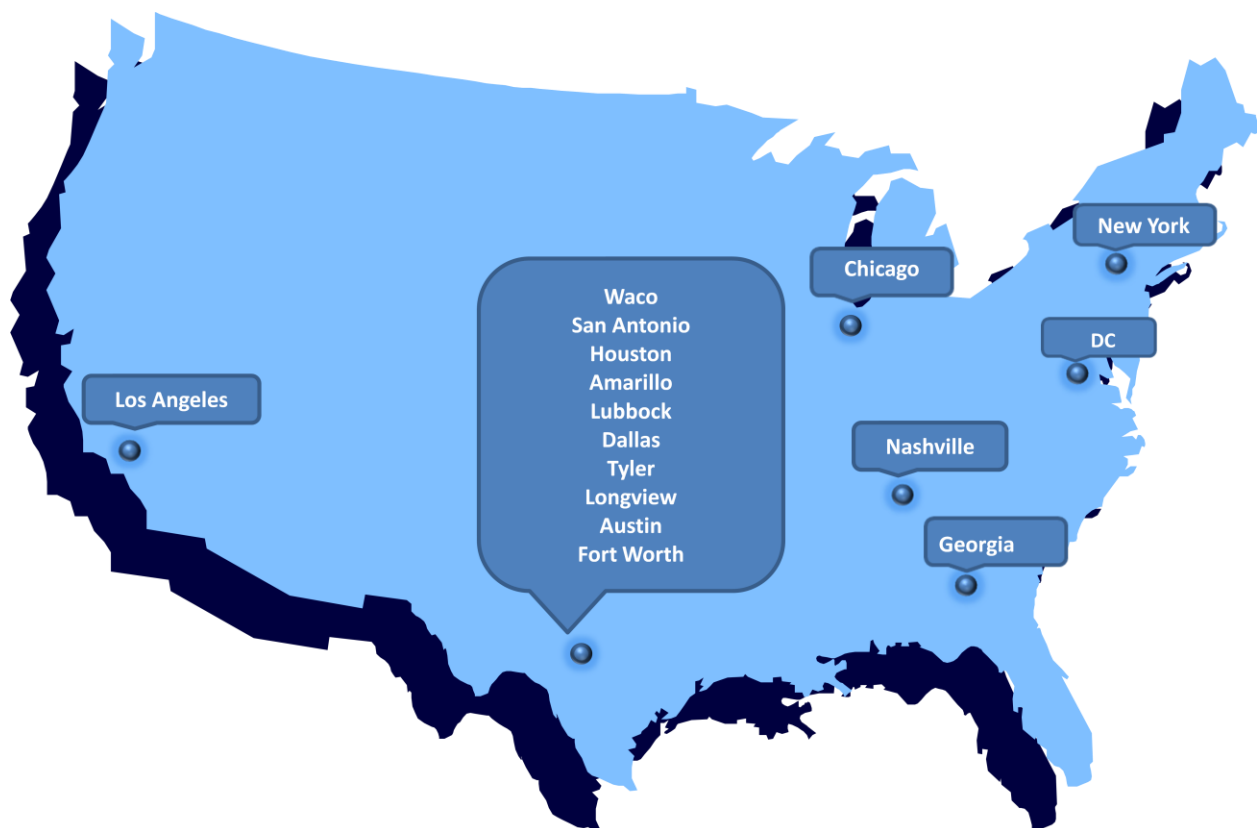


## SYNOPSIS OF COMMUNITY INPUT SESSIONS

This community input synopsis and the associated executive summaries are drawn from comments in 19 Community Input Sessions that were held between February and May 2011. Sessions were held in 10 different Texas cities (Waco, San Antonio, Houston, Amarillo, Lubbock, Longview, Tyler, Dallas, Fort Worth and Austin) and in six other cities across the country (Marietta, GA; Nashville, TN; Los Angeles, CA; Chicago, IL; Washington, DC, and New York, NY). Approximately 700 people in all attended these sessions.

Attendees were mainly Baylor alumni, although there were a fair number of parents participating as well. Although there were a few young people at every session, the age range for most of the sessions skewed toward older adults, 50+. The New York and Washington, DC, sessions were exceptions to this rule; most of the attendees at those sessions were younger — 20s and 30s. Seeing that there were few minorities represented at the regular community sessions, the Strategic Planning group arranged three special sessions specifically to elicit input regarding diversity. These included a meeting with the “Divine 9” African American sorority and fraternity leaders in Waco, a meeting with the Black Alumni Association in Dallas, and a meeting with the President’s Diversity Council on Baylor campus.

**Figure 4: Location of Community Input Sessions**



## **The Community Input Process**

All the sessions were 1.5 to 2 hours long and consisted of a time for individual reflection, small group sharing and large group sharing. The small group notes were collected on “sticky notes” and then transcribed. The large group comments were captured by a facilitator on flip chart sheets and then transcribed. Occasionally participants handed in their individual notes, but this was not the norm.

The input from each session does not lend itself well to being quantified in a straightforward manner. For example, due to the facilitation process, an individual comment, if handed in, was likely to also be a small group comment. Further a large group comment could have been an individual comment or a group comment restated to the group or it could have been a novel observation from having read or heard others input.

The tone of the meetings was by and large cordial with several participants commenting that they enjoyed the chance to share their ideas and enjoy a visit with other “friends of Baylor.” At least one executive council member attended every session, and President Starr attended seven of the sessions. There was considerable overlap in the comments from each session, but each session had a little different “flavor” and there were new ideas surfaced at each meeting. The main themes are described in the following executive summaries along with representative comments.

## **Executive Summary for Community Input — *Christian Identity and Distinctiveness***

The most frequent comments about Christian Identity and Distinctiveness reflected the importance of Baylor maintaining and reaffirming its commitment to Christian values and its Baptist heritage. These comments comprised over one-third of the total number of responses within the Christian identity and distinctiveness theme. Contributors expressed the need for Baylor to have a stronger, unwavering commitment to its Christian roots as it continues to grow. Exemplar comments include:

- “Several of our oldest and well known universities (Harvard, Yale, Princeton, etc.) started out or were founded by Christian denominations, even were the place where our theologians or ministers and pastors could get their training or schooling, but now have ventured far away from their beginnings. Second part of the outstanding mission statement is Christian commitment. This must always be major in Baylor’s mission.” Washington, DC
- “BU [needs] to be a ‘true university,’ unashamed of the gospel.” Fort Worth
- “Maintain Christian ‘world view’ = biblical values while attracting students and faculty to excellent academics. Ensure faculty hold these values along with passion to teach/mentor.” Chicago

Other contributors commented on Baylor returning to a stronger and less apologetic Baptist tradition than is culturally pervasive in a number of areas. Exemplar comments include:

- “Do not liberalize any further. This is a BAPTIST university. Act like Christians. Reconsider curfews, dorm room visitations, etc. I’m surprised as I walked through in visitation at how many guys were in girls’ dorm rooms. The first mission of Baylor is to represent Christ, then educate. (Not talking about restricted teaching, etc. — challenge all students. Have the academic, spiritual and political discussions that challenge. But allow it both ways — don’t shut a guy down because he is espousing a scientific theory of creationism. True academic freedom allows that conversation, too.” Longview
- “Baylor should not fear Baptist heritage and tradition.” Lubbock
- Be “unapologetically Baptist.” Divine 9

