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Dear Dr. Venkat Reddy:

I would like to apply for the position of Dean of the College of Education at the University of Colorado at Colorado Springs. The program and faculty have a fine reputation, and I would be honored to be considered for the deanship. I am in my third year as chair of the Department of Educational Leadership at Western Illinois University and my eighth year in a department chair position.

My vita demonstrates culturally sensitive leadership in diverse settings in the United States and in Hong Kong. With a Ph.D. in educational administration and cognate in business administration, I have studied, taught, and practiced managing, leading, planning, and budgeting as professor, program coordinator, and chair. I have headed large and complex academic departments with high levels of cultural, linguistic, and racial diversity in the US and Hong Kong, coordinated a cross-department doctoral program for 7 years, and was high school principal for 3 years. I have had extensive curriculum leadership and management opportunities, developing new courses and programs, including authorship of the action research project, the capstone experience for the first B.Ed. degree in Hong Kong. I have led in seeking national accreditation for graduate programs. Central to my success in these efforts was my ability to understand and bridge diverse perspectives and to develop positive relationships.

As chair in the initial years of the Hong Kong Institute of Education, during a transition of faculty from seven independent colleges to the Institute, a period that straddled the handover of the British Crown Colony to the People's Republic of China, I developed a cohesive, well-functioning department from 40 faculty that were drawn from four continents. I was re-elected to this position for three consecutive years. These votes were unanimous except for a single abstention in one year. My open, participative leadership style and commitment to work as an equal with diverse women and men was essential to my success in this position. This leadership style was also a key factor when I later coordinated doctoral programs at the University of Central Florida (UCF) and chaired departments at Northern Arizona University and Western Illinois University. At UCF I worked seamlessly across the cultural boundaries of two separate doctoral faculties and two different universities. My department in Arizona was comprised of programs in research, social foundations, and educational leadership (K-12 and higher education). The 24 full-time faculty members were housed on campuses in Tucson, Phoenix, and Flagstaff, and, with over 100 adjunct faculty, we delivered programs at 37 locations across the state, using traditional classroom

teaching, Web-based instruction, and interactive video. My department at Western Illinois has ten full-time faculty located on two campuses about 90 miles apart. We also offer programs in the Peoria and Chicago areas.

These experiences have prepared me for the challenges and opportunities that the future will bring at Colorado Springs. In the second decade of this century, the college will likely face demands for higher performance of graduates, changes in the regulatory environment, new forms of competition, and, perhaps, difficult economic circumstances. As dean I would want the college to rise to overcome these challenges through innovation, creativity, and hard work.

My references and vita are included with this application. Thank you for your consideration, and I look forward to hearing from you.

Very truly yours,

Jess House