Theme 4
INVESTING IN THE HEALTH SCIENCES

Theme 4: Investing in the Health Sciences responds to the Pro Futuris recognition that the "brand" of Baylor is tied inextricably to the health sciences. This reputation, as part of a larger historic legacy, will be enhanced as we implement our strategic vision and respond to ever-changing academic, public, and political exigencies. Because Arts & Sciences educates most of the University's prehealth students, houses the Office of Prehealth Studies, and oversees many of the research programs devoted to the health sciences, our leadership is critically important to Baylor's name recognition that attracts a strong student body. Our calling to heal broken bodies and wounded spirits informs our aim to attain the Carnegie classification of a very high research university.

Acts of Determination

1. Creating a Space Plan for Health Science-Related Departments
2. Creating a Taskforce to Study an Administrative Structure for the Health Sciences
3. Achieving More Favorable Student-to-Faculty Ratios in the Sciences
4. Creating a Faculty Structure for Clinical, Research, and Joint Appointments
5. Benchmarks and Best Practices for Enrollment Management in the Health Sciences
6. Building Collaborations across School Boundaries and among Medical Schools
Theme 4 -- Act of Determination 1: Creating a Space Plan for Health Science-Related Departments

**ACTION STEP:**
The Dean’s Office, in consultation with the taskforce formed in Theme 2 – AOD 4, will study configurations of space in the BSB, while simultaneously addressing the needs of the Department of Communication Sciences and Disorders, the Department of Psychology and Neuroscience, and associated clinical programs. Solutions may include construction of a dedicated Clinical Health Sciences building.

This Act of Determination is addressed in Theme 2 as it relates to the health sciences.

Theme 4 -- Act of Determination 2: Creating a Taskforce to Study an Administrative Structure for the Health Sciences

**ACTION STEPS:**
2.1 By Fall 2014 the Dean will appoint a taskforce with representatives from various academic departments involved in health-related activities to consider appointing a health science coordinator to provide better operational and strategic oversight.

2.2 A report with recommendations from the taskforce will be submitted to the Dean and Council of Chairs by Spring 2015.

**ACCOMPLISHMENTS**
- The Dean appointed a committee to consider establishment of a new position within Arts & Sciences charged with coordinating the array of activities related to the health sciences.
- The committee provided a report that acknowledged the need for a Health Sciences Coordinator (HSC) within the College of Arts & Sciences to provide an umbrella for the myriad of health-related instructional, research and enrichment activities already ongoing as well as for activities in which Arts & Sciences students, faculty, and staff extend into other units of the University and beyond the Baylor community.
- The committee surveyed nine other universities (see Appendix 4.1) and found that all provide special services that recognize the distinctive needs of prehealth students and seek to promote the success of these students.
- The committee clarified the HSC position as an administrative appointment from the faculty, as an associate dean, rather than a staff appointment as an assistant dean reporting to the Dean’s Office. The Director of the Office of Prehealth Studies would report to the HSC.

**NEXT STEPS**
- Clarify the specific role of the HSC regarding how the HSC can coordinate and facilitate the Office of PreHealth Studies.
- Based on the recommendations of the committee, the Dean will request that the Provost identify and appoint the HSC. [Fall 2015]
Theme 4 -- Act of Determination 3: Achieving More Favorable Student-to-Faculty Ratios in the Sciences

ACTION STEPS:
The Dean’s Office and department chairs in the Arts & Sciences STEM departments will evaluate replacement and expansion hires anticipated in the coming decade, and by Fall 2014 will create a plan for hiring in support of the health sciences.

This Act of Determination is addressed in Theme 2 as it relates to the health sciences.

Theme 4 -- Act of Determination 4: Creating a Faculty Structure for Clinical, Research, and Joint Appointments

ACTION STEPS:
4.1 By Fall 2014 the Dean’s Office, in consultation with chairs of departments with clinical faculty, will assess the functionality of existing clinical faculty, research faculty, and joint appointments and the potential need for future lines.

ACCOMPLISHMENTS
• During the Fall 2014 semester, the Dean formed a committee with representation across several colleges, schools and departments, many of which already have faculty holding clinical appointments, to consider appointment of clinical faculty within Arts & Sciences.
• The committee reviewed the policies for clinical appointments in the Louise Herrington School of Nursing, the Hankamer School of Business, the School of Education, and the Department of Health, Human Performance and Recreation (HHPR), as well as University policy BU-PP 719. At the present time approximately 25 Baylor faculty hold appointments as clinical faculty of various titles and rank.
• Developed and submitted to the dean a draft clinical faculty policy for Arts & Sciences, based on BU-PP 719. The Council of Chairs approved the policy unanimously in May 2015 meeting and the policy then was forwarded to the Provost for review.

4.2 By Spring 2015 the Dean’s Office, working with the Provost’s Office and Human Resources, will seek to approve job descriptions for clinical faculty (refer to Appendix 4). These new designations will allow departments to hire faculty with clinical expertise and additional types of research experience. This effort should consider the appointment process already in use for faculty in the Army-Baylor graduate programs.

NEXT STEP
• Following the Provost’s approval of the Arts & Sciences policy, the Dean’s office will invite units to develop and present draft policies specific to their departments and programs. It is expected that the discipline-specific policies for clinical faculty will address the particular roles and responsibilities in each unit, in essence comprising job descriptions for those clinical faculty, and eliminating the need to work with Human Resources to develop formal job descriptions.