## **Diversity and Christian identity**

Comments from several of the community input session participants reflected issues of diversity as they relate to Baylor maintaining its Christian identity in a pluralistic, postmodern society. Some contributors expressed a need for Baylor to increase its openness to other religions as well as interdenominational doctrines. Exemplar comments include:

- “Baylor becomes a leader in promoting unity among Christians through academic discourse... Baylor becomes a leader in promoting understanding/tolerance among world religions.” Chicago
- “BU is in a unique position as Baptist/Texas to become a model similar to Notre Dame or BYU. We can leverage that heritage — not change, but strengthen people. We know who we are and we celebrate that — but not exclude others.” Washington, DC
- “The perception of BU in ‘big cities’ is important — people think BU is a little stand-offish, a little uppity — extremely conservative. For example — I was visiting with a Muslim person and you could tell when I told him I went to Baylor it didn’t sit right with him.” Black Alumni Association
- Challenge: “I can see the Christian focus of BU becoming equated to political conservatism. Prepare by reaching beyond Southern Baptist to the broader Christian community and avoid entanglement with politics, please! Ecumenical is not a dirty word!” Fort Worth
- “Emphasize caring community for those who do not agree with Christian view.” President’s Diversity Council

- “Have to help people frame this as being Christian — having diverse experience is part of it — how we talk about it is key.” President’s Diversity Council

Other contributors commented on the challenges of dealing with criticism and views that are seen as opposing Baylor’s Christian principles. Exemplar comments include:

- “Decide how to go about with national change (i.e., thoughts/attitudes on acceptance and tolerance of gay marriage and other societal trends and laws that are changing).” Los Angeles
- “In reaching out to the world we need to not compromise core beliefs and principles based on Christian beliefs — we need to carry the message [to the world] but not change the message.” Austin
- “Don’t think we should be afraid of criticism for not exposing people to different religious ideas.” Amarillo
- “Maintaining Christian identity and principles in a PC and hostile world... The higher the university rises, the more of its principles it will be expected to give up.” Dallas

### **Strengthened ties with church**

While comments of this sub-theme reflected a very small number of the total number of comments for data collected under the Christian identity and distinctiveness theme, contributors expressed their desire to see Baylor strengthen its relationship with the church, particularly at the local level. An exemplar comment is:

- “Concern for the decline of character which comes from the decline of the church. The church has always been a key part of Baylor’s mission. BU must stand with the local church. If the country will change then the family and church will have to change. BU is a source of help.” Dallas

### Sampling of specific suggestions:

- “More partnerships between seminary and professional schools. Raising up the best accountants, teachers, lawyers with Christian world view.” Austin
- “Emphasize interdisciplinary courses, involve religion in all fields.” Amarillo
- “Great commission in a post-modern world. How do we demonstrate Christ’s love in a holistic manner? 1) action/service oriented, 2) deep intellect, 3) current in all sciences.” Austin

## **Executive Summary for Community Input — *Curriculum: Pedagogy and Programs***

Few specific recommendations arose from the community input regarding particular curricular changes or developments. The majority of the comments were in the nature of the type of characteristics that would be common to a Baylor student upon graduation and values and goals that Baylor should attempt to develop or instill within our students. Striking a balance between research and teaching is also a theme that emerged again in this category. Continuing to strive for academic excellence was commonly mentioned. Providing students with a practical, interdisciplinary education that prepares them for their next step, whether job market, community service, or graduate studies is another theme seen in this category. Various departments were mentioned as areas that should be emphasized or further developed, but no particular departments were mentioned consistently.

### **Producing graduates who will assume leadership positions within their profession, community, and the world**

A desire to produce graduates who were equipped and who desire to become leaders within their profession and communities was perhaps the strongest sub-theme within this category. Numerous comments mentioned some type of leadership development for Baylor students. Exemplar comments include:

- “Baylor grads should be world changers.” Longview
- “Young leaders and solid core values and highest integrity — ‘more than curriculum.’” Houston
- “Baylor recognized as a leader in educating leaders, make it a destination for future Christian leaders.” Dallas
- Goal: “We have prepared and nurtured graduates to serve in their chosen professions and they are servant leaders who stand out as smart, caring, compassionate people.” Dallas
- “Scholars and leaders grounded in Christian principles — true believers with a commitment to God first then others in a world arena. Assure we are at the cutting edge in education and addressing world needs by equipping our students, alumni, and community for learning.” Nashville
- “First class scholarly institution that sends out students known for excellence, integrity, and service to others.” Chicago

### **Continued emphasis on teaching or balance between teaching and research**

A desire to be nationally known for academic excellence was a common theme. However, some concern was expressed that Baylor not sacrifice undergraduate teaching in pursuit of a national reputation for research and scholarship. Exemplar comments include:

- “Balance research with strong teaching. Not either/or — should be both/and. Want researching professors to be teaching (as opposed to TAs).” Amarillo
- “Teaching trumps research — don’t lose Ann Miller, Dr. Packard, etc., idea of teaching. Allow professors time to do a good job with teaching. Reward teaching.” Lubbock
- “Faculty engaged in world changing research/remain committed to undergrad classroom.” Dallas
- “Focus on teaching - do not sacrifice that for research and sports.” Fort Worth
- “Great teachers make a great university.” Lubbock

### **Integration of faith and learning**

The role of our Christian mission was emphasized often in discussing curricular matters and in preparing students for their post-graduation pursuits. Exemplar comments include:

- “There are not many Christian graduate schools. We need to a) equip our undergraduates to compete at Ivy League grad schools b) Grad students who come to Baylor should find a serious research environment where they don’t have to compromise their faith.” Atlanta
- “Baylor should produce professional leaders who see relevance of Christian principles to their professions — who can articulate and write on that. If Baylor is not doing it, who will?” Washington, DC
- “Students who are capable, well prepared for whatever career they choose to pursue. That preparation includes a strong faith component — students need to be able to fully embrace their faith/calling.” Dallas
- “Emphasize that you are ‘still a minister’ even as you go to work for Ernst & Young. For examples, the ones who go into high paying careers should feel a responsibility to help fund the scholarships. [Students in business and other careers that are not traditionally considered ‘service’ careers] need to be aware of why they are at Baylor — in other words, they need meaning too. Whatever your vocation is, it’s a ministry.” Atlanta

### **Experiential learning opportunities (interdisciplinary, internships, and practical)**

Preparing students for life after college was often discussed. Providing students with a variety of educational experiences was encouraged through the use of multi- and interdisciplinary programs as well as practical training for students chosen fields. Exemplar comments include:

- “Bring internships and business opportunities to Waco — within a curriculum, people could go out and help businesses, especially those that are struggling.” Fort Worth
- “Offer more classes in leadership in churches, politics, and community. Internships that are practical.” Fort Worth
- “Train students from year one about jobs (recruiting, marketing yourself, networking, etc.). Internships!” Washington, D.C.

