

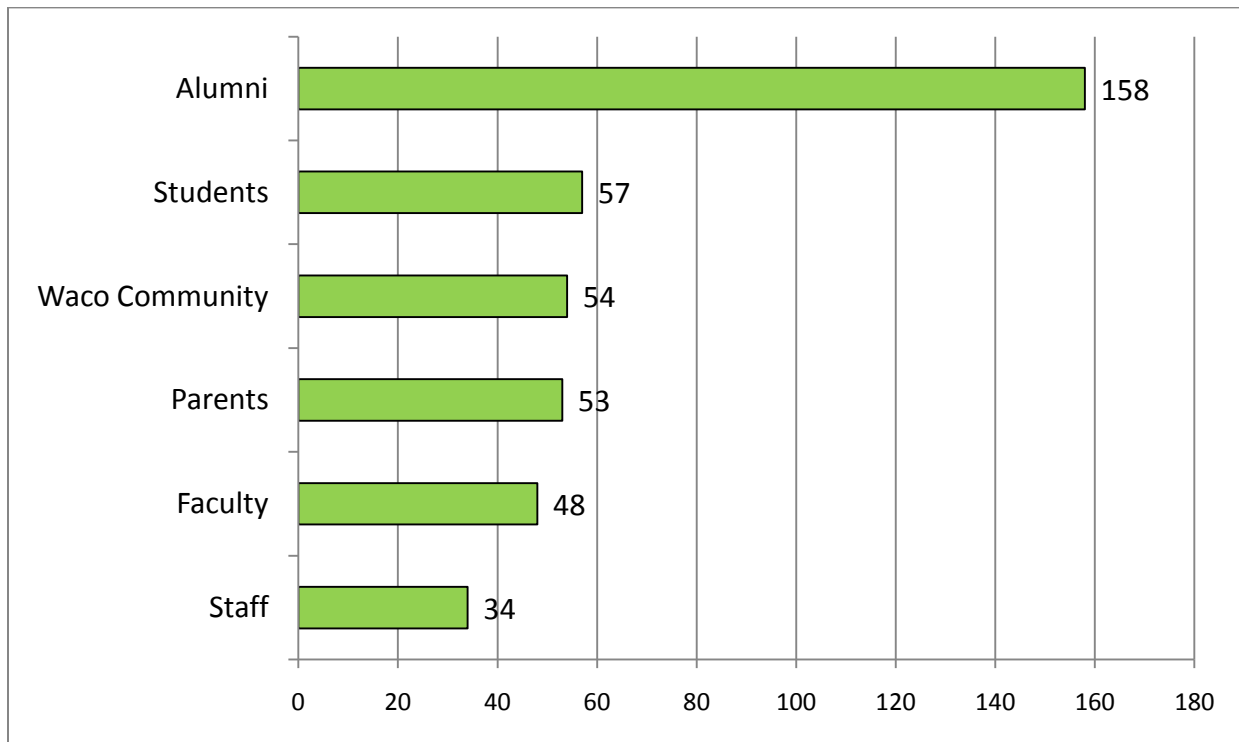
SYNOPSIS OF INDIVIDUAL INPUT

A total of 299 individuals submitted input through the Strategic Planning website or e-mail between November 29, 2010, and May 1, 2011.

Description of participants

Individuals responding via the website were able to identify themselves in multiple stakeholder groups, such that an alumnus could also be a faculty member or a Waco community member. Figure 5 below displays the number of participants self-identifying with each stakeholder group.

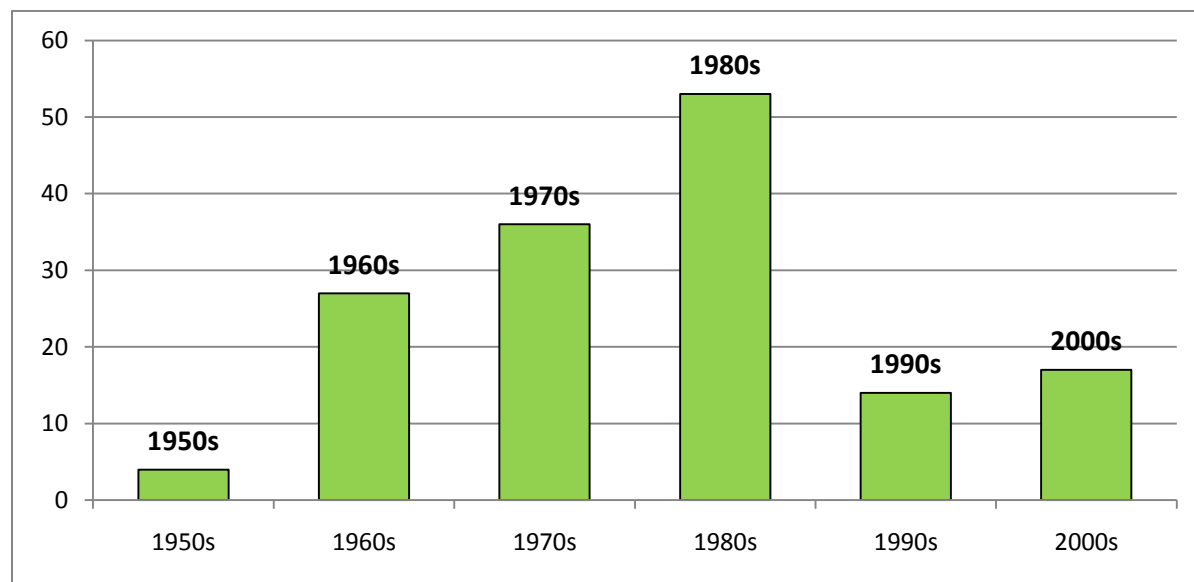
Figure 5: Distribution of Individual Responses



As the graph indicates, alumni made up the largest group, accounting for more than half (53 percent) of the 299 contributors. Participants could also self-identify as Baptist, and 67 (22 percent) did so. All but two of the 67 were also alumni, students, parents, faculty, or staff.

Most alumni also indicated the years in which they received their undergraduate degrees, and Figure 6 summarizes that information. Graduates of the 1980s represented about 36 percent of the alumni who contributed input. Recent graduates — those graduating 2000-2010 — made up about 12 percent of the alumni contributors.

