

# **Baylor Global Poverty Center - Executive Summary**

## **Mission Statement**

The proposed Global Poverty Center at Baylor University will provide a forum to develop theology, technology, and entrepreneurial practices to help alleviate poverty, leading to the creation of practical models for church-based action that have been verified by field testing. The Center should help catalyze and facilitate more holistic and effective Christian ministers and ministries.

## **Vision Statement**

The Center will focus its activities in four areas: (1) developing heuristics through research; (2) validating and fine tuning these heuristics through field studies; (3) providing vision, equipping, and field opportunities for professors and students at Baylor; and (4) empowering churches and their respective communities throughout the world through educational outreach.

## **Resources Needed and Potential Sources**

The Center will require approximately \$193,000 the first year for startup from Baylor University and will require about \$138,000 per year of support from Baylor thereafter. External support of approximately \$400,000 per year will be raised from governmental agencies, foundations, private individuals and the World Bank.

## **Measures of Impact of Center**

A partial list of metrics for the impact of the Center will include (1) number of students involved; (2) number of professors involved; (3) external funding; (4) website hits and newsletter distribution; (5) attendance at annual conference and international workshops; (6) papers published based on work done through center; and most importantly (7) numbers of people whose quality of life (physical and spiritual) has been improved through the projects spawned by the Center.

## **Prototypical Project**

Coconuts are an abundant, renewable resource in many parts of the world where poverty is endemic. Walter Bradley's engineering research group of five students has been working for two years to develop appropriate technologies to convert the constituent parts of coconuts into electricity, particle board, cooking fuel, and other value-added products using simple, inexpensive equipment. The project has been very successful and the research group will be ready to do their first deployment of this technology in 2007. Jeffery McMullen's students in the Hankamer School of Business have been developing business plans around this technology, which takes coconuts worth \$0.06 each and converts them into products worth \$0.60 each. Just \$4,600 in

Baylor University support has already been leveraged into approximately \$30,000 in external funding to date, with \$100,000 in proposals outstanding and \$150,000 in new proposals in preparation.

## **Baylor Global Poverty Center—Statement of Need**

Poverty persists as one of the paramount issues of our times, affecting billions of men, women, and children residing in virtually every country of the world. Through governmental and non-governmental efforts, the plight of the impoverished has been publicized and vast amounts of money have been collected in order to fund poverty initiatives. Most of these initiatives have sought solutions that by necessity operate from a macro perspective and offer top-down approaches. The Baylor Global Poverty Center will focus on poverty from a different kind of perspective and offer a range of bottom-up approaches.

Why should Baylor adopt a strategic initiative that has poverty as its focus? In both the Old and New Testaments, the plight of the poor and marginalized is emphasized and warnings are given to those who abuse or do not care for them (Prov. 22:22; Amos 5:11; James 1:27). As Jesus begins his public ministry, he identifies himself with the one recorded in Isaiah that is anointed to preach the gospel to the poor and to set free those who are oppressed (Lk. 4:18). In Matthew 25, Jesus emphatically states that acts of care toward the poor, diseased, naked, and imprisoned are done unto him. Thus, the manner in which Christians, individually and corporately, respond to the poor is a sign of God's presence and reign in their lives. The faith commitment of Christians and the distinct mission of Baylor University necessitate a compassionate and strategic response to poverty.

Why should Baylor initiate a Center that assists the church in addressing poverty? The church, as a grassroots organism, is positioned to be an outpost where poverty can be engaged in a tangible manner through culturally appropriate means. As the called and sent people of God, the church's mission is to be salt and light (Matt. 5:13-16) and to exist as the visible manifestation of the *missio Dei*. The church's mission vocation mirrors the mission activities of Jesus – proclaiming, loving, helping, serving, feeding, healing, and suffering. Through thousands of churches, the kingdom of God operates from the bottom up. Like a mustard seed, it begins small but eventually becomes so large it cannot be ignored. Such is the mission of small, powerless centers of faith throughout the world, as they announce and represent the coming reign of God over all of life. And for Baylor to be Pro Ecclesia means it serves this mission as well.

