

Academic Strategic Plan

STATUS UPDATE

Baylor Conversation Series
March/April 2018



BAYLOR
UNIVERSITY

A close-up photograph of a person's torso wearing a yellow mesh athletic jersey. The jersey features the words "BAYLOR" and "LINE" in large, dark blue, block letters with a white outline. The person is holding a lit white candle in their hands, positioned in front of the jersey. The candle's flame is bright and illuminates the scene, casting a warm glow on the mesh fabric. The background is dark and out of focus.

BAYLOR
LINE

“You are the **light of the world**. A town built on a hill cannot be hidden. Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it **gives light to everyone in the house**. In the same way, **let your light shine before others**, that they may see your good deeds and glorify your Father in heaven.”

MATTHEW 5:14-16



PRO FUTURIS

"Pro Futuris portends a growing academic enterprise dedicated to the search for new knowledge, not simply for the sake of knowledge, but for the love of all truth **illuminated** by our Christian faith."





ILLUMINATE

BAYLOR UNIVERSITY 2018-2022 ACADEMIC STRATEGIC PLAN



Pro Futuris is our vision ...
Illuminate is our plan

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BAYLOR UNIVERSITY 2018-2022 ACADEMIC STRATEGIC PLAN



 **PROFUTURIS**

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BAYLOR UNIVERSITY 2018-2022 ACADEMIC STRATEGIC PLAN

Academics
Facilities

Financing
Fundraising



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Give Light

Comprehensive Campaign

Where Lights Shine Bright

Brand Campaign



Illuminate

Academic Strategic Plan

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BAYLOR UNIVERSITY 2018-2022 ACADEMIC STRATEGIC PLAN

Characteristics of a Preeminent University

- High-quality students, faculty and staff
- Intellectual freedom, autonomy, and creativity
- Academic and institutional excellence
- Commitment to teaching, research and service
- Financial strength

The World Needs a Baylor

- Providing enduring Christian values in a changing world
- Bringing inquiry and innovation
- Opening the doors of higher education and creating opportunities for students and communities
- Providing a caring community
- Carrying forward the model of faith-animating instruction and scholarly discovery

Charting the Path Toward Preeminence

R1 + T1 +  = BAYLOR 1

Pillars for Baylor

- Transformational undergraduate education
- Unambiguously Christian educational environment
- Research and scholarship marked by quality, impact and visibility
- Championship-level athletics program

Key Plan Assumptions

- Safe and secure campus community.
- Undergraduate enrollment remains in the range of 14,000.
- Tuition increases remain modest; tuition funds baseline budget.
- Development of new and expanded revenue streams.
- Significant focus on philanthropy and endowment growth.

Signature Academic Initiatives



Health



Human Flourishing



Data Sciences



Baylor in the Americas



Materials Science

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Facilities: Phase 1

- STEM Research/Engineering
- Honors College (Alexander/Memorial)
- Tidwell Renovation
- Athletics – Ferrell/FB Operations/A&T – VB
- Welcome Center/Alumni/Students/Retail

Facilities: Future/Potential

- Waco Hall Renovation
- Collins Hall Renovation
- Student Union Building/SLC Expansion
- Libraries Renovations
- Residence Hall Renovation
- Academic Buildings
- New Residence Halls
- Arts Complex
- Structured Parking Garage
- Physical Plant

Funding Sources

- Growth in Graduate and Professional Education
- Increased Funding from Grants and Contracts
- Comprehensive Fundraising Campaign