Figure 6: Number of Alumni by Graduation Year



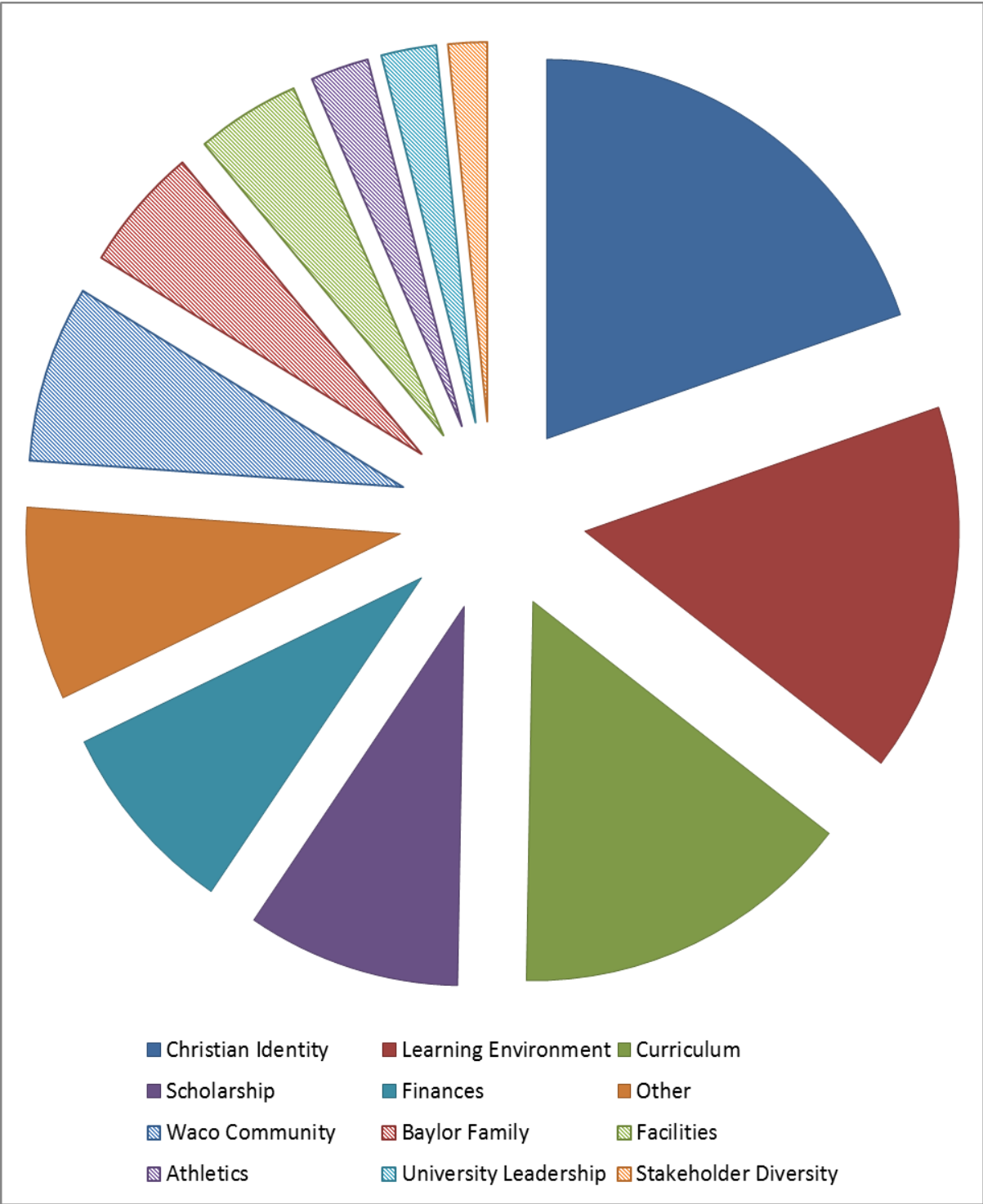
Common themes in individual input

Individual participants addressed a wide variety of topics, and their comments ranged from a brief “Sic ‘em!” to multi-page narratives. The responses were grouped to reflect common themes. Baylor’s Christian identity drew comments from 47 percent of all participants, making it the most frequently addressed theme. More than a third of the individual participants submitted comments related to the learning environment and curriculum themes. Most participants’ comments addressed more than one theme, so the total number of comments submitted was over 700. Figure 7 represents the relative distribution of comments by theme.

Christian Identity drew the most comments, representing about 20 percent of all comments. Participants were unequivocal in affirming the importance of Baylor’s Christian commitment and many also acknowledged Baylor’s Baptist heritage. Comments related to Baylor’s learning environment and curriculum together represented about 30 percent of all comments, so the three most common themes represented half of all comments submitted. Within the learning environment theme, participants emphasized the importance of the student experience in shaping Baylor graduates and highlighted the need to continue to enhance Baylor’s reputation for excellent teaching in a caring, Christian environment. Comments related to the curriculum theme addressed strengthening the core curriculum and enhancing existing academic programs, as well as adding new programs.

The remaining themes drew 10 percent or fewer comments from the individual participants. Almost 10 percent of the comments addressed Scholarship, with most comments directed at the teaching-research balance. Comments related to Finances, reflecting about 8 percent of all comments, focused on the issue of affordability of a Baylor education. Nearly 8 percent of the comments focused on the need to continue to strengthen the Waco community’s engagement with the university. The primary message communicated in comments on engagement of the Baylor family (about 5 percent of all comments) noted the need to resolve the conflict with the Baylor Alumni Association. Facilities, Athletics, and University Leadership each drew less than 5 percent of the total comments.

Figure 7: Individual Input by Theme



Executive Summary for Individual Input — *Christian Identity and Distinctiveness*

The theme of Baylor's Christian Identity and Distinctiveness emerged as the most frequently addressed theme in individual input, noted by almost half of the 299 contributors and more than half of all alumni contributors.

Of the 138 individual contributors to this theme, more than half indicated that Baylor's Christian identity is an essential and distinctive feature of the university, and 19 people identified it as a primary reason for their affiliation with the university. Exemplar comments include:

- "I chose Baylor over other local and national universities because of its Christian heritage.... There is no other Baylor." Alumnus
- "It really doesn't matter if we achieve our goals in all the other areas if we fail to continue our growth as a committed Christian institution dedicated first and foremost to Christ and to making His disciples." Parent

Within this theme, contributors offered comments reflecting some common sub-themes.

A Christian university in the Baptist tradition

Almost a quarter of the respondents addressed the issue of Baylor's Baptist heritage, noting that Baylor's Baptist heritage is a treasure to be valued and celebrated. Exemplar comments include:

- "I am very pleased to see the phrase — 'Christian university in the Baptist tradition' — in the document written by Provost Davis. I think it is the best phrase for preserving the past AND charting the future vision of our religious identity." Faculty
- "To describe Baylor as a Christian university with Baptist heritage and ecumenical mission amplifies the global relevance of its 'Pro Ecclesia' commitment." Staff

Two-thirds of those addressing Baylor's Baptist heritage recommended maintaining or strengthening ties with Baptist organizations, while one-third suggested that less affiliation with Baptists was desirable. Exemplar comments include:

- "Baylor should strengthen its relationship with Baptist churches in Texas..., with the worldwide community of Baptists..., and with other Southern Baptists in North America." Alumnus
- "I stand with those who believe Baylor should declare from the mountaintop its Baptist commitment and distinctives." Alumnus
- "Baylor needs to de-link its formal affiliation with the Baptist General Convention of Texas.... There is an inherent contradiction and tension between having a formal tie to a state body and being a national, first-tier academic institution." Alumnus
- "[P]lease put the priority of being distinctively Christian ahead of being denominationally Baptist." Alumnus