Why should Baylor initiate a Center that addresses poverty through a collaboration mission of church, technology and entrepreneurship? Appropriate technology and social entrepreneurship offer the means and opportunities to affect the physical, economic and social conditions of the poor using bottom-up approaches. The integration of the local church's mission, appropriate technologies, and social entrepreneurship holds great promise for empowering individuals and communities to bring about sustainable economic development as part of a solution for global poverty

and a holistic Christian witness to Jesus Christ. The Baylor Center for Global Poverty will provide a forum where the church and the material and people resources of the university work together to develop the theology, technology, and entrepreneurial practices to help alleviate poverty. It is hoped that this collaboration will lead to the creation of practical models for church-based action.

The Center would address a number of specific needs in a manner unique to the tradition and mission of Baylor University:

**Innovative Approaches** - There is need to pioneer new models of response to poverty that moves beyond simply providing money and meeting immediate physical needs. The greater need is for a shift in approach that focuses on systemic development and economic problems. The School of Engineering and Computer Science and The Hankamer School of Business are positioned to offer academic and professional expertise for the creation of innovative approaches. The Center would provide impetus and funding for the innovation of appropriate technologies and viable economic models, along with systems of implementation.

**Mission of the Church** - In order for the church to fulfill its role as the caring community of faith in a world of hurt and misery, it requires assistance in learning of possible means, utilizing appropriate methodology, and finding resources. As Baylor University, and specifically George W. Truett Seminary, exists for the church and its mission, the Center will equip churches around the world in the use of appropriate and simple technologies coupled with economic practices that would enhance the viability of a grass-root Christian response to poverty.

**Moral Pursuit** - If left without moral or divine guidance and purpose, technology, entrepreneurship, and other academic pursuits tend toward progress, achievement, and improvement as ends in themselves, for the production of excessive wealth, or for control over people. Often the aims of utility, power and profit run counter to the purposes of God and can actually increase human misery and suffering. The Center's focus on poverty and the witness of the church will assist in providing moral direction for academic disciplines across the university.

**Synergistic Activity** - While academic specialization facilitates the advancement of understanding and focuses attention on problems of a particular discipline, there is likewise the tendency to inhibit the cross-fertilization of ideas necessary for the development of wider solutions. Faculty and students from the schools of business and engineering, the seminary, and other units need the kind of incentive that encourages collaboration toward a common cause. The Center will generate multi-disciplinary synergy across the Baylor community in order to facilitate cooperative projects at the faculty and student level.

**Contribution to Baylor 2012** - Finally, the Global Poverty Center will contribute to the Baylor 2012 imperatives 1, 3,4,5,6, 9, 11, and 12 in a significant way. The Center, if started immediately, will allow Baylor to build on the national visibility of its current

activities and the Pruitt Symposium for 2008 on “Global Poverty” to begin to play a leadership role among universities in addressing and helping to alleviating global poverty.

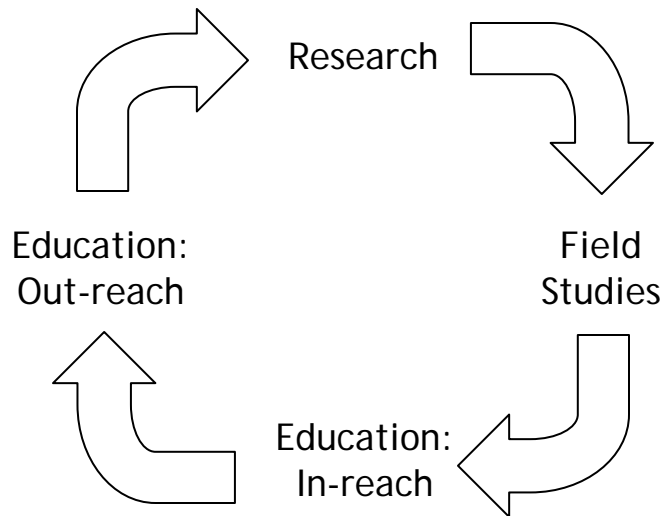
## **Baylor Global Poverty Center—Mission, Vision, and Implementation**

### **Mission Statement**

The church, as a global grassroots organism, is positioned to be an outpost where poverty is engaged in a tangible manner through culturally appropriate means in virtually every province of every country. Appropriate technology and social entrepreneurship provide the means and opportunities to affect the physical, economic and social conditions of the poor using “bottom-up” approaches. The nexus of the mission of the local church, appropriate technologies, and social entrepreneurship holds great promise for empowering individuals and communities to bring about sustainable economic development as an integral part of a holistic Christian witness. The proposed Baylor Global Poverty Center will provide a forum to develop the theology, technology, and entrepreneurial practices to help alleviate poverty, leading to the creation of practical models for church-based action that have been verified by field testing. The Center should help catalyze and facilitate more holistic and effective Christian ministers and ministries.

