Theme 5

BUILDING THE FINANCIAL FOUNDATION

10-year Budget pro forma

Year 4 Accomplishments

- The major strategic initiatives for Illuminate and the fund-raising campaign have been completed, along with budget pro formas. This will be the budgeting focal point for the future.
- The budget pro formas will be completed and merged to create a budget plan for A&S contributions to the specifics of the strategic plan Illuminate.
Development Initiatives

AOD 1 – Create $10M Endowed Scholarship Plan

Year 4 Accomplishments

• A&S Development raised $12,026,097 in new gifts and pledges towards scholarships in FY 17-18, the second highest annual total on record.
• Creation of an Office of Engaged Learning with the following:
  • Brian Raines, Associate Dean for Undergraduate Studies, Sciences, assuming the leadership role for undergraduate research in Arts & Sciences.
  • The Arts & Sciences Board of Advocates creating the first scholarship ($50,000) fund for the Office for Engaged Learning.
  • Secured a current commitment of $50,000 along with a planned gift for $500,000 for Undergraduate Research within the Office for Engaged Learning.
• Endowed scholarships will be a component of the upcoming campaign and this Act of Determination will be incorporated into the Arts & Sciences response to *Illuminate*, specifically in the engaged learning aspects of the second Pillar, *Transformational Undergraduate Education*.

AOD 2 – Arts District Plan

Year 4 Accomplishments

• Phase 1 of the Arts District is now in the second tier of facilities projects in *Illuminate*.
• Act of Determination will be incorporated into the Arts & Sciences response to *Illuminate* as fund-raising strategies for Phase 1 of the Arts District begin to be implemented.

AOD 3 – Development Plan for Masters in the Arts

Year 4 Accomplishments

• This Act of Determination has become operational as part of the capital campaign.
• The following programs will become part of the Arts & Sciences response to *Illuminate*, specifically the second Pillar, *Transformational Undergraduate Education*, as well as generating revenue for the *Signature Academic Initiatives*:
  • Based on the endowed gift from Matthew and Carl Lindner for academic programming in the new Department of Film and Digital Media, the development officers will contact other donors who may give toward the creation of an MFA;
• Fund-raising for a $3 million endowment of the existing MFA in the Department of Theatre Arts that will be housed in the Arts District; and
• Possible fund-raising for an MFA program in the Department of Art.

AOD 4 – Development Plan to Endow 12 Professorships in Sciences

Year 4 Accomplishments

• The Floyd Davidson Chair for Biology was completed at $2.5M. The search for a Chair holder will start this Fall.
• This Act of Determination will be integrated into the Arts & Sciences response to Illuminate. The increase in the number of endowed professorships/chairs will contribute progress in the Signature Academic Initiatives.

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

Year 4 Accomplishments

• Several key initiatives were approved as part of Illuminate and the upcoming campaign that relate to the need for the funding of research centers.
• This Act of Determination will be integrated into the Arts & Sciences response to Illuminate and the capital campaign.

AOD 6 – Development Plan for Additional Research Space in Sciences

Year 4 Accomplishments

• A new STEM research building has been approved as part of the campaign.
• Since the space assessment has been completed and the STEM research building is included in the facilities projects in Illuminate, this Act of Determination will be integrated into the Arts & Sciences response to Baylor’s strategic plan.

AOD 7.1 – Development Plan for Masters in Sciences: MA and MS degrees in the Department of Communication Sciences and Disorders

• Completed: this plan has been eliminated from the A&Spire because of the migration of the Department of Communication Sciences and Disorders to the new Robbins College of Health and Human Sciences.
AOD 7.2 – Development Plan for Masters in Sciences: Endowment of the MS degree in Geology

Year 4 Accomplishments

- The Department of Geology continues to raise significant funds to support masters students through annual solicitations of petroleum companies.
- This Act of Determination has become an operational project and is considered complete.

AOD 8 – Development Plan for Humanities/Social Sciences

Year 4 Accomplishments

- The James Vardaman Professorship in History was completed at $1M. The search for a professorship will start this Fall.
- Created a proposal for the Center for Ethics, now part of Illuminate.
- The Matthew Lindner Endowment for Excellence in Film and Digital Media is now at $1,500,000.
- This Act of Determination, including the proposal for the Center for Baptist Studies, will be incorporated into the Arts & Sciences response to Illuminate, specifically the Signature Academic Initiatives, Human Flourishing and Ethics and Baylor in Latin America.

AOD 9 – Create initiative for Comprehensive Fund-Raising Campaign

Year 4 Accomplishments

- See above accomplishments in the previous AODs for Theme 5.
- This Act of Determination will be incorporated into the capital campaign and the Arts & Sciences response to Illuminate.
Judicious Stewardship

AOD 1 – Endowing New Professorships

Year 4 Accomplishments

- One existing endowed professorship in the Department of Religion was used to confer the title (George W. Baines) to a sitting faculty member and another was used for a senior hire (Frederick E. Roach).
- This Act of Determination has become operational and is considered complete. Revenue from existing professorships/chairs that is directed to the endowment of sitting faculty or used for an external faculty search will contribute to Illuminate, specifically the third Pillar, Research and Scholarship Marked by Quality, Impact, and Visibility.

AOD 2 – Faculty Workloads

Year 4 Accomplishments

- The Director of Information Analysis and Planning (V. Osborn) accompanied the corresponding associate dean (K. Kellison for humanities, social sciences and fine arts; K. Wilkins for sciences) to meetings with chairs and directors of each A&S department and program during the summer for discussions of faculty workloads. After several annual iterations, workloads are now largely in compliance with the College’s Faculty Workload Guidelines. This process has led to greater accountability and efficiencies, but these gains have been outstripped by the large numbers of temporary faculty hired to serve the large freshman classes matriculating each year.
- This AOD is completed and will be maintained operationally.

AOD 3 – Endowing Scholarships

Year 4 Accomplishment

- This AOD is being rolled into the fund-raising campaign and is now closed.

AOD 4 – Department Financial Profiles

Year 4 Accomplishment

- This AOD is completed and will be maintained annually.
AOD 5 – Dean’s Office Financial Profile

Year 4 Accomplishments

- A budget *pro forma* was constructed to help implement elements (i.e., course preparation) in the Core Curriculum.
- The following initiatives will be funded again by the Dean: *Scientia Magazine* (undergraduate student publication), two issues of the 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). The 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.
- This AOD is completed and will be maintained annually.

AOD 6 – Endowing existing professorships

Year 4 Accomplishment

- This AOD is being rolled into the fund-raising campaign and is now closed.

AOD 7, 8, 9 – Research Centers, Masters programs, and staffing

Year 4 Accomplishment

- This AOD is being rolled into the fund-raising campaign and is now closed.

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

Year 4 Accomplishment

- This AOD is being rolled into the fund-raising campaign and is now closed.

AOD 11 – Enrollment Management

Year 4 Accomplishment

- This AOD is being rolled into the fund-raising campaign and is now closed.