Faculty religious commitment

About one-fifth of those addressing the Christian Commitment theme emphasized the importance of the faculty's religious commitment. About half expressed concern that some faculty were too liberal in their religious views, and half supported hiring Christian faculty from a variety of denominations. Exemplar comments include:

- "We must hire and retain the best faculty members across all academic areas who are committed to the core Christian doctrines." Alumnus
- "Baylor should continue to welcome members of other Christian traditions to study and teach at Baylor." Alumnus

- “Since this is the most wide-ranging intellectual community most of our students will ever experience, I think we fail them by not giving them more exposure to faculty from other faith traditions.” Faculty

Christian commitment and academic excellence

Of the 138 individual contributors, about 15 percent strongly supported Baylor’s vision for linking Christian commitment and academic excellence. Exemplar comments include:

- “Our coupling of Christian commitment with our commitment to excellence in scholarship makes us distinctive.” Faculty/Parent
- “Balance Christian commitment with high academics similar to Notre Dame.” Parent
- “My daughter travels all the way from Michigan to attend Baylor because it combines academic excellence and large-school opportunities with a Christian environment.” Parent

Student body religious affiliation

A number of the contributors to the Christian commitment theme commented on the religious makeup of Baylor’s student body. Three noted with concern the dwindling percentage of Baptist students, while 20 others emphasized the importance of welcoming students from different backgrounds. Exemplar comments include:

- “Let’s not forget the small-town Baptist student.” Alumnus
- “Baylor should be a little more flexible... to attract students who may come from a different background.” Alumnus
- “As a Catholic Baylor bear, I appreciated the growing acceptance to all Christian denominations and faiths.” Alumnus

Students’ faith development

Thirty individual contributors (22 percent) addressed the issue of students’ faith development. Several described their visions of distinctive traits of Baylor graduates. Exemplar comments include:

- “known as people committed to serving others before self.” Alumnus
- “prepared to be pillars of Christ in the community.” Faculty/Parent
- “have a Biblical approach to how they view the world, make decisions, and contribute to society.” Alumnus
- “use skills and knowledge they gain at Baylor for the betterment of mankind.” Alumnus
- “be Christ-followers in every aspect of their lives.” Parent

Sampling of specific suggestions:

Some contributors offered suggestions for fostering these traits and developing students’ faith.

Exemplar comments include:

- “I would like to see a greater emphasis placed on church involvement and discipleship for students as well as a university-led mentorship program.” Alumnus
- “We must never fail to require a course or two in religion because of who we are and what we stand for.” Alumnus
- “I would love to see a movement to encourage each student to explore doing foreign missions in some form.” Alumnus
- “Chapel may be the oldest tradition on campus, but traditions of old always need to be reevaluated to make sure they aren’t taking place just for tradition’s sake.” Student

Executive Summary for Individual Input — *Curriculum: Pedagogy and Programs*

The theme of curriculum was the third most frequently addressed theme in individual input, noted by 35 percent (107) of the 299 contributors and more than half (53 percent) of all alumni contributors.

A thread that ran throughout the comments in this theme was a concern about standards. The great majority of these comments stated or implied that the current undergraduate and graduate programs deliver a quality education and that Baylor University needs to be diligent and innovative to maintain this standard of excellence. Exemplar comments include:

- “In any area of academics, Baylor’s values are superb and at the core of its quality of education.” Parent
- “Baylor offers a well-rounded education for undergraduate students. The curriculum within the College of Arts and Sciences is both intellectually stimulating and challenging.” Student
- “Baylor is a place where we do a lot of things pretty well. However, in my opinion, for Baylor to truly advance, we need to devote ourselves to and invest in a relatively few areas in an effort to be the best in the world.” Alumnus/Parent/Staff

Among the other comments, there were two major sub-themes — core curriculum and academic programs — with a few categories within them.

Core curriculum

Of the 107 individual contributors, about one in five expressed the desire for maintaining or strengthening the core curriculum for undergraduates. Of these, eight stressed the need to remain committed to a strong foundation of liberal arts courses. Exemplar comments include:

- “I strongly believe in the importance of the liberal arts education — and specifically of the fine arts education — in creating citizens and servants who see beyond themselves and care about something more than building their own personal ‘bottom line.’” Alumnus
- “In my judgment, undergraduate education, especially a well-rounded liberal arts education, is imperative to an informed faith, responsible citizenship, and contributing member of the workforce.” Alumnus

A few contributors emphasized strengthening particular aspects of the curriculum such as critical thinking, undergraduate research, a common core for all undergraduate students, and writing across the curriculum. A few others wanted specific courses, such as economics, ethics, logic, and philosophy added to the core. Exemplar comments include:

- “Students need to learn how to submit cultural notions to empirical tests, to formulate critical positions, and to defend their positions in a free marketplace of ideas.” Faculty
- “Every undergraduate at Baylor, regardless of their degree or major, should engage in a research experience in their field of study.” Faculty
- “As large and diverse as Baylor University’s academic opportunities are, I would heavily emphasize a strong basic core curriculum for all students; an academic thread that follows them for all four years.” Not specified
- “One suggestion I have is for writing to become more integrated across the curriculum and across disciplines. Ideally, a writing component would be added as a requirement to a variety of disciplines so that students would get writing integrated with their content.” Faculty

Academic programs

A second major set of sub-themes dealt with academic programs. Nearly three in five of the contributors to the curriculum theme wanted the university to either support or strengthen quality programs or expand or add new programs.

A solid majority of comments in this sub-theme emphasized supporting or strengthening programs, most of which they deemed as high quality and high performing. Among these were professional and graduate programs in general; applied research in engineering; accounting, entrepreneurship, and the MBA in business; the fine arts and performing arts programs; and education, particularly the Ed.D. program. Exemplar comments include:

- “Baylor should bolster the successful graduate programs that it has rather than start new ones.” Alumnus
- “[As] the co-founder of an engineering and consulting company... what I would like to see in the graduate engineering program is the ability to do applied research.” Alumnus
- “Renew Baylor’s focus on training teachers... principals and administrators for careers in public education.” Alumnus

About one-third of the comments in this sub-theme focused on expanding or adding programs across the spectrum of professions and disciplines, almost all at the graduate level. A partial list of proposed programs includes an Ed.D. in educational administration; a business Executives in Residence program and Ph.D. in business administration; a doctorate in church music; master and doctoral degrees in art; chemical and biological engineering degrees as well as expanded offerings in computer science; a philosophy, politics, and economics degree; and an expanded business curriculum in the law school. In the medical field, there were three proposals for a nursing school in Central Texas, a suggestion for a health sciences campus (similar to the BRIC for engineering sciences), and a desire for a master’s degree in biomedical ethics. At the undergraduate level, there was a proposal to develop a program of Mexican/Central American Studies and one to expand offerings to region majors. There were two comments about promoting linkages among professional schools and Truett Seminary and between Baylor University and Baylor Medical School. Exemplar comments include:

- “We need a doctoral program in church music. We have been stymied on this several times — but we keep getting inquiries about it.” Faculty
- “Since Baylor is a national research university, possibly they could partner with Providence Hospital to bring Baylor’s Nursing School to the main campus and expand the program to include graduate medical research facilities as well as an advanced curriculum.” Staff
- “Consider developing a curriculum of Mexican/Central American studies, with an aim of providing the student a solid foundation from which to enter various volunteer, NGO, or foreign-service careers.” Alumnus

In addition to the major sub-themes above, contributors expressed contrasting perspectives about teaching and research and on liberal arts and applied studies. Both topics are addressed in other summaries, so are not included here.