### **Vision Statement**

The Center’s vision consists of four sequential steps that repeat continuously, as illustrated below. First, research in theology, appropriate technology, entrepreneurship, and economics will provide new ideas on how to do “bottom up” economic development, working in partnership with Christians in underdeveloped countries. Second, these ideas will be tested and refined with field studies. Third, the research and field studies will provide sustentative content for educational in-reach at Baylor. Four, the heuristics developed at Baylor will be disseminated to the Body of Christ worldwide through education outreach that produces empowerment. Outreach will stimulate new ideas to be pursued in research.



## Implementation

**(1) Research**—*The goal of our research is to develop comprehensive game plans, built around appropriate technology and viable business plans, that are structured in ways that alleviate global poverty and facilitate Kingdom building, distributing benefits to the community in ways that are equitable, with sensitivity to local economic constraints.*

Working closely with Christian partners in developing countries, professors at Baylor will identify needs that we hope to address. We will focus on locally abundant resources, and preferably resources that are renewable. For example, coconuts are an abundant, renewable resource in many underdeveloped parts of the world. Our research on coconuts has focused on how to convert coconuts into value-added products such as electricity, particle board, and charcoal for water purification and cooking. This must be done with equipment that is inexpensive, simple to operate and reliable.

Entrepreneurial research will focus on the unique challenges of planting businesses in developing parts of the world and developing actual business plans for prototypical businesses to be field tested. The theological research will explore Biblical insights into how this effort should be structured in Christian community so that kingdom building is fostered and the opportunities and benefits are distributed in an equitable way. The economic research will help to evaluate the relative importance of various systemic factors that can facilitate or inhibit the success of the enterprises.

All of this research should merge to provide a comprehensive game plan for projects to be field tested that utilize appropriate technologies combined with suitable business plans, structured to represent the best approach from a theological and economic perspective. These plans will be created collaboratively with our partners in developing countries. Undergraduate and graduate students will be very involved in the various

aspects of this research, providing a wonderful opportunity to make a difference through a very rich project oriented learning experience.

**(2) Field Studies** – *The goal of the field studies will be to validate the technology and business models and insure that the structure used facilitates alleviation of poverty and Kingdom building, distributing benefits in the community in an equitable way while avoiding economic constraints, particularly governmentally imposed ones.*

The plans that are developed in the research activity will then be field tested in developing countries. Our first field test of our coconut research is already in the planning stages for Papua New Guinea in 2007 in the rural village Wadau on the island of Karkar. Our partners there are Dr. John Pumwa and Professor Sammy Aiui, both professors at Unitech, the only engineering school in PNG. They are both committed Christians and want to use all that we are developing to help the many small villages in Papua New Guinea through the local Christian community. Dr. Pumwa spend a one year sabbatical at Baylor as we began this project. Drs. Jeffery McMullen and Walter Bradley from Baylor have submitted a \$50,000 proof-of-concept proposal to the National Collegiate Inventors and Innovators Association for this field test. Dr. Pumwa has gotten tentative approval for \$50,000 of additional support from the United Nations. If this project is successful, similar projects can be deployed in other locations around the world using World Bank loans secured by the various village communities. What we learn from this project will allow us to fine tune the technology, business plan, and structuring strategies in the community, and hopefully, avoiding the distinctive economic roadblocks that each country has to bottom-up economic development.

The deployment will also include significant student involvement, working in partnership with Baylor's University Ministries and Missions (UMM) program. We have previously made two international trips to Kenya with University Ministries and Missions in 2005 and 2006 and have plans to go with UMM to Honduras, Armenia, and Kenya in the summer of 2007. The Center will make possible our undertaking much more high impact projects for deployment, enhancing the value of these trips to the people we are seeking to help.