### Sampling of specific suggestions:

- “Integrate leadership development into all academics programs.” Dallas
- “Find ways to integrate service/civic involvement. Discipline specific ways to emphasize how what you are doing/studying helps your neighbors, friends, communities (e.g. show how an accountant can use accounting to help neighbors, friends, communities).” Atlanta
- “Class project: students partner with non-profit to share technology with Third World (humanitarian project).” Fort Worth
- “BU needs more outreach from the B. School to entrepreneurs — e.g. students helping starting/existing businesses — more cooperation — publicize the willingness to help (compare with Harvard/Stanford).” Chicago
- “Ditto comments on internships in DC — Texas Tech is really the flagship intern program — select the best students. It facilitates placement and helps the university with lobbying efforts.” Washington, DC

## **Executive Summary for Community Input — *Learning Environment***

Learning Environment is a broad and multifaceted theme. Comments reflect ideas that are also addressed separately in other theme areas, yet these comments are included here because they impact the overall learning environment. Participants in the community input sessions commented on faculty characteristics, students and student services, global learning, and overall campus environment, technology resources, and size of the university.

### **Faculty characteristics**

Comments relating to faculty were geared toward balancing great teaching and research and a desire to keep Baylor's faculty involved with students through small class sizes and mentoring relationships. Several contributors also emphasized the importance of hiring Christian faculty. Exemplar comments include:

- "Continue having faith as criteria for hiring professors and coaches. We want people who 'live and breathe it' (their faith). Sometimes more is 'caught than taught' (regarding faith)." Amarillo
- "Approachable and supportive faculty and staff." Longview
- "Professors with open door attitudes." Lubbock
- "Professor/student interactions. Allowing students to help with research, projects, etc." New York City
- "Need mentoring for BU minority students — BU faculty/staff mentoring BU students — then the BU students could mentor kids in town — trickle-down effect." Divine 9
- "Keep student/faculty ratio low." Fort Worth

### **Students and student services**

Participants in the community input sessions recognize that the student population is changing and want Baylor to attract a highly talented group of students in order to mold them into leaders for the future. Comments were also made in support of increased student services and career development services on campus. Exemplar comments include:

- "Baylor must adapt to the changing students (technology, learning styles, instant gratification, lack of hard work)." Dallas
- "Value our scholarly students as much as we value a football player." Atlanta
- "Baylor should provide excellent customer service and be good stewards of students time, talent, and treasure." Waco
- "More recruiting of 'academic stars' worldwide." Atlanta
- "Career services — improved access (requirement) for training in interviewing, resume writing, transitional skills." New York City
- "Help students to be aware of and fulfill typical requirements for internships, scholarships, grants, etc. Support them, don't block them." New York City

### **Global learning**

Several community input session participants made comments related to increasing Baylor's curricular focus on global issues through course offerings, special programs, and internships. About a third of the comments about globalization related to this sub-theme. Exemplar comments include:

- "Appreciate the wonderful opportunities to go to other countries and be immersed — need to promote that more." Chicago
- "Baylor needs to encourage her students to think globally and to reach beyond, striving for good opportunities and working hard for them. Specifically, Baylor can equip its students with complete language tracks (e.g. Chinese) and guarantee that they can progress through them to

achieve language ability. [This would qualify]... them for many scholarships, programs and opportunities that require consecutive language courses.” New York City

- “Diana Garland is doing a great job with SSW/Rel — sends students to Third World countries — expand that, give her more opportunity — make our mark globally. Lots of majors could be doing that kind of thing — global internships. That’s how we will grow world leaders who have a Christian perspective. We have to get involved with that. We are already doing that to some extent — need to get the message out better.” Tyler

#### **Additional comments related to campus environment, technology, and size**

Additional comments specifically addressed issues of campus environment as it relates to student activities and opportunities to build community, technology and online programs, and overall size of the university. Exemplar comments include:

- “Maintain the programs that build community with incoming freshmen: Line Camp, fun stuff, Baylor Line, Sing, etc. — Expand Student Center.” Chicago
- “Have the opportunity to explore your interests whether they be sports, faith, community service.” Chicago
- “Dealing with rapidly changing technology to maintain (or create) a relevant educational model.” Waco
- “Create more opportunities for online degree programs at all levels (baccalaureate, master’s and doctoral).” Los Angeles
- “Do NOT let technology replace personal relationships.” Los Angeles
- “Growth without compromising academic excellence.” Atlanta
- “Find a way to balance the number of new student applications with housing and student-teacher ratio. Keep standards high.” Nashville
- “Challenge: housing — there needs to be more and better. Brooks is a step in the right direction, continue that.” Austin
- “Campus safety — major issues if parents don’t want to hear that — whatever can do to make area around safer — the better.” Nashville
- “More graduate programs usually mean more TAs teaching. Don’t let that get out of balance. Shouldn’t be paying that much money and get a TA. You need TAs, but keep it in balance.” Lubbock

## **Executive Summary for Community Input — *Scholarship and Creative Endeavors Theme***

The majority of community comments related to scholarship indicated support for a continued effort to focus on research and scholarly production. Most include some reference to obtaining national or international reputation for research in at least one or more areas. Some tie between our Christian mission and research was commonly mentioned. Also commonly mentioned was a desire for balance between scholarship, teaching, and providing an excellent undergraduate education.

### **Increased reputation for scholarship and research at Baylor**

A general desire to see Baylor increase our reputation for research with a goal of becoming known as a “top tier,” “tier one,” or “national” or “world-class” institution for research. Many of those responses suggested a targeted effort to gain acclaim in a select few areas either where we already have strength or that are consistent with our unique mission as a Christian university. Exemplar comments include:

- “Become a national institution by 1) increased graduate/research programs, 2) Nobel winning or other top tier faculty members filling endowed chairs, 3) be a recognized center of excellence — national leader — in a few research/academic areas 4) be the ‘Harvard/MIT — pick one — of the south’” Washington D.C.
- “World-class reputation for scholarly pursuits, publishing in mainstream.” New York City
- “BU is in a unique position. With its research base and Christian roots, BU is in a good position to serve the workplace. To combine research and technology to transfer to Christian led businesses — serve commercial needs and the Kingdom of God.” Waco
- “Challenge — Navigating the Christian outlook while becoming culturally relevant in scholarly circles. Marketing: Publishing, appearances, name recognition, famous alumni, BRIC, symposiums.” New York City

### **Balancing research and scholarship with teaching at Baylor**

Community Input suggests a continuing desire to balance teaching and focus on the undergraduate program while increasing research activities and scholarly production. Exemplar comments include:

- “Great teaching university with niche of research.” Dallas
- “Critical for Baylor to have top notch professors who can encourage students to think critically. Need more funding to accomplish this.” Houston
- “Faculty engaged in world changing research/remain committed to undergrad classroom.” Dallas