Executive Summary for Individual Input — *Learning Environment*

Of the 299 individuals offering input to the Strategic Planning effort, about 37 percent addressed issues related to learning environment: context, support, and systems. The only theme eliciting more responses was Christian Identity. The majority (54 percent) of those who contributed their thoughts on this theme were alumni, but faculty, parents, students, and staff also weighed in.

Emphasize undergraduate education and teaching

More than a third of the responses addressing the learning environment theme indicated a desire for undergraduate education to remain central to Baylor's mission, and for excellent teaching and mentoring of students by faculty to be a top priority. These comments included suggestions to temper growing aspirations for research accomplishment with a commitment to maintaining undergraduate teaching excellence. Alumni were particularly vocal on this point, but faculty, students, and parents also echoed the sentiment. Exemplar comments include:

- "I cherished the one-on-one contact that I had with my professors and appreciated the effort that they were giving to my individual education." Alumnus
- "Focus should be on teaching. Don't let research or demands to publish pull the best professors out of the classroom, or view teaching as a second tier activity." Alumnus
- "A commitment to excellent teaching in and beyond the classroom has been a hallmark of Baylor's and should remain so." Alumnus
- "Undergraduate education should be Baylor's number one priority." Student

Promote experiential educational opportunities

About one in six of those commenting on this theme indicated a belief in the importance of student learning outside of class, and the need for Baylor to promote opportunities for such learning. Various mechanisms that respondents suggested include internships, international trips, undergraduate research, speakers and symposia, cultural and fine arts events, as well as volunteer opportunities. Exemplar comments include:

- "I've led numerous mission trips and study abroad programs, and I've seen students' lives changed more in those experiences than in any other during their Baylor years." Alumnus
- "[Baylor] should enhance its efforts to invite undergraduates to work with faculty and graduate assistants on live research projects across the curriculum." Staff
- "Cultural literacy gained through art experiences is a hallmark of the educated citizen." Faculty
- "The Presidential Symposia this past semester really enriched my college experience." Student

Strengthen advisement and placement services

Of those commenting about the learning environment, about one in six indicated a desire for Baylor to strengthen its advisement and placement services. These respondents placed great value on students receiving structured, timely, and personalized guidance in navigating their way toward degrees and careers. Several respondents provided very detailed ideas for how to enhance advisement and placement services. Exemplar comments include:

- "I think world-class teaching and world-class research are wonderful goals. And kudos to BU for doing both. I also would like to see us promote (and of course institutionalize) 'world-class advising.'" Faculty
- "There are few areas outside the classroom at Baylor that have such a direct influence on student success and persistence [as advising]." Staff

- “Whatever we can do to accentuate the rate of meaningful job placement will set Baylor apart.” Parent

Build communities on campus to acclimate and support students

About one in nine of those commenting on this theme indicated their strong support for programs to orient and acclimate new students to college life and to the rigors of academic study. Many of these respondents praised Baylor’s development of living-learning centers (LLCs) and recommended expanding those programs to include other academic communities. Exemplar comments include:

- “My daughter has thrived living in the Engineering and Computer Science LLC. It is an excellent environment for learning and connecting with people. I believe that Baylor needs to continue its commitment to providing more housing for students.” Parent
- “The establishment of a Living-Learning Center (LLC) for pre-health students would represent the next step in the development of providing pre-health students with a unique opportunity in their education.” Faculty
- “... converting eager and newly independent freshmen to the rigors of serious scholarship should happen the minute they set foot on campus.” Alumnus

Make a Baylor education more accessible through alternative delivery methods

About one in 11 of those commenting on this theme suggested that Baylor should expand the modes and methods of delivering its curriculum in order to make a Baylor education more accessible, particularly to non-traditional students. One suggestion was to expand evening course offerings for mature and working students. But the most frequent suggestion was to develop more robust online and distance learning opportunities, which is perceived to be an educational modality of increasing importance. Exemplar comments include:

- “There seems to be a blind eye [at Baylor] to internet education which will change the whole face of higher education and is already doing that.” Alumnus
- “Baylor needs to expand the delivery system of graduate education through use of off-campus sites, online courses, and/or short term classes thus opening the door for accessibility to a greater number of professionals.” Alumnus/Parent
- “... there is a growing need to accommodate the needs of the non-traditional student.... I believe that Baylor needs to consider that this population is here to stay and growing and welcome them to our campus by offering night classes, online courses, and other innovative possibilities.” Staff

Expand international experiences

Several respondents to this theme advocated the importance of providing Baylor students with opportunities to increase their international cultural literacy. Suggested ways of doing this include study abroad semesters, international mission trips, and foreign language classes. Exemplar comments include:

- “Satellite campuses in places like England, The Netherlands, or anywhere in Africa.” Faculty
- “... Baylor needs to pay more attention to international education in sending and receiving students as well as increasing the emphasis on international education in the curriculum.” Faculty

Sampling of specific suggestions:

Many of the respondents to the Learning Environment theme not only expressed opinions about what areas they viewed as priorities, but they also provided detailed suggestions about how to implement improvements. Most of those suggestions are too lengthy to repeat here, but a few are given below:

- “Create a career development course customized for each college requiring freshman enrollment — Promote importance of internships, making it mandatory for completion of degree.” Alumnus/Staff
- “On the university level there needs to be a new centralization of advising at Baylor.” Staff
- “... the Division of University Development should begin a Baylor Line Camp Endowment Campaign so that the cost of camp might be free for students.” Student

Executive Summary for Individual Input — *Scholarship and Creative Endeavors*

Of the 299 individuals offering input to the Strategic Planning effort, about 20 percent addressed issues related to scholarship and creative endeavors. Over half of those who contributed their thoughts on this theme were alumni, but faculty, parents, students, and staff also weighed in.