We will also hope to partner with like-minded Christian organizations, such as World Vision, ECHO, the World Hunger Relief Farm (in Waco), and the Consortium for Global Education to help Christians in underdeveloped parts of the world to launching businesses that meet needs in the local community and provide jobs and economic opportunities.

We anticipate securing funding through the World Bank, USAID and the UN for business ideas that we have demonstrated in the field to be successful to allow research projects that have been successfully demonstrated in the field to be widely deployed. We envision students who have been involved in this development work to start franchising companies around the successful projects, facilitating their wide dissemination.

**(3) Education In-Reach** —*The goal of the educational in-reach will be to involve and empower more professors and students at Baylor to assist in alleviating problems of global poverty by providing vision combined with opportunities for equipping and personal involvement.*

Educational in-reach will be accomplished with the following activities:

- Annual national symposium to be held at Baylor
- On-campus speakers and workshops
- Courses such as EGR 4396: Appropriate Technology for Developing Countries and MGT 4350 Social Entrepreneurship and Economic Development to provide formal training within a students academic discipline
- Interdisciplinary courses to be developed that are designed for students outside an academic discipline
- Short-term missions trips with University Ministries and Missions
- Longer-term internships to be developed
- Research opportunities for honors theses, course projects, and MS theses

**(4) Education Out-Reach**— *The goal of the educational in-reach will be to involve and empower Christians around the world to assist in alleviating problems of global poverty by providing vision combined with opportunities for equipping and personal involvement. Additionally, we would see the Global Poverty Center becoming internationally recognized in secular as well as Christian circles as a tremendous resources of creative ideas that have been demonstrated in the field to be effective, made available through high quality scholarship to serve in the broadest possible way the poorest of the poor in the world community.*

Educational out-reach will be accomplished using the following activities:

- Annual National Conference
- Workshops in developing countries
- E-Journal
- Website
- Newsletter
- Sabbatical leaves (Baylor professors going; others coming to Baylor)

### **Baylor Global Poverty Center—Environmental Assessment**

The environment for starting a Global Poverty Center at Baylor at this time is extremely favorable and we already have in place a team of professors and students who are actively working in this area.

**Environmental Assessment in Curricular Area** - Global education and service learning are rapidly growing values in higher education. Leading universities such as Stanford, Purdue and MIT are combining these two values by addressing global needs with significant service learning projects. For example, MIT has been developing a

simple, cheap water purification system that could be used in developing countries and has field tested it successfully. Purdue has developed a program called EPICS, or Engineering Projects in Community Service, though most of these projects at present focus on needs in the United States. These programs are generally driven by the engineering programs and function as humanitarian efforts, but with limited integration with the Business School and no spiritual dimension. Baylor is already a recognized leader in this area and recently made a presentation at a national service learning conference in Washington sponsored by the National Science Foundation (NSF).

**Global Poverty Initiatives in Christian Colleges** - Christian Colleges have also initiated programs in appropriate technology for developing countries. Walter Bradley has visited Calvin College, Messiah College, Taylor University, and LeTourneau within the past two years to give presentations on his work at Baylor and to become more acquainted with their work in this area. The Christian motivation in developing appropriate technology and the Christian ministry that accompanies deploying this technology are commendable. However, these programs are centered in their Departments of Engineering with little integration with business or the seminary (which only Calvin has). Key professors at each of these schools were very enthusiastic about the possibility of Baylor forming a Global Poverty Center that would provide an annual symposium, a resource website, an E-Journal, a newsletter and a bulletin board to connect needs with technical and entrepreneurial resources. Only Baylor currently has the size, expertise and the resources to be the flagship program for addressing global poverty in a Christian context.