### **Sampling of specific suggestions**

- “Professors in a variety of subjects (chemistry, business, etc.) need to get input from relevant industries. They need to be asking industry, ‘What problems are you facing?’ Then use BU resources to solve relevant problems. That’s how A&M and other places get business grants to do research — build partnerships with businesses — to stay relevant go beyond the pool of academia when asking questions.” Tyler
- “We should have/endow a chair regarding research on the tangible benefits of following Christ-like ethics — how do we bring that to areas like [Washington,] DC, that are very business related.” Washington, DC
- “To be the ‘go-to’ source for the media in seeking a voice in academia in matters of ethics.” Amarillo

## **Executive Summary for Community Input — *Finances***

### **Affordability is a key challenge**

Affordability came up as a challenge at every community input session. Exemplar comments include:

- “Keep Baylor affordable!” Houston
- “We want to know that our great grandchildren will be able to afford a BU education.” Amarillo
- “The financial issue is up front — even getting them to tour campus is tough because they think the finances are out of reach. Parents are not pushing kids to come to Baylor because of the finances.” Lubbock
- “Affordability is a huge challenge. I’m paying for my daughter to go to private school now. I already feel like I can’t afford BU. If she maintains high academic excellence, maybe she would have a chance for a scholarship. Otherwise... I want BU to be an option, but I don’t see it as an option. What about people who are outside of BU? We are saving, but probably not enough. It adds to the feeling that it is elitist — millionaire’s kids go there — how are we addressing that going forward?” Black Alumni Association

### **Maintain the value of a Baylor education**

Several participants expressed their thoughts about affordability and cost in terms of “value” or cost relative to other schools or the “price versus benefit” of a Baylor education. There was also particular concern that we not saddle graduates with a high level of debt compared to the salaries they can expect to make.

- Would like to see “increased value of a degree from BU relative to Tier 1 universities in US.” Atlanta
- “We need to be a best value [in education] in 15 years.” San Antonio
- We need to offer a “quality education that is affordable without encumbering our students with debt after their undergraduate degree. This is especially important for typically low-paying careers: social work, music, education, etc.” Atlanta
- “For the price of Baylor, that diploma needs to be nationally recognized. It needs to open doors for you.” New York City

### **Keep Baylor affordable for the middle class and working class**

Participants at community input sessions were clear that they wanted middle-class students and even students with very few financial resources to be able to afford Baylor. One Waco participant expressed the hope that we could meet “100 percent of the financial needs of students.”

- “At the end of 15 years, Baylor should be able to say that, thanks to successful development efforts, a Baylor education is affordable and accessible to any academically qualified student.” Dallas
- “Keep/make Baylor affordable for the middle class.” Lubbock
- “Need to leave room for working class/poor who want an education, but can’t afford to pay.” Dallas
- “Challenge: Controlling cost of tuition so that families from lower-paying professions (such as the ministry) can afford to send their children there.” Washington, DC

### **Suggestions for managing affordability**

The main suggestion for maintaining affordability was to increase endowment. This was mentioned in almost every community input session. Participants also frequently mentioned lower tuition and more scholarships as tools for maintaining affordability. Scholarships were mentioned as a tool for helping

students study abroad and were seen as especially important as a way to support minority and first generation students

- “Increase endowments.” Amarillo
- “Give large gifts to endowment — not to buildings as much.” Dallas
- “Keep tuition affordable and continue to increase endowment.” Atlanta
- “Keep tuition ‘level,’ not inflationary.” Dallas
- “Help kids have an opportunity to go to school — scholarships.” Nashville
- “...study abroad scholarship program...” Divine 9
- “Fund scholarships for minorities and first generation students.” Divine 9
- “...get national alumni to donate and buy into the new Baylor, keeping the focus on the development of the Baylor student.” Nashville
- “Recognize value of small but long-term donations (i.e. \$10/month pledge cards).” Houston
- “Try to team up with businesses to help solve their problems.” Tyler

Sampling of other specific suggestions:

- “Reciprocity with Community Colleges? Does BU have those kinds of agreements? If you get good grades you get a guaranteed place at BU. That helps to make it more affordable for the same degree.” Washington, DC
- “TEG — if it gets cut by legislature — many students at BU will be affected.” Lubbock
- “Maybe BU should put something out that makes sure students know all the ways to get money.” Lubbock
- “Educate incoming students about financial aid and student loans.” Nashville
- “Making a college education affordable — We need to find a way to provide a \$10,000 degree for someone who already has 2 years of community college. That is what will make it affordable to future generations — to build that system (Can’t give to BU while paying off loans).” Austin
- “... be a good steward of financial resources, diversify revenue stream.” Nashville
- “Control school debt.” Tyler

## Executive Summary for Community Input — *Community Engagement and Service*

The notion that Baylor should be “a force in the community” and/or that Baylor students should “get out of the Bubble” and into the community was mentioned in some form or fashion at all 19 of the community input sessions. Definitions of “community” ranged from the city of Waco to the whole world. The kinds of “involvement” mentioned ranged from business partnerships and internships to “hands-on” service and mission work. Exemplar comments include:

- “Turn up volume 10 times; be a big force in our community, nation, and the world.” Waco
- “We need to further emphasize to students that their education is not a ‘bubble’ experience. They will reach their true learning potential when they look past the Brazos and I-35. More partnerships with Waco and surrounding, more international programs, more bringing non-Baylor in as well as taking Baylor out.” Austin
- “Foster economic development and spiritual growth around Waco, Texas, the USA, and the world.” Dallas

The most common kind of “community involvement” mentioned was service, both locally and world-wide. Exemplar comments include:

- “Continued emphasis on service projects.” Longview
- “Help students align conversations and research to meet changing social needs.” Waco
- “Perhaps marry community service with study abroad programs, e.g. medicine, business, teaching, etc. Even a few days of a project would be helpful.” New York City

In several sessions participants specifically mentioned that Baylor and Baylor students should be getting involved in the community through missions. Exemplar comments include:

- “We need to continue promoting and providing mission opportunities, locally, statewide, nationally and worldwide. We must challenge the leadership (faculty and administration) to seek out and participate in this activity so as to provide role models.” Dallas
- “Sharing Christian mission with Waco community.” Washington, DC

### The Baylor/Waco community

As you might expect, at the two Waco sessions, many of the community involvement comments had to do specifically with Waco. Participants at several of the sessions outside of Waco also urged Baylor to get involved in Waco. Exemplar comments include:

- “For Baylor to realize its grandest ideas and hopes, it must commit to the vision and development of the foundational needs of the whole Waco community and ensure that the whole community is healthy, prosperous, and progressive and that provides for a healthy livelihood and lifestyle for all citizens.” Waco
- “Baylor and Waco are one community.” Divine 9
- “Better communication between Waco African American community and Baylor University.” Divine 9
- “More ties to Waco community — retain grads in Waco.” Waco
- “Baylor tends to be a great exporter of talent. Work with the community to retain that talent — good for students and graduates.” Divine 9
- “Academic/Waco community partnership — not just service. We do a lot of service, but need more partnership — graphic artist students and marketing students helping businesses with their marketing, helping with business plans — true partnerships.” Fort Worth
- “More partnerships with Waco and surrounding...” Austin