Endorsement of scholarship

Continuing or increasing Baylor's expectations for faculty research and creative endeavors was endorsed by more than half of all respondents, who viewed such activity as essential for strengthening Baylor's reputation as a major research university. Almost half of those with this perspective were alumni, but faculty, parents, and students also offered support. Exemplar comments include:

- "I hope we will continue the strong emphasis upon research and scholarly productivity that was characteristic of Baylor 2012. We ought to be in the business of making new discoveries and synthesizing knowledge." Faculty
- "Scholarly productivity should be the top priority for Baylor's graduate program faculty. Tenure should be heavily tied not just to number of publications, but to publication in journals with the greatest symbolic status." Alumnus
- "Maintain and measure the highest level of scholarly productivity and foster an environment for exceptional creativity." Parent
- "I believe research is a true opportunity maker and this really harkens to the historical basis for the necessary role of universities in our society." Graduate Student

Balance scholarship with teaching

About a quarter of those commenting on this theme acknowledged the importance of faculty scholarship but also stated that it must not come at the expense of Baylor's reputation for excellent teaching. Seeking a balance between these two important efforts was a common theme. Exemplar comments include:

- "Emphasize scholarship as something that complements but does not replace excellent teaching. Strive to hire and grant tenure to professors who can balance these two demands." Alumnus
- "Authentic scholarly efforts and their creative counterparts can lead to improved understanding and enriched applications. However, scholars should also be accountable for the effective transfer of their skills and abilities; i.e., teach. Some kind of balance is needed here." Alumnus
- "Moving to Tier 1 status will require a keen effort to balance scholarly activity and classroom excellence. Clarifying expectations and allowing room for negotiating expectations among faculty and administration may yield the best of both worlds." Faculty

Target niche areas for scholarship

Of those strongly supporting an emphasis on scholarship and creative endeavors, about one out of five noted that Baylor could not excel in all areas, so should focus research efforts in areas where there is established or unique strength. Among this group were six alumni who urged reestablishing a relationship with Baylor Medical Center, to reinforce Baylor's reputation in the health sciences.

Exemplar comments include:

- "Creating an environment similar to the Research Triangle Institute or Stanford Research is key. Right now the traditional 'incubator' model is broken so the focus must be on unique applications of the university's skills, research, and partners. Make the DOE, DOD, etc. consider Baylor as a leader in something, not everything." Alumnus

- “What these happy developments suggest, especially relative to the low institutional cost of achieving this remarkable success, is the strategic value of investing in niche areas of the humanities and social sciences, building graduate programs to the top tier in these areas first, adding strength to strength.” Faculty/Parent
- “Select a few areas for research focus — Baylor is too small to try to compete in multiple areas of research.” Alumnus
- “As a physician, I can see a healthy relationship and mutual benefit by re-establishing a formal bond with the Baylor Medical School.” Alumnus

Prioritize strong teaching

About 10 percent of those commenting on this theme pointed to excellent teaching as a Baylor hallmark and stated that it should have a higher priority than scholarly activity. Six of the eight respondents were alumni. Exemplar comments include:

- “Teaching should be the first priority at Baylor.” Alumnus
- “I think Baylor should focus on teaching more and publications less. We have an advantage as a teaching institution, and a distinct disadvantage in publications.” Alumnus/Faculty
- “The reason I came to Baylor, and so many others like me, was the emphasis on education by the professors at Baylor. The undivided attention which the educators at Baylor give to each student was the value I saw in the tuition I spent... and the only reason with which I justified the tuition amount over a state school.” Alumnus

Sampling of specific suggestions:

About 20 percent of the contributors offered specific suggestions for action related to the Scholarship and Creative Endeavors theme. Suggestions came from alumni, faculty, staff, and students. Some suggested particular areas for research emphasis, including sustainability technology, theoretical physics and mathematics, and interdisciplinary studies for global issues such as poverty and urban development. Others suggested changes in policies and practices for assessing the quality of faculty scholarship and for awarding graduate assistantships. One alumnus suggested a pilot program for Professors of Practice, referencing examples from Harvard and Duke, as a viable option for improving educational quality, pre-professional programs, and undergraduate retention.

Executive Summary for Individual Input — *Finances*

Comments related to finances and affordability were submitted by more than one-fifth of the 299 individuals providing input. For those identifying themselves as Baylor parents, this theme was second only to Christian Identity and Distinctiveness in the number of comments.

Affordability

Clearly, many Baylor stakeholders are concerned about the cost of a Baylor education. Several observed that middle class families are unable to send their children to Baylor, and that many Baptist families are sending their children to state universities instead. Some alumni indicated that they are worried they won't be able to send their children to Baylor. A number of individuals noted the debt many graduates incur, hampering their post-graduate choices. Exemplar comments include:

- "Baylor has placed itself beyond the reach of the average Baptist family." Alumnus
- "While scholarship help is available, the stated cost has created a reaction in Baptist circles that makes many Texas Baptists... AUTOMATICALLY rule Baylor out as a school their children can consider attending." Not specified
- "Middle class students are going to public institutions and Baylor is missing out on a great strength for future loyalty and recognized contribution to the nation and the world." Alumnus
- "My wife and I are very stressed about the amount of student loan debt [our son] will have when he graduates." Parent

Scholarships

In addition to the affordability issue, individuals wrote regarding concerns about scholarship distribution. Some felt that strong students were not receiving enough scholarship money, while some suggested scholarships should be distributed more equitably across ability and income levels. Others noted that scholarships are not increased along with tuition, making it hard for some families to close the gap. Exemplar comments include:

- "I would want a Baylor education to be available and affordable to all students who are a good fit for Baylor as demonstrated by their character, service, and faith." Staff
- "My middle son was salutatorian of his class and received a Presidential Scholarship offer to Baylor. \$12,500 for four years. \$1,750 per semester. Not even the equivalent of one three-hour course." Alumnus/Parent
- "One way to make Baylor more affordable is to increase the scholarship reward based on the students' actual GPAs [after the first year]." Parent

Sampling of specific suggestions:

Some asked if operational costs could be cut through increasing efficiency. Others suggested freezing tuition for students at the rate at the time of their matriculation. Increasing endowed scholarships was strongly endorsed, and one person suggested that a more relational development model would enhance giving. Exemplar comments include:

- "Are we exploring ways to cut costs? How expensive is so expensive that Baylor is not a possibility for students from middle income families?" Alumnus
- "Be more efficient in the use of financial capital. Spend capital funds on facilities that pay for themselves like residence halls. Require more efficient use of existing classrooms." Alumnus/Staff
- "It would be helpful if BU would... freeze tuition for students at the beginning of the freshman year so families would know what to expect for the next 4 years." Alumnus/Parent

- “I would suggest a concerted campaign, not just to raise endowment, but to educate Baptists on ways to make Baylor affordable.” Not specified
- “Make dual credit and AP courses easier to transfer and count for more.” Alumnus
- “I recommend that Baylor establish a more formal and aggressive approach for ensuring that its discoveries be disseminated [via licensing patents and technology] to people worldwide in the form of useful products and services.” Parent

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

Comments concerning the relationship between Baylor and the Waco community were made by 54 of the 299 individual contributors. Of those individuals commenting on the Waco community, 31 identified themselves as alumni, followed by parents (13), faculty (7), students (7), and staff (6).

