

A&SPIRE YEAR TWO (2015-2016)

Theme 5

BUILDING THE FINANCIAL FOUNDATION



10-year Budget Pro Forma

Year 2 Accomplishment

- Created budgetary models for in Arts & Sciences which identify alternative revenue streams, particularly at the graduate student and research level, in light of declining undergraduate tuition rates.

Year 3 Goal

- The Dean and financial managers will finalize a 10-year budget *pro forma* for A&Spire, incorporating work done previously on alternative revenue streams.

Development Initiatives

AOD 1 – Create \$10M Endowed Scholarship Plan

Year 2 Accomplishments

- Endowed scholarship funds reached \$5.3 M this year, exceeding the goal of \$2M/yr. These scholarships are distributed in some cases by departments to prospective majors or by admissions from a general Arts & Sciences fund.
- Received an additional \$306,720 for the Hillis Scholars Program. The total now stands at \$1,029,277 since the inception of the program two years ago. Interest earnings provide resources for pre-medical students, assisting with recruitment, retention, and entry into medical schools.
- Central Development is in the process of hiring regional development officers to include liaisons to A&S.

Year 3 Goals

- Identify the role A&S will play with endowed scholarships as part of the upcoming comprehensive fundraising campaign.
- Based on a determination by the A&S Board of Advocates, determine whether an endowment for a Center for Engaged Learning to support students for undergraduate research initiatives, internships, and merit scholarships and fellowships.

AOD 2 – Arts District Plan

Year 2 Accomplishment

- At the request of the Vice President for Development, the Dean, along with chairs Stan Denman, Mark Anderson and Chris Hansen, created a revised strategic plan for Phase I of the Arts District project. The Dean presented to the Executive Council of the President and to the Arts & Sciences Board of Advocates. The presentation was received enthusiastically.

Year 3 Goal

- Determine the role of the Arts District in the upcoming comprehensive capital campaign.

AOD 3 – Development Plan for Masters in the Arts

Year 2 Accomplishment

- No action taken at this time

AOD 4 – Development Plan to Endow 12 Professorships in Sciences

Year 2 Accomplishments

- Established two endowed chairs:
 - Robert and Veronica K. Piziak Endowed Chair in Mathematics; and
 - Roger E. Kirk Chair in Quantitative Psychology.
- Increased funding for three new endowments:
 - Kenneth and Celia Carlile Chair in Geology;
 - The James Vardaman Endowed Faculty Fund; and
 - The Matthew Linder Endowment for Excellence in Film and Digital Media.

Year 3 Goal

- Build the endowment by two additional professorships or chairs in the sciences.

AOD 5 – Create a Development Plan to Endow Existing Research Centers in the Sciences

- No action taken at this time

AOD 6 – Development Plan for Additional Research Space in Sciences

Year 2 Accomplishment

- The Dean met with the Provost's Office and Facilities on the design of a potential new facility for the School of Engineering and Computer Science next door to the Baylor Sciences Building.

Year 3 Goals

- Collaborate with the new university administration regarding space allocation for the sciences and engineering.
- Carefully monitor research space usage within the departments currently occupying the BSB.
- Strengthen the relationship with the Development Director for Foundations and Corporations. The Arts & Sciences Board of Advocates, the Dean and development officers will collaborate with the director to identify possible naming opportunities for renovated facilities within the BSB.

AOD 7 – Development Plan for Masters in Sciences

Year 2 Accomplishment

- No action taken at this time.

AOD 8 – Development Plan for Humanities/Social Sciences

Year 2 Accomplishment

- Increased funding for the Vardaman Endowed Professorship in History, and increased funding for an endowment in film and digital media.

Year 3 Goal

- The Dean will move the strategic planning process forward through collaboration with the humanities and social science chairs.

AOD 9 – Create initiative for Comprehensive Fundraising Campaign

Year 2 Accomplishment

- No action taken this past year.

Year 3 Goal

- In cooperation with the Development Office, identify potential avenues to fund the initiatives listed in this Act of Determination of *A&Spire* as part of the upcoming comprehensive fundraising campaign for the university.

Judicious Stewardship

AOD 1 – Endowing New Professorships

Year 2 Accomplishment

- This past year Arts & Sciences allocated the funds from vacant endowed chairs/professorships to specific faculty lines: Cornelia Marschall Smith Professorship in Biology (Dr. Dwayne Simmons, new faculty); Ralph and Jean Storm Chair in Mathematics (Fritz Gesztesy, new faculty); and Stiteler Professorship in Classics (Julia Hedjuk, sitting faculty).

Year 3 Goal

- Assign all vacant endowed professorships or chairs to existing faculty lines or develop a proposal for remaining funds to be used for recruitment of new faculty.

AOD 2 – Faculty Workloads

Year 2 Accomplishment

- Refined the faculty workload algorithm to reflect current activities in Arts & Sciences departments.

Year 3 Goals

- The information analyst for A&S will meet with each department chair in the summer of 2016 to fully implement the faculty workload plan.
- The Dean will present to the Provost the results from the conclusion of this goal, which should lead to greater resource distribution to A&S in the future for its judicious stewardship.

AOD 3 – Endowing Scholarships

Year 2 Accomplishment

- Confirmed the need for additional development officers in the College of Arts & Sciences. The discussions with the central Development Office specifically addressed the remarkable fundraising success we have had during the past two years.

Year 3 Goal

- At least two regional development officers will be in place to assist A&S with its ambitious fundraising goals for the coming year.

AOD 4 – Department Financial Profiles

Year 2 Accomplishment

- Reviewed each financial profile for the academic departments in the College of Arts & Sciences. The financial managers met with all department chairs and senior administrative staff this past year to gain a better understanding of financial budgets and to identify previously untapped resources.

Year 3 Goal

- Finalize the departmental financial profiles.

AOD 5 – Dean’s Office Financial Profile

Year 2 Accomplishments

- The Dean compiled and categorized ongoing discretionary funds for potential strategic use in the coming years.
- The Dean committed strategic resources towards the Core Curriculum Vision Committee.
- The Dean contributed funds to the committee developing Grand Challenge Research proposals.
- A university-wide faculty grant buyout policy was established late last fiscal year where the Dean retains 75 percent of faculty salaries paid for by external grants and contracts, with half of this amount going back to the home departments for their use. These funds are intended to enhance the research activities at both the home department and at the Dean’s level.
- The Dean, in collaboration with the Vice Provost for Research, developed a “bridge” funding program for faculty with grants that have temporarily expired to sustain staffing and equipment during the funding transition.

Year 3 Goals

- Fund the implementation of the new vision developed by the Core Curriculum Committee.
- Continue financial support for the committee developing Grand Challenge Research proposals.
- Fund the third annual Interdisciplinary STEM and Humanities Symposium.
- Fund the ongoing initiatives for the publications of *Scientia* magazine (undergraduate student publication), two issues of *Baylor Arts & Sciences* magazine, the BURST survey of undergraduates related to undergraduate research, and 20 student internships at the National School of Tropical Health (BCM-NCTH).

AOD 6 – Endowing Existing Professorships

- See AOD 1 above.

AOD 7, 8, 9 – Research Centers, Master’s Programs and Staffing

- Pending discussions in the coming year.

AOD 10 – F&A Revenue Sharing to the Dean’s Office

- No action taken at this time

AOD 11 – Enrollment Management

- No action taken at this time