- “Baylor’s biggest liability is the city of Waco and its reputation. Work with the city to enhance the environment.” Nashville

Sampling of specific suggestions:

- “Leadership development — leadership conferences for young professionals/minority professionals — alumni — use them [alumni] to come back and improve community. This would help with some of the socio-economic issues in the community. Partner with the community.”  
Divine 9
- “Should be strengthening our work with non-profits — that’s a great market for BU (non-profits and NGOs) — can’t think of another school with research on non-profits. That ties into international, could help students who become pastors.” Washington, DC

## **Executive Summary for Community Input — *Baylor Family Engagement***

### **Alumni need to be engaged**

In general, participants at the community input sessions would like to see a stronger base of engaged alumni. Exemplar comments include:

- “As an alum, you will participate more if you felt that connection — we’ve had to ‘wrangle’ participation from alums instead of feeling that they would love to participate.” Black Alumni Association
- “Active alumni — vocal/visible.” Longview
- “At Big 12 events in New York City we want a big showing from Baylor — it could be more than it is now.” New York City
- “Want more identifying with Baylor — for example A&M alums — they embrace each other — why not us? Want more of a connection. (When you see another BU alum on the street, whether you know them or not, feel a connection.)” Black Alumni Association

### **Call for unity**

At well over half of the community input sessions, participants made a point of mentioning that there needs to be more “harmony” in the Baylor family. Several specifically mentioned that the university and the Baylor Alumni Association need to find some way to “make peace.” A handful mentioned that the current Baylor Alumni Association/Baylor Network setup is confusing. Exemplar comments include:

- “Bring Baylor family together.” Austin
- “Don’t need a divided alumni base — don’t need to make alums choose between giving to Baylor and giving to the Alumni Association.” Lubbock
- “I would hope to see an inner harmony within the Baylor family. We need each other! Old bruises have not yet healed. The BU alumni organization has been treated by the regents like a step child. This must cease. We need for the regents, administration, faculty, students, and alumni to pull together, appreciate each other, speak well of each other, and above all else love and support Baylor.” Nashville
- “Reconciliation between alumni association and the university — I like that we have a generally supportive, but challenging alumni association. Would like to see them come together with the university.” Chicago
- “Two different groups BAA/BU network — need to work it out — too confusing. Need one association.” New York City
- “I felt more inclined to give before the BAA ‘break up’ — now not sure where my money is going. It’s confusing.” Black Alumni Association

### **More networking: “Keep us connected”**

The next most common wish was for more networking opportunities, sometimes for the purposes of career advancement, but also for camaraderie, recruiting, and other purposes. Networking and connecting were especially important to young alums. Exemplar comments include:

- “Continue doing things like this [listening session] — give alums chance to connect — get to know each other help recruit students.” Nashville
- “Need to have ‘Alumni Association PLUS’ at BU — When you graduate you need a network of BU employers who want to help you. A ‘Family’ to grow into. When you move to a new city, you are on your own. It would be nice to have a network to help you. Need an infrastructure/system to keep up with new grads for a few months — help them connect to employers, etc. More connecting, more user friendly.” Atlanta

- “Strengthen Baylor Alumni network for job seeking graduates.” Longview

### **Baylor family members outside of Texas want to feel connected**

Several participants from community input sessions outside of Texas made a point of saying Baylor needs to work on connecting with “family members” in other states and around the world.

- “BU has national and international ambitions — but still thinks Texas is the main place. Need to think about how things work outside of Texas. Need backing from the university outside of Texas. How can we have better alumni networks outside of the state of Texas?” New York City
- “Younger alumni who live outside of Texas don’t know what’s happening on campus.” Los Angeles
- “Better alumni connections outside of Texas... want to be known for how strong our alumni are throughout the US and the globe.” Nashville

### **Connecting as a student**

Several participants mentioned the importance of connecting as a student to the “Baylor Line.”

- “Build a sense of spirit and tradition — start early with freshmen. Start talking about getting connected, giving back to BU and the world. Continuously build alumni base.” Tyler
- “Baylor Line attitude from freshmen to alumni.” Waco
- “On campus wish there were more opportunities to really bond. I came from Georgia. I had a bad experience when I arrived, no room, etc. Some students make a connection as H.S. seniors and keep building on that and bonding over and over throughout their time at BU. We have started to address that with traditions week, Line Camp, etc. but it is still mainly ‘legacy’ and in-state people who feel bonded. Harder to get that early connection if you are not in one of those groups.” Black Alumni Association

### **Sampling of specific suggestions:**

- “Need to offer satellite seminars to alums around the country — not just Waco.” Tyler
- “Bring alumni back to campus to connect with students to real world experience.” Nashville
- “Figure out how to get more Baylor athletic events in California and other states that send a lot of students to Baylor.” Los Angeles
- “When I moved to Dallas I lost the connection — went to some BU events and didn’t feel like I fit in. There need to be enough affinity groups for people to stay connected to BU after they graduate.” Black Alumni Association
- “Life Long Learning (Baby Boomers — come ‘home’), Technology: explore, integrate, innovate.” Dallas

## **Executive Summary for Community Input — *Facilities, Aesthetics, and Infrastructure***

Participants in the community input sessions addressed bricks and mortar issues on campus, generating data grouped here under the theme of Facilities, Aesthetics, and Infrastructure. The 78 comments were most heavily weighted toward on-campus housing, educational facilities, and athletics facilities, as well as a number of additional comments regarding the general campus aesthetic.

### **On-campus housing**

On-campus housing was the most frequent facilities topic (23 percent) addressed by community input session participants. All of the comments reflect the desire to increase on-campus housing options for graduate and undergraduate students with the notion that living on campus builds a strong sense of community. Participants also stressed the importance of affordable housing. Exemplar comments include:

- “Living on campus builds sense of community and safety; lack of options for sophomores, juniors, seniors to live on campus; affordable.” Houston
- “Residential facilities for 21st century students.” Divine 9
- “Better graduate housing — if you want the best and brightest to come to BU their families need a safe place to stay.” Chicago

### **General campus facilities, educational facilities, and athletics facilities**

Many of the remaining comments were nearly equally divided (18 percent each) between general campus facilities comments, specific comments regarding educational facilities, and athletics facilities. Comments geared toward the general campus aesthetic reflected a desire for Baylor to present itself well on the I-35 corridor in addition to addressing issues of sustainability and parking. The comments geared toward educational facilities included a desire to see the university pursue facilities to meet the educational and technology needs of the 21st century. There were additional requests for facilities to meet the needs of specific programs. Exemplar comments include:

- “Continue to upgrade physical plant.” Houston
- “The Interstate highway is now our front door. Thousands of cars drive by every day and it is embarrassing. It needs to be cleaned up, landscaped and converted to a green area that shows a pride on our campus. Make the green space on the interstate look like our front yard.” Dallas
- “Strategic parking; sustainable standard.” Divine 9
- “Have state of the art facilities to meet technology needs of faculty.” Nashville
- “Facilities improvements based on educational priorities.” Houston
- “New building for history, science, poli sci and sociology.” Waco
- “Create one Baylor Dallas campus. MBA, Nursing, Bio-Med, etc., Life Long Learning.” Dallas
- “New business school.” Divine 9

A number of contributors commented on the need for a football stadium on campus. While most participants were in favor of this idea, there was some opposition. Exemplar comments include:

- “Stadium on campus, football championship!” Amarillo
- “Need a new football stadium on campus.” Dallas
- “Keep stadium where it is.” Houston
- “Football stadium on campus: NO!” Longview

### **Comments on the financial implications of facilities improvements**

Roughly 11 percent of the comments specifically addressed financial issues pertaining to facilities. As a rule, most of these comments reflect some reservation regarding building projects, yet others are committed to maintaining first-class facilities.