The sentiment of those responding was overwhelmingly in favor of Baylor continuing or increasing its outreach efforts to the Waco community in support of the Christian mission and ideals of the university. Fifty of the comments applauded Baylor's current contributions to the local community and/or gave suggestions for improving and expanding local outreach, while only two respondents felt we should focus inwardly and concentrate on building Baylor's prestige nationally.

Of the 50 positive responses, 17 provided more general, non-specific approval or praise. Exemplar comments include:

- "As we go, so does Waco and vice versa. I think Judge Starr can be a galvanizing figure that unites the city and the university so that it's hard to tell where one ends and the other begins." Alumnus
- "I would like to see Baylor more involved in helping the surrounding community. It would better reflect the Christian values we stand for." Alumnus/Parent
- "Baylor needs to reach out more into the community. Partnering with non-profits to further not only the organizations' missions, but also that of Baylor, strategically to truly be a part of the community and not an insulated island of learning." Parent
- "Central Texas should know what is going on at Baylor and feel a part of Baylor. The Baylor 'Bubble' should extend well beyond the campus." Alumnus

A few common sub-themes emerged from the remaining positive comments.

Develop/continue strategic partnerships with local businesses

Eight contributors made remarks that encouraged the strengthening of strategic partnerships with local businesses. Half of these remarks concentrated primarily on revitalizing the downtown Waco area and creating a true Riverwalk experience to provide a connection between the Baylor campus and the downtown district. Other benefits mentioned included the attraction of more businesses to the Waco area and increased employment opportunities for Baylor students and graduates. Exemplar comments include:

- "... moving more of Baylor into downtown could help to revitalize the downtown area and would do more to promote good relations with the city of Waco." Faculty
- "Set up a network within Waco to connect Baylor students to professional employment, both during and after graduation. This would help graduates find employment, strengthen the job force in Waco, encourage economic development, and take current students out of the Baylor bubble." Alumnus

Develop/continue strategic partnerships with local schools

Six of the comments related to the Waco Community theme mentioned developing or continuing strategic partnerships with area schools to offer assistance and expertise in classroom and tutoring activities, expose local students to the benefits and opportunities of higher education, and facilitate more local enrollment at Baylor. Exemplar comments include:

- "Baylor has such a huge responsibility in helping Waco children have brighter futures. We need to establish stronger ties with the local public schools." Student

- “I believe something that could enhance Baylor’s standing in the community would be to designate a specific number of admissions for McLennan county residents and/or establish a scholarship fund exclusively for the same... The more Baylor strives to be a top tier university, the more it separates itself from the community because being a private top tier university requires higher tuition and fees. Waco is economically below average making it even more difficult for local residents to attend. This could send the message that even though Baylor University wants to be worldwide leader in education we still want to encourage local enrollment.” Faculty

Build more service opportunities into the curriculum

Six comments addressed using the wealth of student talent and expertise in practical situations within the community. Five of these comments specifically mentioned that Baylor should incorporate more service opportunities as part of its educational studies. Exemplar comments include:

- “There are so many ways to invest our students in the improvement of the Waco community. We are doing much already through our education and social work programs, but other departments could also engage the community in relevant, discipline-specific ways that we haven’t tapped yet.” Alumnus/Staff
- “I would love to partner with Truett Seminary, the nursing school or the art department with projects that utilize students’ educational studies with the community in real life situations to benefit both the student and the client.” Alumnus/Parent/Faculty

Engage with the community in cultural/athletic activities

Five remarks were related to Baylor’s involvement with the local community in cultural or athletic events. Baylor should work with area church and civic leaders to build Waco’s cultural infrastructure and promote Baylor events to the community. Exemplar comments include:

- “As a major player in every aspect of the city’s life, and a top-flight recruiter, Baylor has a key role to play in breathing new life into the cultural heart of the city. By working with the City, Chamber of Commerce and other partners, Baylor can invest its expertise and resources in Waco’s cultural infrastructure, increasing Waco’s ‘cultural capital’ in the same way that the BRIC initiative pooled resources and technical expertise to deliver a project whose value is ‘greater than the sum of the parts.’” Staff
- “Baylor needs to work closer with the Baptist churches in Waco to promote the events at the university... This would promote Christian unity in the community along with the university community. If the local churches are announcing Baylor events, it would be a great way to get more community involvement in university activities.” Alumnus

Sampling of specific suggestions:

- Establish a central office at Baylor to coordinate all service opportunities for faculty, staff, and students. (Faculty)
- Sponsor and perform an "Extreme Makeover" of a neighborhood, church, or business. Alumnus/Parent
- Construct a retirement village on campus for senior citizens. (Alumnus)
- Allow and encourage Baylor employees to donate their time during the M-F work week, with predefined limits and prior approval, to help in schools, home building, Mission Waco, or any of a number of approved local charities. (Staff/Parent)
- Offer adult education programs for non-degree seeking adults in the community. (Faculty)

Executive Summary for Individual Input — *Baylor Family Engagement*

Of the 299 individuals offering input to the Strategic Planning effort, 38 addressed issues related to the Baylor Family Engagement theme. Of that number, 23 were alumni, with faculty, parents, and students also contributing comments.

Baylor and the Alumni Association

More than half of the comments addressing this theme focused on the relationship between the Baylor Alumni Association (BAA) and the university. Nearly all of the comments called for Baylor administrators to resolve the dispute with the BAA. Exemplar comments include:

- “Alumni, parents and other constituents were basically told to keep their nose out of the university business, speak when spoken to, but keep sending in their checks. That attitude has not proven to be helpful, and I have thus far seen no sign of any change in that regard. In my opinion, the university cannot move forward in a positive manner until it first resolves the dispute with the Alumni Association.” Alumnus
- “I realize this will make some very uneasy, but it’s time that Baylor, as an institution, end the petty games that have occurred over the last few years with the Baylor Alumni Association. The actions of the Regents have divided the Baylor Family to no real end. There is a difference between having an independent alumni association and creating a divide where the two sides cannot work together toward common goals.” Faculty
- “Steps have been taken from my observation to help correct the tension between Baylor Alumni Association and Baylor University but I think a wide gap remains. In many ways it is a trust issue and until that is resolved tension will remain. So the strategy from my view is that those who are not allowing trust to be built need to be moved out of the process.” Parent

Strengthening the community

About a quarter of those commenting on this theme addressed ways to strengthen the Baylor community. A few noted the need to preserve the special community that already exists within the Baylor family. Others called for Baylor to improve the community, largely through better communication. Some suggested there is a desire for follow-up communication and a continuing conversation about the future of the university. Exemplar comments include:

- “This is the best of so many great parts of Baylor. The sense of family among students and across generations of Baylor grads and faculty is real and it is vital to the experience.” Alumnus
- “Community is a value that is both top-down and bottom-up. I am pleased with the actions taken by our new president and administration to invite real contributions and feedback.” Faculty
- “I would also like to suggest that further listening sessions be conducted, from time to time, to get feedback from students, faculty, alumni, professionals, regents, etc. to better understand if the plans that have been put in place are working. If they are not, maybe the sessions can suggest alternatives.” Alumnus
- “Baylor needs to follow up with its students, keep them informed as to the decisions that they helped to make, and establish a trust that the students’ opinions matter to the administration.” Student

Executive Summary for Individual Input — *Facilities, Aesthetics, Infrastructure*

The Facilities and Infrastructure theme received comments from 32 of the 299 individuals who contributed input to Baylor's Strategic Planning process. Of those individuals submitting comments related to this theme, 17 identified themselves as students, followed by alumni (9), parents (5), staff (4), and staff (2).

