

August 7, 2007

Dr. John Henning, Chair
Associate Dean Search Committee
College of Education
c/o Bartlett@uni.edu

Dear Dr. Henning and Members of the Search Committee:

I am writing to apply for the College of Education Associate Dean position at the University of Northern Iowa. I feel that I am uniquely qualified for this position. Presently, I am the Executive Associate Director of the School of Health, Physical Education and Leisure Services and the Coordinator of the Graduate Athletic Training Education Programs. Through my experiences at the University of Northern Iowa I have been able to develop professionally in the areas of curricular development, administration, community partnerships and teaching, which have prepared me for this position.

In 1998, I was hired to create a premiere athletic training program at the University of Northern Iowa. At that time the University offered a minor in athletic training with eight (8) students enrolled. I have been able to oversee the athletic training bachelors, masters, and doctoral intensive study area through the entire curricular process. In creating these curricula I have been afforded the opportunity to build the programs, which has entailed recruiting and retaining students, creating policy and procedures, preparing self study reports, tracking academic outcomes, and building relationships within the community. Over the past nine years the athletic training education programs have grown from eight (8) undergraduate students to over one hundred (100) undergraduate and seventeen (17) graduate students, all of whom are fully funded with graduate assistantships. With the creation of these degree programs I was able to oversee the initial accreditation (2001) and the recent re-accreditation (2006) of the undergraduate athletic training education program. Currently, I am writing the self-study for the accreditation of the graduate curriculum.

Since coming to the University of Northern Iowa I have had a variety of successful administrative experiences, which motivates my interest in the position of Associate Dean. In addition to serving as the program director for the athletic training curricula, I was able to successfully propose the creation of the Athletic Training Division and became the chair of that division (2002). As chair, I had the unique opportunity to build an academic unit from the ground up. This included strategic planning, faculty recruitment and hiring, as well as facility development. Within the Division of Athletic Training one of my notable accomplishments was to successfully propose the Sports Medicine Department move from the Department of Intercollegiate Athletics and become a part of the academic division. The division now consists of tenure track faculty, instructors, sports medicine staff and graduate assistants. Furthermore, one of my responsibilities as chair was that of creating private-public partnerships within the academic programs. With this opportunity I was able to develop such a partnership with the local medical community that has resulted in the construction of a two-story Human Performance Center (HPC). I have worked on this project from its conception through the groundbreaking, which occurred in July of 2006. This center will bring to campus a community based orthopedic practice and physical therapy center that will work collaboratively with the athletic training academic programs. With this partnership a limited liability company has been created between Allen Memorial Hospital, Cedar Valley Medical Specialists and the University. Additionally, I have created clinical rotations for our undergraduate students in all of the local high schools. I have also secured funding for eight

(8) graduate assistantships which serve most of the local high schools as well as health care facilities within the community. To obtain funding for these assistantships I met with local superintendents, principals, athletic directors and booster clubs informing them of the opportunity of having a certified athletic trainer work in their schools. My service in these areas was honored when I received the College of Education "Excellence in Service Award" in 2004. I believe that all of these administrative experiences, as well as serving on the College of Education Senate and as chair of the Administrative Faculty Review Team (2004), have prepared and made me excited for this position.

Lastly, I have been able to develop as a teacher. Before coming to the University of Northern Iowa I had experience working as an elementary and high school teacher. Since then I have been able to teach nearly all of the courses in the athletic training undergraduate and graduate curricula. I have enjoyed teaching and was honored in receiving the 2001 University Book & Supply Outstanding Teacher Award within the College of Education.

My philosophy of leadership is based upon the principle of servant leadership. I believe a servant leader is one who is empowering, encouraging, enthusiastic, and leads by example. I believe that leading through service empowers those you lead, and develops a sense of mutual respect and collegiality among the faculty. I approach leadership with the goal of providing the tools and the resources necessary to realize individual faculty goals and dreams while facilitating the mission of the college. I feel it is my role to provide consistent encouragement that is challenging, directing, motivating, and cooperative. I believe that a leader must serve with enthusiasm and optimism. They must have eagerness for change, collaboration, and diversity. My philosophy of leadership promotes optimism that identifies a vision of the future and the ability to overcome obstacles that might stand in the way. I believe that leadership is the ability to model the behavior that will direct others to achieve success, feel valued as a member of the department, and become future leaders.

From all of these opportunities I feel that I am qualified for this position. I believe that my experiences with developing and implementing undergraduate and graduate curricula, creating community partnerships, overseeing accreditation processes, advising students, and serving in administrative positions have prepared me to serve as the Associate Dean of the College of Education. I am looking for an opportunity that will allow me to continue to develop in administration and also be able to make a difference for students and faculty. By reviewing the position announcement, I know that I can contribute significantly and would welcome the opportunity to be involved as the Associate Dean of the College of Education at the University of Northern Iowa. I look forward to talking with you in the near future.

Thank you for the opportunity to apply for this position.

Sincerely,

Richard "Biff" Williams Ph.D., ATC, LAT
University of Northern Iowa
Executive Associate Director
School of Health, Physical Education, and Leisure Service