

A&SPIRE YEAR THREE (2016-2017)

Theme 5

BUILDING THE FINANCIAL FOUNDATION



AOD 1 – Creating a 10-year Budget Pro Forma

Year 3 Accomplishments

- We have six budget *pro formas* for strategic proposals in progress: Global Health, Christian Ethics, Material Science, Cancer Research/Drug Discovery, Data Analytics and Cybersecurity, and Engaged Learning.
- We are progressing on an additional proposal for Cancer Research and Outreach.

Year 4 Goals

- To finalize the budget *pro formas* in progress for strategic initiatives from last year.
- To complete a new budget *pro forma* to hold a competitive major strategic initiative sponsored by the College of Arts & Sciences Dean's Office.
- To continue to explore alternative revenue streams through professional master's programs and certificate programs.

Development Initiatives

AOD 1 – Creating a \$10 Million Endowed Scholarship Plan

Year 3 Accomplishments

- Received \$335,723 for the William Hillis Scholars in Biomedical Science program, bringing the total gifts and pledges to \$1,365,000.
- University Development has hired five new regional officers to help raise money for Arts & Sciences and other academic units.
- Preliminary discussions with University Development have begun on A&S initiatives for the upcoming comprehensive fundraising campaign, including fundraising for endowed scholarships.
- A “one-pager” has been created stating the need for A&S to raise \$40 million for endowed scholarships in the upcoming campaign.

Year 4 Goal

- Ensure that the endowed scholarship strategic initiative is approved as part of the upcoming campaign.

AOD 1.5 – Enhancing Support for Engaged Learning

Year 3 Accomplishments

- An Office of Engaged Learning was created in the Dean's Office this past year to begin steps towards better management of undergraduate research, internships, competitive scholarships and study abroad programs.
- A fundraising “one-pager” was created in consultation with the Arts & Sciences Board of Advocates and department chairs for the office showing that an endowment of \$9 million is needed for staffing and student support.

Year 4 Goals

- Based on a recommendation 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 is feasible.
- Appoint a faculty member part-time to the office to provide leadership with undergraduate research opportunities for our students.
- Ensure that the Office of Engaged Learning is a strategic initiative approved as part of the upcoming campaign.

AOD 2 – Creating a Development Plan for the Arts District

Year 3 Accomplishment

- A fundraising “one-pager” was created for a \$40 million renovation and expansion project for the Hooper-Schaefer Fine Arts Center as Phase 1. Discussions have continued about the validity of including Phase 1 in the upcoming campaign.

Year 4 Goal

- Ensure that Phase 1 of the Arts District proposal is included in the upcoming campaign.

AOD 3 – Creating a Development Plan to Endow Masters Programs in the Arts

Year 3 Accomplishment

- No action is taken.

AOD 4 – Creating a Development Plan to Endow 12 Professorships in the Sciences

Year 3 Accomplishments

- Increased the funding for the Kenneth and Celia Carlile Chair in Geology to \$1.3 million.
- Received a \$1 million pledge towards geology to create three endowed funds (graduate program, undergraduate research and an equipment fund).
- A fundraising “one-pager” was created for \$40 million for endowed professorships/chairs to be included in the upcoming campaign and possibly tied to the major strategic initiatives discussed earlier.

Year 4 Goals

- Increase the number of endowed professorships/chairs by two.
- Ensure that fundraising for endowed professorships/chairs are included in the upcoming campaign. Preliminary estimates suggest a need for \$40 million.

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

Year 3 Accomplishment

- We have begun discussions on the following possible research centers: Cancer, Material Science (in conjunction with the School of Engineering and Computer Science), Christian Ethics, Global Health, and Data Science and Cybersecurity (in conjunction with the School of Engineering and Computer Science, the Hankamer School of Business and the Robbins College of Health and Human Sciences).

Year 4 Goals

- With appointment of an associate dean of research and graduate education, a plan will be completed in the coming year for the future of the existing centers (Microscopy and Imaging, Molecular Bioscience, Mass Spectrometry and Nuclear Magnetic Resonance).
- Continue development plans for these centers.