Most of the feedback provided in this theme was in the form of specific suggestions to construct new buildings or expand/renovate existing facilities to meet a perceived need, with 25 such recommendations among the 32 comments. Some common sub-themes emerged from the submissions.

Build or renovate general-use campus facilities

Nine comments (8 students and 1 parent) cited a need to improve campus facilities that are used generally by all or a large portion of the student community. Departments or areas specifically mentioned include library/study areas, Student Life Center, art museum, Greek life building, campus recreation area, minority group area, and hockey rink. Exemplar comments include:

- "Please build more libraries and study areas. Baylor is really lacking in this area... The small library is always packed and noisy and there are very few quiet and comfortable places on campus to study. I feel like if parents went on tours of Baylor campus and saw an impressive Academic Center where students could study, it would make a great impression on them."
Student
- "Baylor has an incredible collection of art at the Martin Museum. My hope is Baylor could be more like other members of the Big 12 and embrace the arts and the jewel of the Martin Museum and build a new arts museum that becomes a part of community and scholarship."
Parent

Build or renovate departmental facilities

Eight contributors (5 alumni and 3 students) made comments concerning specific departmental facilities. Departments or areas receiving specific mentions include Theater Arts, science labs, Communication Disorders, Religion, Business, and Art. Exemplar comments include:

- "Having graduated in the arts department at Baylor and knowing the community that it has produced not only in the central TX area but also, throughout America, I would highly recommend considering adding a new Fine Arts District with expanded facilities for the theatre program." Alumnus
- "I am concerned that I have not seen enhancement of the Communication Disorders program at Baylor. It is still in the same building that it was 25 years ago and other schools such as TWU and others have a pull in this area because they have facilities that are first class!" Alumnus

Build or renovate residence halls

Of the seven comments (3 students, 2 parents, 2 alumni) submitted, six advocated building new residence halls to replace the current facilities due to age and lack of room space and amenities. Requests were also made for more Living-Learning Centers (LLC) and Greek housing on campus. Exemplar comments include:

- "I would invest my money in building a multitude of residence halls on campus. There are several reasons for this. One, the students could walk to their classes and not worry about parking or the extra expenses of owning cars. Two, where you live during your time at Baylor is important. It influences your social relationships, your spiritual growth, and your development as a contributor to society. The students would become a valued member of a supportive,

inclusive community with people, services and programs in place to help them achieve success in and out of the classroom.” Parent

- “Baylor should upgrade the current residence halls and build new ones if possible. I currently live in Martin and it feels like I am in a building from the 1950s. What’s more is I have to share a bedroom with two other people and showers/bathrooms with dozens of others. This normally would be fine, but not at the rate of \$2,400 a semester. Off campus housing that is much better and cheaper can be purchased for much less. Freshman students shouldn’t be required to pay such steep prices for something so old and run down.” Student

Upgrade the technology infrastructure on campus

Six individuals (3 students, 2 faculty, 1 parent) made remarks concerning the presence and usability of technology on campus. Student comments stated that access speed to the Internet through both wired and wireless connections needed to be improved. Faculty comments included a request for more Modern Foreign Language technology classrooms and the need for a top-level technology strategy.

Exemplar comments include:

- “Improve internet access via both ethernet and wi-fi connections throughout the Baylor campus... Baylor’s wi-fi connectivity is notoriously poor, particularly in offices and classrooms where it is needed most. These are problems that other research universities do not have.” Student
- “We desperately need a top-level technology strategy. Executive leadership must tell us which technology paths to walk and exclude others. Otherwise, every technology will be possible and this is simply too much. It’s like saying that all religions are the same so we are a religious university. Please help us narrow the field here.” Faculty

Sampling of specific suggestions:

- “Consider a toll way concept when projecting future parking lot construction for surface lots or new garages. Once a garage or lot is free of debt, the spaces could be available to all through the general parking decal fee. Consider an optional premiere parking fee, per semester, to students/faculty/staff for reserved pre-paid spots on the first floor of a new parking garage. The upper floors could be accessible to persons who desire to pay an entrance fee on a daily or per time usage.” Staff
- Provide more police presence, especially on the outskirts of campus. (Student)
- Implement solar-sourced energy through buildings on campus. This technology would decrease our carbon footprint and allow Baylor to direct the realized savings to accommodate other student, faculty, and staff needs. (Student)
- Provide bicycle lanes, especially on the narrow interior streets and busy thoroughfares bounding campus. (Student)
- “In the next 10-15 years, I envision an aesthetically inspiring environment with universally designed buildings/outdoor classrooms (all ADA compliant) and landscaped grounds to showcase cultural and interdisciplinary influences. The exemplary campus would draw visitors from around the world and reflect Baylor’s foundational assumptions ‘that we are a created part of nature and have been given responsibility as stewards for its care and management.’” Staff

Executive Summary for Individual Input — *University Leadership*

Comments concerning university leadership were made by 17 of the 299 individual contributors. Of those individuals commenting on university leadership, 11 identified themselves as alumni, followed by faculty (5), staff (4), and parents (2).

Four of the responses were simple expressions of praise and appreciation for the leadership. The remainder of the comments offered specific suggestions related to issues to be addressed by university leadership. These suggestions could be grouped into two predominant areas: Administrative Leadership (President, Cabinet, Regents) and Faculty Leadership. Ideas and advice on general university leadership issues are included in the Suggestions section at the end of this summary.

