

Baylor University School of Engineering and Computer Science

Three-Year Plan:

Draft for faculty /staff review and comment

December 9, 2009



Table of Contents

Page	
2	Introduction
3	Mission of Baylor University
3	Mission of Baylor School of Engineering and Computer Science
3	Vision of Baylor School of Engineering and Computer Science
4	Aspirations
5	2020 Goals
7	Three-Year Actions Organized by Aspiration
17	Three-Year Actions Organized by Year

Introduction

(Still needs to be written – possibly use the “walking through campus 2020” idea from Baylor 2012)

Mission of Baylor University

The mission of Baylor University is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

Mission of Baylor School of Engineering and Computer Science

The mission of Baylor's School of Engineering and Computer Science is to provide a superior education through instruction, scholarship and service that prepares graduates for professional practice and responsible leadership with a Christian worldview.

Vision of Baylor School of Engineering and Computer Science

Prepare insightful problem solvers who immediately contribute to solving challenges of the twenty-first century and who enjoy fruitful careers in positions where their technical knowledge, broad experience and deep sense of social responsibility can have the most positive influence on Texas, the United States and the world.

Aspirations

A. Live out our Christian mission.

Our Christian commitment influences our professional lives. This commitment demands excellence in our discipline, calls us to high ethical standards, compels us to care for others and God's creation, and frees us to educate the whole person: mind and spirit. This worldview shapes the personality of the school, our decision-making, and our relationships.

B. Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.

We recruit a highly qualified, diverse student body. We help our students integrate technical expertise, hands-on experience, broad-based education, and a deep sense of service into the foundation they need to build careers as innovative problem solvers and technology leaders. ECS co-curricular programs ensure an environment where social and spiritual activities dovetail with academic priorities resulting in a supportive, successful learning community. Companies, universities and other well-respected organizations vie for Baylor graduates because they know they can expect well-rounded and capable technology professionals. ECS graduates earn positions where their knowledge, experience and worldview have a positive influence on Texas, the United States, and the world.

C. Engage in world-renowned research and graduate education.

Baylor ECS research is respected worldwide for its significant contributions to the discipline and to industry. Highly-ranked master's- and Ph.D.-level graduate programs will attract well-qualified students who contribute to this research reputation and benefit from it. The ECS reputation will benefit the whole campus by lifting the overall academic standing of the university.

D. Serve Baylor, Waco, Texas, the United States and the World.

Serving as a center for innovation, expertise, and collaboration, Baylor ECS has a positive impact on people's lives by applying technology to help solve societal challenges.

E. Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.

A world-class faculty and staff is the engine that drives our accomplishments. Judicious hiring and a commitment to professional development allow us to maintain a culture of accountability and high expectation. We intentionally commit time and resources to help each faculty and staff member succeed and grow. Collegiality is a hallmark of our life together. Faculty and staff enjoy each other's company and work well together on areas of mutual interest. This synergy allows us to accomplish more together than the total of what we could accomplish separately. Attractive, functional facilities and access to the tools and equipment we need to do our best work round out an excellent work environment.

F. Engage the entire ECS family and a wide range of other potential friends and supporters in promoting the on-going success of Baylor ECS.

We are justifiably proud of all Baylor ECS has accomplished so far, and justifiably excited about our plans for the future. We engage the entire ECS family including faculty, staff, students and their families, alumni, and our Board of Advocates in developing and supporting our current programs and plans for the future. We reach beyond the immediate ECS family to the community, to individuals and organizations of faith, to industry and government, to other educational institutions, in fact, to the world, making our accomplishments known and finding new friends and supporters who want to be a part of our success.

2020 Goals

A. Live out our Christian mission.

- A1. Create opportunities for faculty/staff/students to engage in meaningful discussions about issues of faith that help link passion for excellence with sense of calling.
- A2. Engage students in co-curricular projects and activities that foster blending their education and their faith.
- A3. Shape co-curricular activities with an eye toward developing graduates with a deep sense of social responsibility and commitment to sustainable stewardship the earth's resources.
- A4. Provide holistic, integrated instruction to promote professional ethical behavior and to encourage students to embrace social responsibilities.

B. Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.