**Global Poverty Initiative in Research I Universities** - Our work at Baylor has already established a national visibility for our efforts in Research I University circles as well. The National Collegiate Inventors and Innovators Association (NCIIA) chose our project on converting coconuts into value-added products, which they funded, as one of three projects to highlight at their annual meeting in Portland in March 2006 and one of several to highlight in their ten year report of their successes. A team of MBA students from Hankamer Business School got honorable mention in a national business plan competition for their business plan to franchise wind generated electric power in Kenya. The National Science Foundation in cooperation with Cornell University is organizing a by-invitation-only workshop to shape a new initiative that they have in sustainable global development. Walter Bradley and Jeff McMullen have been invited all-expenses-paid to participate in this workshop in Washington, D.C. in February 2007 to help shape this NSF initiative. Walter Bradley gave invited lectures on his work on coconuts at Mississippi State University, Ateneo University in the Philippines, Calvin College and Taylor University this year. Maybe more importantly, we are getting many unsolicited inquires from various churches, Christian orphanages, and Christian relief organizations around the world (e.g., Bridging The Gap Africa), who are anxious for us to partner with them to help them have a more holistic ministry to their people. We have current partnerships with organizations in Kenya, Honduras, and Papua New Guinea and are currently are working on potential partnerships with other groups in Kenya, India, Cambodia, and Vietnam. For example, a team of 4 engineering students under the supervision of Drs. Jordan and Bradley are designing a 420 foot long pedestrian bridge



across the 2<sup>nd</sup> largest river in Kenya for our partner “Bridging the Gap Africa”. BTG is raising the necessary funds (>\$100,000) to do the actual construction. Students from Baylor will also have the opportunity to help build the bridge. We already have many more opportunities than we have time resources.

In summary, we are only aware of one university in the US that has a Global Poverty Center, and that is Cornell University and is quite new. If we start such a Center at Baylor and make good use of our many possibilities for networking with Christian partners around the world, we should be able to have a Center that plays a leadership role in this extremely important area.

**Current Faculty and Student Involvement at Baylor** - Through our *Engineers with a Mission* group with approximately 40 members, we have very strong student interest and involvement. We are seeing similar levels of interest in the Seminary (though not numerically, since it is a smaller program) and in business, where several *BEST* Teams this fall used appropriate technology for their business plan competitions. At least 8 professors from the sponsoring Schools will be involved.

While the Center will be formally sponsored by ECS, Truett Seminary and the Hankamer School of Business, we anticipate involvement from professors and students in Biology, Environmental Sciences, Sociology, Anthropology, and Political Science, where we already have excellent contact with faculty who have already been involved in helping to alleviate Global Poverty or would like to get involved. We would expect at least 7 professors from these and other departments to get involved immediately.

The Education In-Reach is designed to increase the involvement across the Baylor campus of professors and students.

**Team Chemistry** – The team who has prepared this document (Michael Stroope, Jeffery McMullen, Joe McKinney, Bill Jordan, and Walter Bradley) has been meeting since the beginning of 2006 to prepare a proposal for the Pruitt Symposium and discuss starting a Global Poverty Center. The Strategic Initiative provided an opportunity and a deadline to bring our ideas into sharper focus. We have developed a strong friendship around our shared passion for this area of Christian service. We have also developed an appreciation for the very interdisciplinary nature of this task. We are grateful to be working together and look forward to advancing the Kingdom through this Center.

## **Baylor Global Poverty Center—Goals and Assessment**

The primary goal of the Global Poverty Center will be to discover ways in which, working in coordination with missionaries and the local churches, absolute poverty can be alleviated. Researchers at the center will attempt to discover new appropriate technologies that can make use of the resources in poorer countries to increase living standards there. They will also study ways in which existing technologies might be modified so as to be suitable to the conditions of poorer countries. These activities will

involve research in the laboratory as well as field studies in the countries where the technologies will be employed.

Development of appropriate technologies will not in itself be sufficient. In order to alleviate poverty the technologies must be applied. Another facet of center activities will be identification of economic and regulatory constraints in countries that might inhibit bottom-up development, and the development of strategies to work around these. Entrepreneurial practices suitable to conditions in less developed countries will be developed, and training programs established for the benefit of potential entrepreneurs. Such programs will provide instruction in preparation of business plans, gaining access to financing for new ventures, and other aspects of starting a small business. Since the center intends to work primarily through missionaries and churches to facilitate deployment of these tools, studies will be conducted concerning the best ways for these tools to be made a part of their holistic ministries to their people.