Administrative leadership suggestions

- “Baylor should diversify its leadership in the executive and administration areas, governing board, and faculty to reflect the emerging demographic shifts taking place in the student body.” Faculty
- “The new strategic plan developed by the administration and regents should be formed in light of a review of the 2012 initiative so that people will understand what is new versus what has been an organizational goal for an extended period of time.” Alumnus
- “The Board of Regents should be elected by the alumni.” Alumnus

Faculty leadership suggestions

- “Baylor should strengthen its tenure system by establishing long-term contracts rather than a succession of one-year contracts for tenured faculty.” Faculty
- “Baylor should ensure genuine shared governance so that communication from faculty to administrators is not filtered or suppressed.” Faculty
- “Baylor should retain its current tenure-track policy when hiring new and replacement faculty positions.” Faculty

Sampling of specific suggestions:

- Examine the managerial organization of the university to determine if the current top-down, hierarchical structure is still appropriate. (Alumnus/Staff)
- Employ and model servant leadership throughout the organization. (Alumnus/Staff)
- Seek membership in the Association of American Universities (AAU). (Alumnus/Staff)
- “Baylor desperately needs a single point of contact for corporate relations. Until we do, we are missing out on the chance to strategically cultivate valuable relationships with corporations that could lead to increased research opportunities, collaborative work with faculty, student recruitment prospects, and charitable giving.” Alumnus/Staff

Executive Summary for Individual Input — *Stakeholder Diversity*

Of the 299 individuals offering input to the Strategic Planning effort, 12 addressed issues related to the Stakeholder Diversity theme. Alumni, students, parents, and faculty contributed comments in equal numbers. Every comment called on Baylor to increase diversity in some way, including race/ethnicity, nationality, gender, and religious identity. Some expressed concern that there is work to be done in this area. The general feeling was that increased diversity would both enhance the Baylor experience and demonstrate Baylor's Christian principles. Exemplar comments include:

- "Baylor's Christian commitment will always be a strong foundation for the university, but I hope in years to come that diversity and acceptance will also become a strong part of Baylor and that love and respect for all will become part of its traditions. I strongly hope this value is adopted throughout the faculty, staff and student population. In my four years here, I have seen too many people be silenced for their differences. May the future bring change." Student
- "So, basically a university with very low diversity among faculty and staff cut the diversity program? What is even more difficult for me to accept is that we have not brought the program back in 7 years. Now in all fairness I'm sure someone is working on it yet I don't know of any strategic committee office or data that's released to say how we're doing. So if you're working on it, please let us know." Faculty
- "With 40 years of aggressive 'feminism' under our belts, we now find we have an army of boy/men in our culture. 'Failure to launch' of our boys is epidemic (see Leonard Sax book, *Boys Adrift*). This demographic trend, coupled with crippling college costs in our weakened economy, leaves our young men without meaningful work after graduation, if they, indeed, graduate." Parent
- "I want to advocate for the increase in minority faculty so that the huge number of minority students [see] a similar student/faculty ratio as the students at large." Faculty
- "The presence of international students on campus greatly enriches the educational experience of all of our students. I believe that we could increase the percentage of international students in our student body by strategically distributing materials about Baylor to US Embassies and Consulates around the world, and to international schools in a wide variety of countries." Faculty

Executive Summary for Individual Input — *Athletics and Extracurricular*

Of the 299 individuals offering input to the Strategic Planning effort, 18 made comments concerning athletics and extracurricular activities. Fifteen of the 18 contributors classified themselves as alumni, and the rest were students. The respondents overwhelmingly favored a strong athletic program and commented most frequently on the following topics.

Continue to invest in nationally competitive athletic programs

Of the 18 comments received, 15 supported continued investment toward a strong athletic program, especially the football program, with several citing numerous benefits of a nationally competitive program including additional revenues, increased visibility to prospective students, marketing opportunities, national recognition, and campus pride. Exemplar comments include:

- “Athletics at a university are about more than competition. At minimum, they create a direct impact on image, provide nationwide visibility to Baylor, and drive revenue and scholarships.”
Alumnus
- “The positive publicity it [excellence in athletics] generates is better than the best advertising or marketing. It also generates a spirit and energy among students and alumni that carries forward.” Alumnus

Build a football stadium on campus

Exactly half of those commenting (9) advocated building a football stadium on campus to demonstrate Baylor’s commitment to athletics. Exemplar comments include:

- “Whether right or wrong, football is the beacon of major universities, and we need to do everything possible to give our coaches the best facilities possible to recruit top talent. A 42,000-seat stadium near the river would be my dream.” Alumnus
- “Baylor would be well suited to make an indoor football stadium walking distance from campus. Even with recent success, the game attendance numbers are low by students and alumni alike. The idea of an on-campus game day experience plus an indoor stadium would boost attendance and revitalize team spirit.” Student

Maintain a strong national conference alliance

Of the 18 comments received, 7 mentioned preserving the current Big 12 alliance or being properly positioned in the event of another conference realignment scenario, with only one dissenter. Several of these comments praised Baylor’s efforts to hold together the Big 12 conference, but cautioned the university to take steps to prevent being left outside of a strong national alliance in the future. Exemplar comments include:

- “Many people do not realize the impact that not being in a major conference would have on the university and I commend President Starr in his efforts to hold the Big 12 together last summer; however, I’m afraid the fight is not over and the best way to keep Baylor in the same field and UT, TAMU, etc., is to win and create a fun and supportive atmosphere in this arena.”
Alumnus/Student
- “If we don’t get working and establishing solid relationships with other Big 12 schools and improving our FOOTBALL program and make a bigger push toward increasing revenues, we WILL be left out on the next conference realignment.” Alumnus

Sampling of specific suggestions:

- Offer unsold seats to the Waco community at a much reduced price to build our reputation as the “hometown team.” Open up the other end zone to facilitate these ticket sales. (Alumnus)
- Build the new football stadium as an indoor facility to attract March Madness, NBA playoffs, and large concerts. (Student)

Executive Summary for Individual Input — *Other Category*

About 20 percent of the 299 individuals offering input to the Strategic Planning effort submitted comments that did not seem to fit with any of the twelve identified themes. This document categorizes these Other comments.

Baylor's reputation

About 20 percent of the Other comments reflected Baylor's vision of becoming a top-tier university with a national reputation. About half of the individual responses applauded the quest to rise in the national rankings, while the rest suggested that perhaps the necessary trade-offs would compromise Baylor's unique niche as an academically excellent Christian institution. Exemplar comments include:

- "I would like to see Baylor rise in the academic college rankings, esp. *US News & World Report* college rankings. So look at their criteria and take steps to meet or exceed those criteria. I want my son's degree to be well-respected for years to come." Parent
- "Baylor's program and educational living environment are much better than its image and reputation. The marketing materials contribute to this image problem. A more sophisticated image might help sell the school and attract top students." Parent
- "End Baylor's institutional fixation on rankings. The large amount of time and money spent by Baylor trying to maximize its rank in the USN&WR (and other) ranking schemes speaks volumes about the university." Alumnus

General praise or encouragement

Another 20 percent of individual contributors offered general praise or encouragement. Exemplar comments include:

- "This is an extraordinary university and we are privileged to be part of its history at this key time and place. We applaud this process of thoughtful consultation, look forward to engaging with the emerging strategy and relish the prospect, God willing, of being citizens of its implementation." Alumnus
- "This is the ONLY place I would want my children to be during the formative 18-22 year old time in their lives. Obviously WE love Baylor." Parent
- "It is a true joy and a genuine pleasure to work within the Baylor community where I feel like I can be a complete person, both a scholar and a Christian, and able to share both aspects with my students." Faculty

Sampling of specific suggestions

Almost half of the Other comments constituted specific suggestions for action in various areas. For example, three people offered ideas related to admissions policies and practices, another three addressed issues of health and wellness for employees and students, and two offered suggestions related to campus housing policies.