- “If there is competition for money — we should choose great teachers over buildings. A good teacher can teach under a tree.” Lubbock
- Need less brick and mortar on campus. Strengthen what we have. Stay out of debt.” Fort Worth
- “First class facilities.” Houston

#### **Additional comments related to student life and retirement facilities**

Several participants expressed a need for additional student life and student organization facilities as well as an on-campus retirement center. Exemplar comments include:

- “Build a retirement center adjacent to campus — right across from campus. Could be something like the Buckner system including independent living, assisted living, and long-term care. The more ‘touch’ we have with people, the better chance they will give part of their estate to the university and support scholarships.” Longview
- “Expand student center.” Divine 9
- “World-class recreational facility.” Divine 9

## **Executive Summary for Community Input — *University Leadership***

Community input session participants did not have much to say about university leadership; from all the sessions there were only a handful of comments on the subject. Those few comments mentioned accountability, inclusiveness, diversity, transparency, and Christian discernment as desirable characteristics. They also commended Judge Starr. Exemplar comments include:

- “Hold leaders accountable — administration, athletics, et al.” Fort Worth
- “Institutional patience is important. If we are like-minded (in regard to our religious views) we can patiently wait for God’s leadership. (if everyone has) the same goal in their heart, we will know when to act and when to be quiet.” Amarillo
- “Continue the trend of getting input from a broad circle of BU stakeholders, not just a hierarchical group.” Atlanta
- “Judge Starr doing a great job.” Nashville
- “Transparency — To get where we want BU to be we have to forge partnerships. We need transparency. We are moving to a knowledge based economy and are dependent on our colleges and universities (Baylor, TSTC, and MCC).” Waco
- “One of the things we are lacking from Waco is clear concise communication about what’s going on — can’t have harmony without clear communication— example: confusion about 2012, what am I giving to? Better in last six months, more transparent, talk about it, solve problems.” Nashville
- “Strong, agreed upon process for making decisions that includes all stake-holders and constituents — and integrates and aligns constituents.” Austin

## **Executive Summary for Community Input — *Stakeholder Diversity***

The theme of Stakeholder Diversity in the community input sessions addressed issues of racial and ethnic diversity, religious, gender, economic, and regional, national, and international diversity within the student body, faculty, and university leadership. In the collected data from the community input sessions, over 100 comments were made regarding diversity in its many forms.

By far the largest number of comments reflects a general desire to see Baylor increase diversity on campus in order to better prepare students to meet the challenges ahead. Comments in this category often listed a number of areas in which the university can improve in building diversity and a few reflect the notion that a broader conversation of this issue needs to take place in order to best move forward.

Exemplar comments include:

- “Exhibit broader diversity in faculty, students and curriculum — to better prepare students for the future.” Waco
- “Some places we are diverse and some areas we are comfortable not being diverse-this conversation is the predicate to some actions.” Diversity Council
- “Inclusiveness of more diverse culture, ethnic groups, religious diversity while maintaining our Christian heritage.” Waco
- “Increased diversity among faculty and Board of Regents — all forms of diversity (denominational, etc.).” Washington, DC
- “Be aware of significant changes in demographics...we can be a leader/driver of the responsibility to educate the minds and hearts of the new demographic. Exciting possibility.” Dallas

### **Regional, national, and international diversity**

A number of comments (19 percent) specifically address the issue of student, faculty, and constituent groups needing to reflect a broader geographical base. Exemplar comments include:

- “Important to recruit across the country strongly — more people from outside of TX important for becoming a globally recognized institution.” Chicago
- “Huge undertaking to broaden diversity on campus. Is a work in progress-have to start and be intentional. Don’t be afraid to take a bold step. Be more reflective of our country and our world.” Diversity Council
- “Remember there are people who love BU outside state of Texas, recruit outside of Texas, no other school like BU — recruit throughout country.” Nashville
- “Attracting diverse talent (ethnic, geographic, international, etc.). There should be a greater push/focus from the office that manages diversity — greater outreach, more scholarships, and increases in high school outreach and programs. For example, Harvard has a program for diverse candidates who are juniors in high school. The program brings them in during the summers and allows them to attend mock classes, learn about the college, etc.” New York City

### **Diverse faculty and leadership needed**

The groups who broached the subject of racial diversity agreed that great progress has been made regarding student diversity. However, diversity among faculty, staff, and university leadership, including the Board of Regents is still a concern. Exemplar comments include:

- “Need diversity among the administration and the Board of Regents — not representative of the students/alums — Socio-economic status, race, gender, religion, etc. Make it more diverse. For us to become more global — need to move. We will continue to get comments that we are snobby if we don’t change.” Black Alumni Association

- “Increase number of minorities in administration and faculty=>recruit minority applicants” President’s Diversity council
- “Faculty/leadership diversity is huge — Student numbers are up, but they need to see people who look like them in Leadership positions. We continue to hear, ‘It’s Waco — it’s hard to get people to come here,’ but other schools are doing it. From an alum standpoint it doesn’t feel deliberate. It feels like other schools are being more deliberate.” Black Alumni Association
- “More women on boards, committees, high ranking positions.” Dallas
- “Hire more black faculty members!!!” Divine 9
- “Percentage of women professors closer to percentage of students who are women.” Austin

### **Aspects of Diversity**

A number of contributors (13 percent) spoke directly to the issue of racial diversity on campus. There were also a number of comments (10 percent) highlighting the need for Baylor to increase denominational and religious diversity on campus without losing its Christian identity. Other aspects of diversity included gender and economic diversity. Exemplar comments include:

- “Retention of African-American students — more financial support” Divine 9
- “Religious diversity not just Baptist” Waco
- “How much is enough diversity? How to maintain our identity? Need to remain confessional.” Diversity Council
- “Gender — need more female faculty, need male staff and students.” Diversity Council
- “Stay affordable — preserve economic diversity among students.” Chicago
- “How do you attract ‘Super Star’ students without shutting out regular students?” Atlanta

### Sampling of specific suggestions:

- “Vice president of Multicultural Affairs.” Divine 9
- “Ten percent increase in underrepresented minority faculty 2025.” Waco
- “Fund scholarships for minorities and first generation students.” Divine 9
- “International education, globalize campus, more international students, more study abroad.” Waco
- “Host families for out-of-state students.” Atlanta
- “Black student union or minority building for students.” Divine 9
- “Black leadership conferences.” Divine 9