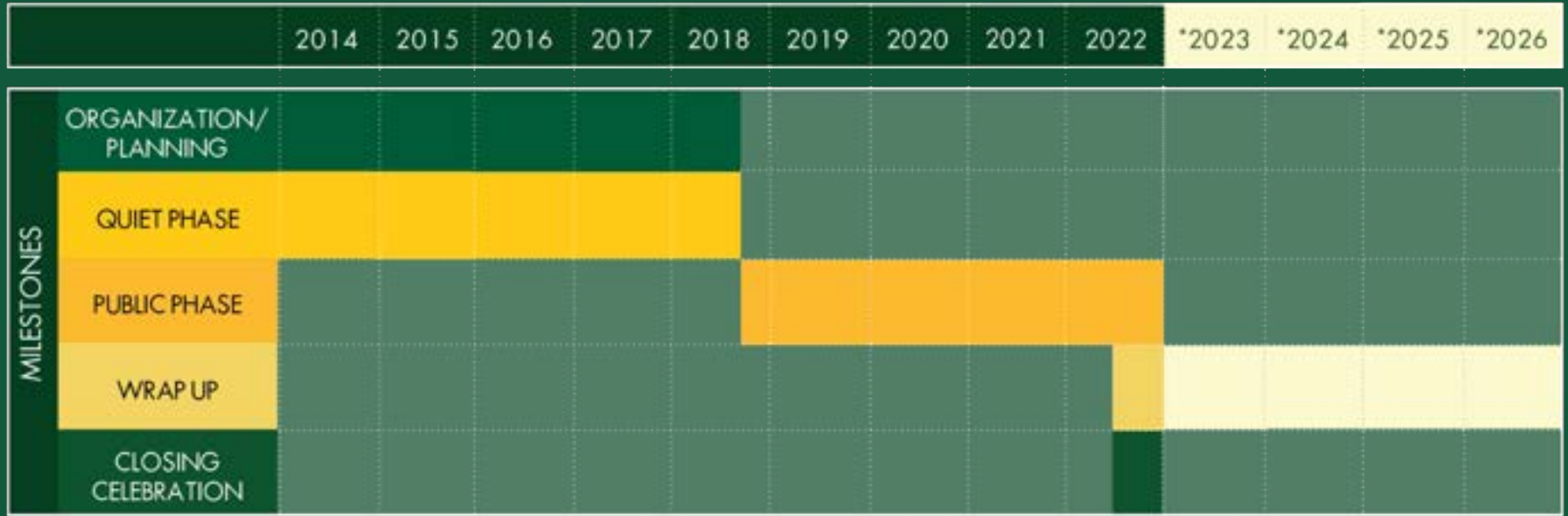
Preliminary Plan Budget

- Significant investment in new staff and faculty lines
- Faculty startup, minor construction, office space buildout and other minor renovations
- Enhanced IT infrastructure
- Graduate student support
- Support for new and expanded undergraduate and teaching initiatives

Build a Scalable Model of Graduate Professional Education

- Grow graduate programs, certificates & other executive education programs
- Increase collaboration with external partners to deliver joint programs and to build the Baylor brand
- Launch new professional programs that are mission-driven, market-oriented & revenue generating

Comprehensive Campaign Timeline



■ *possible campaign extension/stretch goal



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Michael K. McLendon, Ph.D.

Interim Provost

"Baylor 1"

Baylor University's Path to Preeminence
as a Leading Research University of
Unambiguous Christian Commitment

Pro Futuris is the vision;
Illuminate is the Plan;

Baylor 1 is the Goal

Baylor 1

Our goal in fulfilling the *Pro Futuris* vision by accelerating Baylor's climb toward academic preeminence, including research excellence.


Baylor 1 will evidence high aspiration, distinctiveness, improvements to learning at the undergraduate and graduate levels, alignment with our Christian mission and deep impact in the world.

Planning Process

- Established Strategic Planning Working Group to align priorities
- Met individually with academic leadership to invite ideas
- Invited input for new and expanded research initiatives
- Analyzed pathways and metrics toward Carnegie R1 status
- Identified and cultivated key external partnerships
- Presented updates to Faculty Senate and leadership
- Reviewed *Pro Futuris* Phase I for ongoing goals

How Will Baylor Fulfill Its Promise of Providing Transformational Undergraduate Education?

- Recruit, retain and graduate a student body that is academically excellent and diverse
- Increase number of high-impact programs (e.g., research experiences, internships, study abroad) that foster transformational learning

- 
- Deepen the moral and spiritual development of students
 - Enlarge students' cultural and global perspectives
 - Hone student leader development and civic mindedness
 - Cultivate a sense of vocational calling, helping students understand how to live out God's calling

How Will We Nurture Teaching Excellence?