4.3 By Spring 2015 the Dean’s Office, working with the Provost’s Office and Human Resources, will assess the potential for creating job descriptions for research faculty and joint appointments.

NEXT STEP
• The Office of the Vice Provost for Research is working with the Provost’s office to develop a draft university policy for appointment of research faculty.
Theme 4 -- Act of Determination 5:
Benchmarks and Best Practices for Enrollment Management in the Health Sciences

ACTION STEPS:
5.1 By Spring 2014 the Dean will appoint a standing Arts & Sciences Enrollment Council to offer guidance on using curriculum to shape the size and profile of the freshman class. Strong representation on this committee should come from the science departments and from the Prehealth Studies program.

ACCOMPLISHMENT
• The dean created a subcommittee comprised of the four members of the Arts & Sciences Enrollment Council who represent areas in the sciences: Erika Abel (Biology), Riz Klausmeyer (Chemistry & Biochemistry), Rich Sanker (Office of Prehealth Studies), and Charles Weaver (Department of Psychology & Neuroscience).

5.2 By Spring 2015 the Dean will appoint a committee to create a proposal for a program of distinction, possibly named “Science Fellows,” for science students. This program will be designed to enhance the academic experience of the brightest and best science students and to provide on their academic record a significant distinction similar to that of programs in the Honors College and the Hankamer School of Business. This program may be incorporated into the Science & Health Living and Learning Center.

ACCOMPLISHMENT
• Proposed a new major -- B.S. in Baylor Science Research Fellows -- which received preliminary approval by the Dean and Provost. The proposal follows a similar structure to those of the Baylor Business Fellows and University Scholars in terms of offering more flexible curricular requirements, but its distinctive difference will be that it requires and manages an undergraduate research experience as part of the program.

NEXT STEP
• The Arts & Sciences Curriculum Committee will consider the Baylor Science Research Fellows proposal [fall of 2015].
5.3 The Office of Prehealth Studies will incorporate into the existing New Student Experience a new course to prepare prehealth students for the rigor of the science curriculum, thereby enabling them to clarify and refine their career and educational aspirations. The Office of Prehealth Studies will lead the initiative with the support of the appropriate departments to create the curriculum for this new course and present its finding to the Council of Chairs by Fall 2015.

ACCOMPLISHMENT

- Proposed an NSE course that has been approved by the NSE Committee:

NSE Course description: The Foundations of Medicine course provides a broad survey of the premedical studies and programming, which includes the preparation for medical school admission and medical profession in general. Throughout the course, the class will address the following: the prehealth programs at Baylor University, the major topics of medical school admission requirements and procedures, the academic coursework at both the undergraduate and professional school levels, the residency training of the physician, the typical routines of a medical practice and other issues affecting the training of a medical doctor in the United States. The course follows the chronological sequence a traditional student will follow to become a licensed medical doctor. The class will look at these chronological events and examine how they play an integral part into the development of a skilled physician. In doing so, the course will allow the students to discern and cultivate their personal and professional goals. Moreover, the course will address strategies for academic success both in and out of the classroom, while helping the student engage in both the campus and the greater Waco communities. Consequently, the course will support the student’s academic achievement while acculturating them in to the Baylor student community.
Theme 4 -- Act of Determination 6:
Building Collaborations across School Boundaries and among Medical Schools

**ACTION STEPS:**

6.1 The Dean, in consultation with the Dean of ECS, will appoint a taskforce consisting of Arts & Sciences and ECS faculty to explore the creation of a research center focused on bioinformatics and/or other related health science initiatives. The taskforce will develop a plan of action to be submitted to the deans of these two academic units by Spring 2015.

**ACCOMPLISHMENTS**
- The Dean appointed a taskforce of 19 faculty in June 2015.
- The taskforce reached the conclusion that potential synergies exist across the academic units to build a stronger informatics presence, and perhaps these synergies could best take place through a center.

**NEXT STEP**
- Dr. Erich Baker from the School of Engineering and Computer Science will write a proposal on next steps in the fall of 2015.

6.2 The Dean’s Office will encourage faculty from FCS, HHPR, and the LHSNU to explore possible research initiatives in Nutrition Sciences and other clinical programs and for faculty from FCS and SWO to explore possible research initiatives in Child and Family Studies. By Spring 2015 these groups will provide a report of their activities to the Dean’s Office.

6.3 The Dean’s Office will continue working with the Provost’s Office to establish contractual agreements on joint and adjunct faculty appointments between Baylor and BCM and Baylor Scott & White Health. This work will be completed by Fall 2015 and presented to the Council of Chairs.

**ACCOMPLISHMENT**
- Baylor University and Baylor College of Medicine (BCM) created joint appointments for Dr. Peter Hotez, Dean of the National School of Tropical Health, and Dr. Maria Bottazzi (Associate Dean) with the Department of Biology.

**NEXT STEPS**
- Development of curricular and research initiatives involving collaborations of BU faculty with BCM and BS&W researchers.
- Arts & Sciences will consider future faculty lines in the sciences tied to BCM or Baylor Scott and White Health through adjunct or joint appointments.