## **Executive Summary for Community Input — *Athletics and Extracurricular***

Over half of those expressing comments about athletics expressed a general desire to see Baylor remain in a top athletic conference and to support the goal of excelling in all sports, particularly football. The recurring theme is that competitive to nationally recognized athletic programs, especially football, will assist in establishing a national reputation and in recruiting students. About one in four athletic comments mentioned balancing our priorities between athletics and either academics or other budgetary needs. Building a stadium on campus was commonly mentioned. Exemplar comments include:

- “If we lose that (major athletic conference), we’ll lose students.” Lubbock
- [Our goal should be that] “in 15 years — BU is competitive in a major athletic conference in the two big sports (football and basketball). And we are known for our ‘Scholar Athletes.’ (We should not be taking a back seat to places like Stanford.)” Waco
- “More competitive men’s women’s athletic programs. Especially football — it’s a great recruiting tool.” Fort Worth
- “Prioritize budget — First things first — Education should come first.” [as opposed to sports/stadium on campus.] Dallas

### Sampling of specific suggestions:

Numerous individuals mentioned and supported the idea of building an on-campus football stadium (Amarillo, Atlanta, Fort Worth, Nashville, Waco).

## Executive Summary for Community Input — *Other: Brand and Reputation*

In about half the cities we visited, participants brought up the subject of Baylor's "brand." The participants suggested that in order to get the respect and recognition we want, we need to make sure our Baylor brand is clear, strong and well-known. We need to proactively manage our reputation.

Exemplar comments include:

- "Baylor name is recognized with respect, but that's all people know. They can't tell you why it's unique... Ensure Baylor brand is high quality and distinctive." Houston
- "Solidify and clarify Baylor brand." Waco
- "Brand the reputation like a Duke or a Princeton. Instant recognition as a Christian thought leader." Atlanta

### What should Baylor be "known for?"

The first question in branding is what do you want to be known for? How will you distinguish yourself from the competition? Community input session participants were clear that Baylor should be known for integrating academic excellence and Christian commitment, but they also had several other ideas regarding what the Baylor name should represent.

*Academic excellence and Christian commitment* — First and foremost, participants from every city affirmed that they want Baylor to be known for — as the mission says — "integrating academic excellence and Christian commitment." Exemplar comments include:

- "'Christian Intellectual' is not an oxymoron. We want Christian influence plus high academics." Amarillo
- "We should be the absolute top leaders in the field — who are also Christian." Washington, DC
- "Provide a great education with an unwavering Christian commitment." Longview
- "Maintain Academic Excellence AND Christian Commitment — the non-negotiables. We should be like a 'protestant Notre Dame.'" Atlanta
- "Bridge the gap between academic excellence and Christianity. Academic excellence is crucial — stay as a Christian institution. Christian Perspective with Academic excellence." Washington, DC

Besides the two cornerstones — academic excellence and Christian commitment — participants suggested other things they hoped Baylor would be known for, including *Ethics*, *Moral Leadership*, *Service*, *Big Ideas*, and *Developing Successful Leaders*. Exemplar comments include:

- "To be the 'go-to' source for the media in seeking a voice in academia in matters of ethics." Amarillo
- "Ethics — BU should take the lead in backing ethics in business. Should take the lead in emphasizing ethics in every field." Washington, DC
- "Be known as the leader in the Christian/moral conversation. We have national leaders on those subjects. Need to bring world leaders on that subject together on campus — similar to the economic summit when Bush was on campus. That raises our prominence." Washington, DC
- "Seen as leading destination for foreign leaders to come and gain skills for facing world's problems." Austin
- "More successful business leaders, inventors, political leaders and Christian leaders recognized in our nation from Baylor. Many of these today are from Harvard and/or the Ivy League." Dallas

- A “first class scholarly institution that sends out students known for excellence, integrity and service to others.” Chicago
- “We have prepared and nurtured graduates to serve in their chosen professions and they are servant leaders who stand out as smart, caring, compassionate people.” Dallas
- “Baylor students bring a warmth and a work ethic that sparkles.” New York City
- “Want BU to be a place where great ideas that solve big problems start: poverty, research engineering, cure for cancer. That the professors have the ability to take big risks in order to make big breakthroughs. A leading Think Tank... Alums and professors from all over the world.” Tyler
- “That Baylor has employed and produced the most thoughtful, innovative, and generous voices for Christian academia, fully conversant, respectful, and engaged in the most important issues of culture.” New York City
- “Baylor should have a bigger voice on the national stage. As Christianity is targeted as being something extreme, we need to be in the news rebutting and leading by example.” Dallas

### **Should we pursue “Top Tier” status?**

At several meetings, participants said they would like to see Baylor pursue a reputation for “super-high” academics using words like “Tier 1,” “Top Tier,” “Top 50,” “Top 25,” “Top 10,” “Ivy League” to describe the kind of academic reputation they wish for Baylor. On the other hand, some participants had reservations about the pursuit of super-high academics. Exemplar comments include:

- “Achieve Tier 1 status.” Houston
- “Reach out and get to Tier 1 status.” New York City
- “Students are #1 — more important than Tier 1.” Lubbock
- “We need to re-define what it means to be top tier. BU could be in ‘a class of its own’ that matches our mission.” Houston
- “Need to clearly consider the trade-offs while working toward ‘Ivy League’ status — be careful not to sacrifice something important.” Atlanta

### **Regional, National, and Global Reputation**

Another important question regarding branding has to do with whether we want to be known regionally, nationally, or internationally. Most participants who commented on this subject wanted Baylor to become better known nationally and internationally. Exemplar comments include:

- “National and global view is needed. Baylor still often thinks of itself as a Texas school. Assumes students come from Texas and stay in Texas. The cultural mindset from beginning to end should be broader.” New York City
- “Strengthen brand name of school nationally.” Washington, DC
- “Strong academic reputation that transcends boundaries of the nation.” Fort Worth
- “If you are not recognized (as academically significant) in the East Coast, you are not really recognized. DC is a portal into that.” Washington, DC
- “BU needs to make New York City a focus — if you are not recognized in New York City it will be hard to get to Tier 1. New York City/LA are centers of media. If you are not a player here, you are not on the radar.” New York City

### Sampling of specific suggestions:

- “Expand relationship-building activities across the country.” Washington, DC
- “Better media training for faculty who appear in media (esp. TV).” Washington, DC

- “Have BU public affairs/relations more aggressively promote faculty as expert contributors to mainstream media.” Washington, DC
- “We need to provide a panel or summit that goes straight to the mainstream media — a national forum for world leaders. They should choose BU to make a ‘huge’ address. National leadership in an area that pulls that.” Washington, DC
- “Market Baylor to public schools out of state (specifically the Chicago area).” Chicago
- “Complete 2012 goals and report it and sell it to the world.” Fort Worth
- “Would like a bigger BU presence here in DC — others do it — should have internships, housing, speakers from BU, etc. We have a great foundation through Dr. Curry. A&M and Tech do a great job helping their students find internships.” Washington, DC
- “With BU name — let’s open up licensing. We want to be global, but can’t find a BU T-shirt in Chicago. It’s fine to protect the name, but produce more product.” Chicago
- “We need to realize that BU is a product and we need to ‘know your consumer.’ Christian kids are savvy. Do we know what Godly kids want? What they are ‘shopping for?’ (Went on to talk about as her daughter was considering colleges she looked at BU, Wheaton, etc., really shopping for what would give her the best experience, the best mission opportunities, etc.) Do we know what Godly, Christian kids want out of a university. We need to give them credit for knowing what they are looking for.” Houston