- Continued commitment to hiring and promoting faculty who are excellent teachers and mentors
- Enhanced supports for teaching development across all levels
- Bolstered environment for innovative teaching practices
- Deepened commitment to forming Christian character in the classroom

How Will We Build Toward Research Excellence, Impact and Visibility?

- Strengthen existing academic programs
- Launch multidisciplinary, “signature” research initiatives
- Leverage institution-level, external partnerships
- Build a scalable model of graduate professional education

Criteria for Selecting the Signature Academic Initiatives

- Amplify and expand our Christian witness
- Strengthen scholarship, deepen learning & improve teaching
- Position us for leadership in fields of national importance
- Propel Baylor to academic preeminence
- Galvanize interest among faculty and academic leaders
- Demonstrate judicious use of critical resources
- Generate sustained, high levels of external revenue

Initiatives as Institutes

- Each “umbrella” Initiative formed as an Institute
- Centers of research expertise formed under Institutes
- Institutes facilitate research, multidisciplinary scholarship, collaboration with external partners and are a focus for fundraising
- New Centers added as opportunities arise
- Primary faculty appointments made at departments/schools
- Institutes connect through faculty fellows programs, calls for research, provision of funding and other collaborations

- Illustrative examples:
 - Health Institute:
 - Cancer Collaborative; Center for Integrated Global Environment & Health; Center for Bioethics; Center for Healthy Aging; Center for Microbiome Research
 - Institute for Data Sciences:
 - Center for Evaluation, Assessment & Measurement; Center for Automated Computing & Modeling; Center for Cybersecurity; Center for Business Analytics



Health

Spanning all schools and colleges across the University, this initiative comprises six areas of focus:

1. Environmental Determinants of Health
2. Social Determinants of Health
3. Family and Community Health
4. Biomedical Research
5. Health Policy, Law, Leadership and Ethics
6. Undergraduate Health and Medical Education

Strategic Health Partners

	Environmental Determinants	Social Determinants	Family and Community Health	Biomedical Research	Health Policy, Law, Leadership and Ethics	Undergraduate Health Education
Baylor College of Medicine	✓	✓	✓	✓	✓	✓
Baylor Scott & White Health	✓	✓	✓	✓	✓	✓
Compassion International	✓	✓	✓		✓	✓
Family Health Center		✓	✓		✓	✓
VA Center for Excellence	✓	✓	✓	✓	✓	✓



Data Sciences

- Establishes us in THE research field that will drive all others
- Addresses significant data-analytics skills gaps across industries
- Positions us distinctively around ethical uses of large-scale data
- Strengthens other strategic initiatives, notably health



Materials Science

- Positions us as leader in technologies that make products faster, stronger & lighter, providing solutions for enhanced quality of life
- Places us distinctively at intersection of technology and Christian stewardship of God's Earth and of its resources
- Cutting-edge field with high market demand for graduates and vast extramural funding



Human Flourishing and Ethics

- Illuminate uniquely the national conversation around conditions by which humans, communities and societies flourish:
 - Faith, virtue and character formation
 - Thriving families and healthy communities
 - Civil discourse and behavior
 - Religious tolerance and freedom
 - Economic freedom and mobility
 - Race relations
 - Principled leadership and public policy



Baylor in the Americas

- Scales work underway in Hispanic communities of TX and in the Americas
- Positions us as one of the most extensively engaged private universities undertaking research and helping improve conditions in areas such as:
 - Health and disease prevention
 - Business development & international trade/economics
 - Human capital formation & education
 - Anti-human trafficking
 - Congregational development
 - Latin American politics, economics and culture

- Holds value to Baylor on other strategic and missional grounds:
 - Enrollments, diversity and faculty recruitment
 - Globalizing efforts
 - Fund raising and extramural research funding
 - Historic partnering with Christian & Evangelical churches and organizations

Question:

What advice or feedback do you have as we continue developing the Academic Strategic Plan to be presented to the Board of Regents in May?

Feedback

Visit

www.baylor.edu/provost/illuminate

Through April 18



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