Another important goal of the center will be educational in-reach at Baylor to catalyze the involvement of a significant number of professors and students in its mission. Awareness of the extent of world poverty and ways in which it can be alleviated will be increased through on-campus speakers, workshops and conferences. The center will partner with University Missions and Ministries to provide students with opportunities for short-term mission trips and longer-term internships. Materials developed in the center will be made available for integration into existing courses where appropriate, and assistance will be provided for the development of new courses that would be related to the center's work.

A further goal of the center will be educational outreach and empowerment that will focus on disseminating the heuristics developed in the center to the church worldwide through annual conferences held at Baylor, workshops held in developing countries, websites, a scholarly journal to be started by the center, and a newsletter sent throughout the world to missionaries, pastors, Christian technologists, and social entrepreneurs. The center will partner with like-minded Christian organizations such as World Vision, ECHO, the World Hunger Relief Farm and the Consortium on Global Education to help Christians in less developed parts of the world to launch businesses, and assist such organizations in securing funding through the World Bank, USAID and the United Nations for projects that the center has demonstrated in the field to be successful.

The attainment of these goals will be assessed in a variety of ways. The center will document the numbers and types of new appropriate technologies that are developed as a result of its activities, as well as modifications of existing technologies that have enhanced their suitability for employment in poorer countries. A record will be kept of instructional programs carried out by the center to train potential entrepreneurs in the procedures for starting a new business, and the seminars conducted for missionaries and churches concerning the optimal ways of employing appropriate technologies as part of their holistic ministries. The center will also document the ways in which professors and students have been involved in its activities, and the numbers of each

involved. Note will be made of how materials developed by the center are used in existing courses, and the role of the center as a catalyst in the development of new courses. The center will keep a record of conferences and seminars organized, and the numbers and types of participants in them. A record will be kept of the number of times the center's web site is visited, of the circulation of the scholarly journal and the citations of articles from it, and the scholarly and practitioner articles published by those associated with the center. The center will also document the amount of external funding received for support of the center's activities, and also the funding received by organizations that have been assisted in their fund-raising activities by the center. All of these data will be summarized and published in the center's annual report.

Most importantly, the Center's annual report will document the number of people in developing countries whose lives have been positively impacted and by how much.

### **Baylor Global Poverty Center—Action Plan**

A board of seven directors will be appointed for the Center; two from Hankamer School of Business, two from Truett Seminary, and two from the School of Engineering and Computer Science, and an at-large representative from another academic unit at Baylor. The Board of Directors will in turn select a part-time director who will be one of the Directors. The Board of Directors will also choose a chairperson.

The Board of Directors shall immediately initiate a search for the Center's one full-time employee, an Editor who will also serve as the Administrative Assistant to the Director. A bi-weekly seminar program will also be initiated to provide more information on the Center's vision to involve more professors and students in the planning and subsequent activities.

The Center will also secure suitable office space on campus, have a logo and brochure designed and have stationary prepared, all with a common theme to begin to brand the Center.

The Board of Directors shall develop a set of bylaw for the Center to determine how it will function, addressing various procedural and policy issues.

An Advisory Board will be formed during the first year. It will consist of representatives of various stakeholders, including potential partners, various missions organizations, and representatives from organizations that sponsor projects in alleviating poverty. Professors from other universities with considerable experience in work to alleviate poverty may also be considered.

The new Editor will be charged with starting the planning to launch the various communication modes for the Center, including website, E-Journal, and newsletter.

The Center will have two primary goals for the first year; to plan very carefully the Pruitt Symposium as the inaugural event of the Center and to prepare as many proposals as possible to secure external funding for various project ideas. Faculty summer support initially will be provided on a competitive basis for professors with good ideas who need time to prepare proposals and where necessary to travel to visit potential sponsors.

Professors with work related to the Center will be invited to bring their work under the umbrella of the Center when it appears there is a mutual benefit to do so.

Review of current course offerings will be made as the first step in planning new courses that address Global Poverty, with a special emphasis on interdisciplinary courses.

Solicitation of workshop topics to assist various Christian's groups in developing countries will take place to begin to identify what workshop topics are of greatest interest initially.

