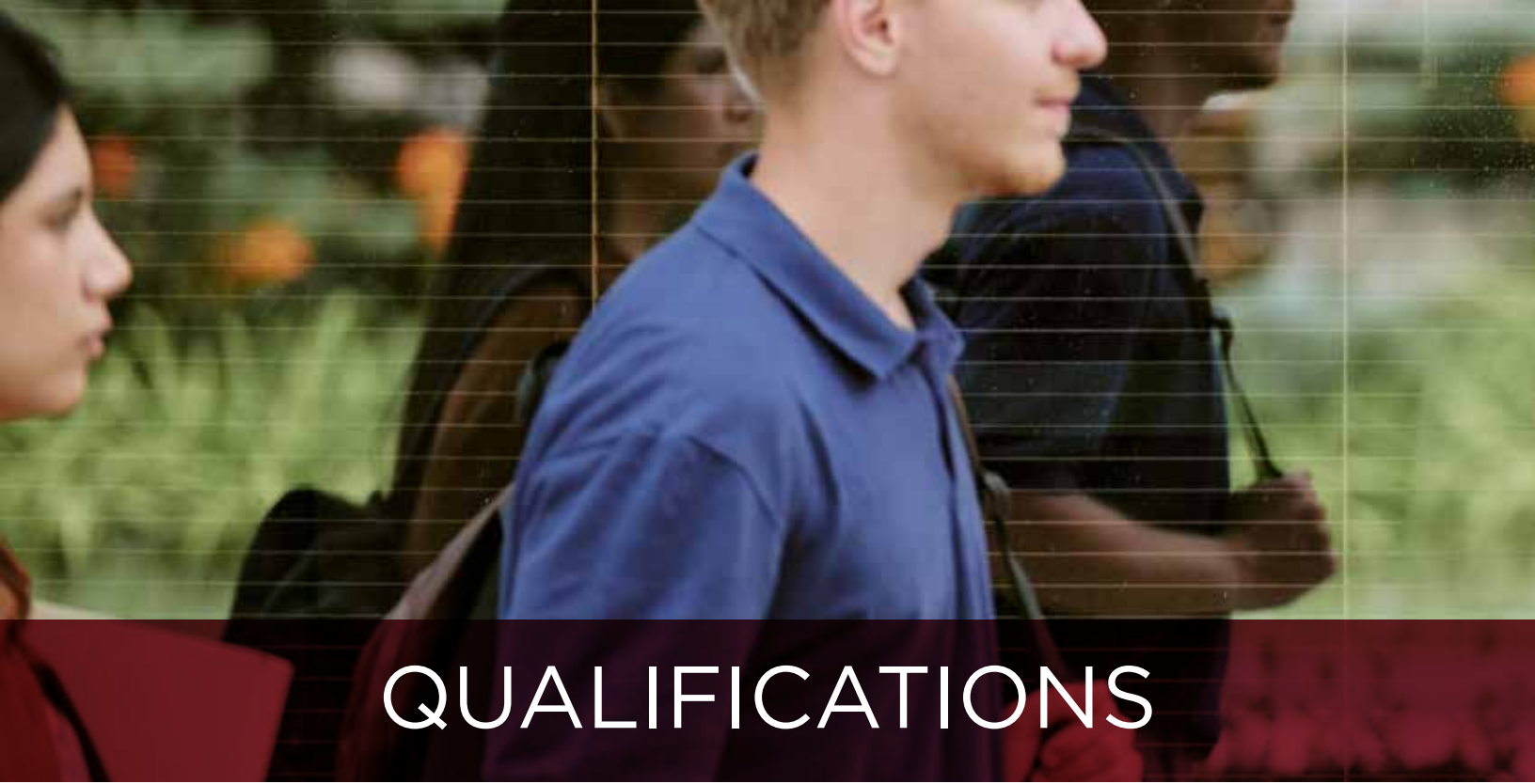
The dean should listen closely, explain complexity clearly, build trust across very different audiences and enjoy representing Texas Woman's in the community.

### A RELATIONSHIP BUILDER COMFORTABLE WITH FUNDRAISING

The founding dean will be an important partner to the TWU Dallas president and University Advancement. Prior fundraising experience is strongly valued, along with the ability to articulate why the work matters and connect investment to measurable student opportunity.

### DATA-INFORMED AND ROOTED IN HIGH EXPECTATIONS + HIGH SUPPORT

A founding college should be a learning organization. The dean must examine results honestly, change what is not working and remain grounded in the premise at the heart of the model: students should not have to choose between rigor and care. They deserve both.



# QUALIFICATIONS

## REQUIRED

- An earned terminal degree appropriate to the candidate's academic or professional field from an accredited institution of higher education.
- Significant progressive leadership experience in higher education, education, nonprofit leadership, workforce development or another closely related field.
- Demonstrated experience leading teams, complex initiatives or organizational units.
- A record of advancing student success, educational access or related mission-driven outcomes.
- Demonstrated ability to build productive relationships across multiple stakeholder groups.
- Strong written, verbal and public communication skills.
- Ability to work effectively within a complex organization and collaborate across functional and organizational boundaries.
- Demonstrated commitment to high ethical and professional standards.

## PREFERRED

- Leadership experience in higher education.
- Experience launching a new program, unit, school, college, organization or significant initiative.
- Demonstrated success serving first-generation students, Pell-eligible students, urban students, commuter students or populations facing significant financial and transitional barriers.
- Experience with student recruitment, enrollment, retention and completion strategies.
- Experience developing employer, workforce or career-connected learning partnerships.
- Successful fundraising, donor cultivation, grant development or other external resource-development experience.
- Experience using data to drive student-success or organizational improvement.
- Experience building organizational culture and developing teams in a dynamic environment.
- Knowledge of Dallas and its educational, nonprofit, philanthropic, workforce and employer landscape.
- Understanding of public higher education and shared governance



# APPLICATIONS EXPRESSIONS OF INTEREST

## Candidates should submit:

- A cover letter describing how their experience and leadership approach align with the opportunity, responsibilities and aspirations described in this leadership prospectus;
- A curriculum vitae or resume; and
- A list of five professional references with email addresses and telephone numbers.

References will not be contacted without the candidate's prior authorization.

Materials should be submitted electronically to:

[provost@twu.edu](mailto:provost@twu.edu)

Texas Woman's University reserves the right to extend or conclude the search process as institutional needs require.

## Equal Employment Opportunity Statement

Texas Woman's University, an AA/EEO employer, provides equal opportunity to all employees and applicants for employment and prohibits discrimination on the basis of race, color, national origin, religion, gender, age, disability, veteran status, sexual orientation, or any other legally protected category, class or characteristic.

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.

Positions at Texas Woman's University deemed security-sensitive require background checks and verification of all academic credentials.







# BUILD THE NEXT FRONT DOOR.

For 125 years,  
Texas Woman's University  
has expanded who higher  
education is designed to serve.

Now, in the heart of Dallas,  
we are building the next chapter.

## FOUNDING DEAN

New College Based on the Come to Believe Model

TWU Dallas Downtown

Target inaugural cohort: Fall 2027