AOD 6 – Creating a Development Plan to Acquire Additional Research Space for the Sciences

Year 3 Accomplishments

- Discussions have continued with architectural plans for a research facility with swing space for STEM to be located next to the Baylor Sciences Building. This facility is to be part of the upcoming fundraising campaign and would be space utilized in part by Arts & Sciences faculty.
- Department chairs are being asked to monitor the allocation of research space against scholarly productivity within their current space footprint.
- Dean Nordt met with the director for foundations and corporations, identifying areas to target for future matched giving strategies. He and members of the A&S development team visited ExxonMobil in Houston to strengthen relationships there with the company's leadership team and Baylor alumni.
- A representative from the Office of Foundations and Corporations met with the divisional chairs this past year to discuss opportunities.

Year 4 Goals

- Help ensure that the new research facility will become part of the campaign.
- With the new A&S associate dean for research and graduate education, continue with strategies with department chairs to better monitor research space usage in the Baylor Sciences Building.

AOD 7 – Creating a Development Plan to Endow Masters Programs in the Sciences

Year 3 Accomplishment

- No action taken.

AOD 8 – Creating a Development Plan in the Humanities and Social Sciences

Year 3 Accomplishments

- Increased funding for the James Vardaman Endowed Professorship Fund to \$1 million.
- The Matthew Linder Endowment for Excellence in Film and Digital Media has increased to \$1.2 million.
- A strategic proposal for a Center for Christian Ethics is underway to enhance collaborations among the humanities departments and the medical humanities program.

Year 4 Goal

- Complete development of the Center for Christian Ethics proposal.

AOD 9 – Creating a Plan for a Comprehensive Capital Campaign

Year 3 Accomplishment

- See above.

Judicious Stewardship

AOD 1 – Endowing New Professorships

Year 3 Accomplishment

- Monies from the vacant Baines Professorship and Roach Professorship in the Department of Religion were allocated to a senior faculty search in the Department of Religion.

Year 4 Goal

- Continue working with departments to ensure that unused endowed monies are being allocated to faculty searches to the extent possible.

AOD 2 – Faculty Workloads

Year 3 Accomplishments

- The Arts & Sciences information analyst met with all department chairs to review faculty workloads.
- Dean Nordt met with the provost to remind him of steps being taken for more efficiencies with faculty workloads to give greater assurances that requests for resources are necessary.

Year 4 Goal

- The Arts & Sciences information analyst will meet again with all chairs this year to review faculty workloads.

AOD 3 – Endowing Scholarships

Year 3 Accomplishment

- Three new regional development officers have been employed by University Development during the past year.

Year 4 Goal

- The dean will monitor the relationship and fundraising progress between the Arts & Sciences development officers and the regional development officers.

AOD 4 – Departmental Financial Profiles

Year 3 Accomplishment

- **This AOD is completed and will be maintained annually.**

AOD 5 – Dean’s Office Financial Profile

Year 3 Accomplishments

- The Core Curriculum Executive Committee has submitted its recommendation to the dean. During the coming year the proposal will be vetted through the departments and department chairs, before any implementation or planned financial support is possible.
- The first call for proposals, and the selection by committee of three proposals, is completed.
- The third annual STEM/Humanities Symposium was sponsored by the dean.
- The following initiatives were funded by the dean: *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).

Year 4 Goals

- A budget *pro forma* will be constructed in the event that the recommendation of the Core Curriculum Executive Committee is approved.
- A budget *pro forma* will be constructed for the second call for Grand Challenge proposals, which will be operationalized in the Arts & Sciences budget, completing this part of the AOD.
- A budget *pro forma* will be constructed for the fourth annual STEM/Humanities Symposium, which will be operationalized in the A&S budget, completing this part of the AOD.
- The following initiatives will be funded again by the dean: *Scientia* magazine (undergraduate student publication), two issues of *Baylor Arts & Sciences* magazine, the BURST survey of undergraduates related to undergraduate research, and 25 student internships at the National School of Tropical Health (BCM-NCTH). *Scientia* magazine and support for student research internships at BCM-NSTH will become part of the Office of Engaged Learning, completing this part of the AOD.

AOD 6 – Endowing Existing Professorships

Year 3 Accomplishment

- See above.

AOD 7, 8, 9 – Research Centers, Masters Programs and Staffing Efficiencies

Year 3 Accomplishment

- See above.

AOD 10 – Facilities and Administrative Revenue Sharing

Year 3 Accomplishment

- See above.

AOD 11 – Enrollment Management

Year 3 Accomplishment

- See above.