### **Baylor Global Poverty Center—Budget Narrative**

The funds requested from Baylor University are may be put into two categories:

- The necessary overhead expenses to run the Center, including an Administrative Assistant/Editor and a part-time Center director (~\$90K);
- The summer faculty support, student support and travel to allow professors to generate project ideas and preliminary data to be able to write grant proposals and travel to visit with potential sponsors (~\$48K)

It is anticipated that as the Center is established and various projects secure external funding for research, for field testing, and for general deployment that external funding should climb to \$400K/year.

The request for the initial year includes some one-time start up expenses (~\$50K), including web, E-Journal, and newsletter design, computer and printer, and extra summer faculty and student support (graduate and undergraduate) as we begin to develop project ideas with preliminary research and write grant proposals to secure external funding.

It should be noted that we envision the 2008 national symposium to be funded primarily as the Pruitt Symposium. The registration fees for 2008 should provide the funding for the following year and so on. Thus, we expect this very important activity to be essentially self-funding, though we may raise scholarship monies from donors to be sure that no one is prevented from coming for lack of funds.

In the same way, we expect to fund our first overseas workshop with startup monies (\$5K) but then use the participant fees from the first year to fund the second year, and

so on, making this activity self supporting as well. Again, we will raise some monies for scholarships to be used as needed.

Additional support or travel, graduate students, and preliminary research expenses may be secured from the departments of the professors who are involved in the Center.

### **Personnel/Salary Requests**

We anticipate hiring one new full-time person. This person would be a combination Administrative Associate and Editor. We need someone who can not only manage the center office, but who can be the editor of our proposed newsletter, E-Journal, and website. This is why we are requesting a salary of about \$40,000 for this person.

A part-time director is needed, and would be one of the professors who is active in the Center and willing to play this leadership role. The summer support for faculty and students is to initiate projects which should then find their own external funding.

### **Communication**

Part of the communication costs are the salary of the editor mentioned earlier. We anticipate first year costs of about \$18,000 to set up our system that will include designer costs for the website, E-Journal, and newsletter. We anticipate that in succeeding years we will need to spend about \$5,000 per year to maintain the website.

### **Travel**

Since the projects will be implemented in developing countries, the travel budget for this center will be relatively large. We are requesting \$10,000 per year from Baylor and anticipate \$15,000 per year from outside funding. We also anticipate using several sources of travel money already on hand. Some departmental travel money may be used on these projects. In addition, many of these projects will have implementation trips that are also part of discipline specific missions trips sponsored by University Ministries. University Ministries has traditionally paid for faculty travel costs on their discipline specific missions trips.

### **Office supplies**

We anticipate a modest cost of \$1,000 per year for office supplies. In the first year the cost will be higher, since we have to purchase a computer/printer system for the center's administrative associate/editor.

**Baylor Global Poverty Center  
Budget**

Area	Comment	First Year Budget		Second and Following Years	
		Requested from Baylor	External Money	Requested from Baylor	External Money
Part time director	current faculty member	25,000		25,000	
Full time administrative associate / editor	new hire	40,000		40,000	
Summer Faculty		30,000	30,000	15,000	40,000
Fringe Benefits	28% of salaries	26,600		22,400	
Research expenses			40,000		50,000
National conference	First year from 2008 Pruitt Symposium funds	0			30,000
Logo design		1,000			
Newsletter template		2,000			
Ejournal design		5,000			
Initial web site design		10,000			
Maintaining web presence				5,000	
Undergrad students		10,000	5,000	10,000	5,000
Graduate students		25,000	0	15,000	45,000
Travel		10,000	15,000	10,000	15,000
Workshops		5,000	5,000	0	5,000
Office supplies	First year includes computer system	3,500		1,000	
Field projects	World Bank, USAID, UN, foundations		50,000		200,000
<b>Total</b>		<b>193,100</b>	<b>145,000</b>	<b>143,400</b>	<b>390,000</b>

<b>Previous External Funding</b>		<b>Previous Total</b>
Research Grants	25,000	<b>190,000</b>
Donations--research	10,000	
Donations--student trips	35,000	
Donations--Armenia	120,000	

<b>Pending Grant proposals</b>		<b>Pending Total</b>
NCIIA--Bradley and McMullen	50,000	<b>100,000</b>
NCIIA--Jordan and Thomas	50,000	