#### **Other intriguing ideas about brand, reputation, and marketing**

- “Acknowledgment (national) of the distinctive nature of the university. An ‘Ivy League’ caliber institution in the true form of the origins of these schools — *Veritas* in all realms. Uncompromising in Academic freedom and excellence.” Dallas
- “Define what we think an excellent university is and go toward those goals — if we let other people define ‘excellence’ we will always be chasing [instead of leading]. We need to say what our thoughts are about what ‘world class’ is. Look how much has changed in the last 15 years. Looking 15 years out there’s no way we can predict the change. Will we be defined by bricks and mortar? Will we be defined by what we are doing in Texas or beyond? Globally? We need to think bold. Great organizations break the definition and do something different. How will we be able to say BU changed the world?” Houston
- “Distinctive of BU: When you see someone everyone says ‘hello’ — would like to see us get that friendly BU culture back.” Tyler
- “Important philosophical question for BU: For example are we producing great physicists, writers, etc., who are Christians or ‘Christian’ writers, physicists, etc. Should demonstrate excellence first. There might not be a right way or a wrong way to answer the question but we should be having the dialogue.” Washington, DC

## **Executive Summary for Community Input — *Other: Attributes of a Baylor Graduate***

### **Baylor graduates should be leaders**

By far the most common sentiment among community input session participants regarding Baylor graduates was that they should be leaders. They should make significant contributions and be of exceptional character. Exemplar comments include:

- “Develop leaders to have big impact.” Nashville
- “Graduating leaders ready to step into roles of influence.” Fort Worth
- “Produce national level political, military, and industry leaders.” Washington, DC
- “Baylor law grad on US Supreme Court. Baylor grads Governor of TX and US senator — President of the United States? CEO of several Fortune 500 companies. Baylor grads and faculty — winners of international awards like Nobel, etc.” Fort Worth
- “Thoughtful generous and respected Christian voice at the local, national, and International levels.” New York City
- “Continue to develop strong Christian leadership.” Longview
- “Leadership in keeping Christ relevant to our culture.” Houston
- “Nation/world needs from Baylor: Professionals/leaders who see the relevance of Christocentric principles applied to the practice of their profession and in their industry.” Washington, DC
- “To develop leaders with integrity above reproach. Our world is full of people who have bought into the notion of dog-eat-dog, what feels good and look out for yourself. We need to develop students who understand personal responsibility and aren’t looking for someone else or something else to solve their problems. People who are outward focused.” Dallas

### **Baylor graduates should be global citizens, prepared for a diverse world**

In keeping with comments in other sections about the importance of globalization, several participants commented that Baylor students need to be prepared to live in a diverse world. Exemplar comments include:

- “I believe that Baylor needs to lead the charge, among Christian universities, to help its students be open-minded globally and able to enter into global conversations with conviction and not judgment, with values, but not ideology and with faith that loves, embraces and listens to those who do not see or believe the same.” Chicago
- “Ability to communicate and function in a diverse community; cultures; technology; lifestyles.” Waco

### **Baylor graduates should have a service mindset**

In about half of the input sessions, participants suggested that Baylor students should be developing a social service mindset. A sub-theme that came up in a couple of sessions is that students of every major/discipline should be learning how they can give back. Exemplar comments include:

- “More civic-minded grads. Life of service instilled in students.” Waco
- “We are a Christian university, but what does that really mean other than just something we say? Our students need a foundation in giving back — regardless of major or degree.” Houston
- “Leaders with a heart for people and the minds to back it up.” Fort Worth
- “We have prepared and nurtured graduates to serve in their chosen professions and they are servant leaders who stand out as smart, caring, compassionate people.” Dallas
- “What our nation needs: Baylor to show how quasi-profit/non-profit organizations, faith-based and secular-based, can solve the problems of our nation and our world. Our world needs Baylor

men and women to show how to develop caring communities in churches, businesses and especially in communities facing challenges such as poverty, war, and natural disaster.”  
Washington, DC

Sampling of specific suggestions:

- “There used to be a thing called Leaky Leadership Lab — it was an intensive weekend for seniors to study what it means to be leaders. Would like to restore that and expand it. It could be a capstone for our seniors — make the bridge to leadership in the community.” Tyler
- “Chapel — service projects vs. sitting and listening.” Houston
- “Produce national level leaders in politics, military, industry. Requires resources dedicated to graduate program — notably strengthen the Ph.D. programs. Leverage law-school and help it attain top-tier level status by raising admission standards, increase endowed faculty chairs, find inroads to supreme court and other opportunities.” Washington, DC
- “What we must do: a) integrate leadership development as a part of all academic programs, b) encourage and provide resources for life-long learning.” Dallas
- “Prepare leaders — develop leaders, education — field experience, summit — bring in alumni”  
Nashville

## **Executive Summary for Community Input — *Other: Careers and a Calling***

### **Help students find and embrace their calling**

The subject of helping students find their “calling” or “purpose” came up in some form at several of the community input sessions. In some cases this was coupled with the notion that every career has an element of service and calling, that Baylor graduates should understand that, as one participant from Atlanta said, “Whatever your vocation is, it’s a ministry.” Exemplar comments include:

- “If you think you come to Baylor for the information that is missing the point. The information isn’t the main thing — you go to grow into the person who God made you to be. I don’t use any of the information I learned in college anymore, but I use the relationships and the person I became.” Tyler
- “Students who are capable, well prepared for whatever career they choose to pursue. That preparation includes a strong faith component — students need to be able to fully embrace their faith/calling.” Dallas

### **Help graduates get jobs**

Several participants wanted to see Baylor doing more to help graduates succeed in getting jobs. Alumni and internships were specifically mentioned as an important stepping stone for finding a good job.

Exemplar comments include:

- “Improve job search/offers for grads.” Fort Worth
- “Strengthen career services internships, recruiters. From Day 1 train on interviewing and get into internships as soon as possible — consider cost vs. benefit of a BU education. If you are paying this much you should get a good job.” Washington, DC
- “Career services — need improved access. Make it a requirement for training in interviewing, resume writing, transitional skills.” New York City
- “Strengthen Baylor Alumni network for job seeking graduates.” Longview
- “When I went to Vandy they gave me a list of 1) the alums in my class, 2) the alums in New York, 3) the alums in my firm. We are trying to connect to people, not spam them; it should be easier for us to get emails.” New York City
- “Focus on internships for all majors.” Washington, DC
- “Foster student internships.” Houston
- “Provide more internships for students (connected to good alumni unity).” Fort Worth