- B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.
- B2. Recruit a student body that is competitive in both quality and diversity with our peer aspirant institutions.
- B3. Retain an increasingly high percentage of our entering classes through to successful graduation.
- B4. Maintain high expectations for teaching quality, faculty/student interaction and mentoring. Intentionally nurture these aspects of the "Baylor ECS experience" so that they continue to be a distinctive benefit of coming to Baylor.
- B5. Expand the number of undergraduate degree program offerings by adding programs that are consistent with industry need, student demand and the ECS mission and vision.
- B6. Continuously shape curricular elements to produce capable problem-solvers who are able to quickly and productively assimilate into high-performing work places or top graduate programs.
- B7. Engage students in industry or other real-world employment/vocation experiences.
- B8. Offer ample opportunity (curricular and co-curricular) for students to participate in intercultural and/or business-related learning experiences.
- B9. Maintain assessment and continuous improvement processes consistent with relevant accreditation requirements.
- B10. Expand and enhance on-campus residential and learning community and increase the percentage of ECS students who participate in the learning community. Become a national model of collaboration between student life and an academic unit
- B11. Make Baylor-to-career transition services a distinctive benefit of attending Baylor ECS.

C. Engage in world-renowned research and graduate education.

- C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.
- C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program.
- C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry.
- C4. Develop relationship clusters and research programs with strong Texas industry presence.
- C5. Increase the number, quality and impact of scholarly publications.
- C6. Set and achieve graduate enrollment targets that optimize academic resources and meet the needs of individual programs.

D. Serve Baylor, Waco, Texas, the United States and the World.

- D1. Serve Baylor by supporting Baylor initiatives and by promoting initiatives that allow students from a variety of disciplines to learn useful technology/information-related skills and to gain valuable insight into the role of technology in society.
- D2. Help build the technology presence in Waco by active participation in the Baylor Research Innovation Collaborative (BRIC).
- D3. Continue to grow and strengthen appropriate technology initiatives that positively affect lives in disadvantaged cultural groups.
- D4. Serve the technical and professional communities.

E. Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.

- E1. Develop rigorous standards for tenure track faculty and put in place effective practices and supports that give them the best possible chance to meet those standards.
- E2. Provide for the on-going professional development of tenured faculty, lecturers and staff.
- E3. Identify and fund faculty and staff positions as appropriate to provide for the administrative needs associated with accomplishing our goals.
- E4. Provide inspiring ECS facilities that foster distinction in teaching and discovery and promote community, collegiality, and professional attainment.

F. Engage the entire ECS family and a wide range of other potential friends and supporters in promoting the on-going success of Baylor ECS.

- F1. Engage in marketing and publicity activities that raise awareness of ECS achievements and the profile of the school among key constituencies.
- F2. Shape activities within the ECS learning community with an eye toward developing graduates who maintain a long-term sense of connection to each other and to Baylor ECS.
- F3. Develop an effective system for engaging alumni.
- F4. Increase philanthropy toward Baylor ECS to the extent needed to accomplish our goals.

Three-Year Actions ORGANIZED BY ASPIRATION

Aspiration A: Live out our Christian Mission

Actions Aspiration A	Associated Goal(s)	Year
<p>Convene a committee including students, faculty, staff, alumni and a rep from BU spiritual life to:</p> <ul style="list-style-type: none"> • Report on current status/activity re: these goals • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appoints)</p>	<p>A1. Create opportunities for faculty/staff/students to engage in meaningful discussions about issues of faith that help link passion for excellence with sense of calling.</p> <p>A2. Engage students in co-curricular projects and activities that foster blending their education and their faith.</p> <p>A3. Shape co-curricular activities with an eye toward developing graduates with a deep sense of social responsibility and commitment to sustainable stewardship the earth's resources.</p>	2010
<p>Convene a committee including faculty, staff, BOA member. (Possibly consult w/P.Tolbert from Institutional effectiveness) to:</p> <ul style="list-style-type: none"> • Report on current status/activity re: this goal • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appoints)</p>	<p>A4. Provide holistic, integrated instruction to promote professional ethical behavior and to encourage students to embrace social responsibilities.</p>	2011
<p>Each department proposes a 3-year plan for achieving/moving forward on this goal. (Resp: chairs)</p>	<p>A4. Provide holistic, integrated instruction to promote professional ethical behavior and to encourage students to embrace social responsibilities.</p>	2012

Aspiration B: Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.

Actions Aspiration B	Associated Goal(s)	Year
Work with admission services to put in place a 10 year enrollment/recruiting plan for ECS including annual targets, strategies and resource requirements. Put in place data collection/tracking/reporting mechanisms to make sure we collect and review relevant data on periodic basis. (resp: APE)	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students. B2. Recruit a student body that is competitive in both quality and diversity with our peer aspirant institutions.	2010
Prepare a report of current recruiting initiatives and strategies and their results. Establish enrollment targets/means of assessment for each recruiting strategy and report on results. (resp: APE)	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.	2010
Convene a committee for developing a scholarship strategy – for raising scholarship money and distributing scholarships strategically to shape enrollment appropriately. (APE + K. Ludlum + committee. May include reps from outside of ECS e.g. admissions, fin. aid, etc.)	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.	2010
Convene a committee to survey peer aspirants. Establish targets/standards/measures. Collect baseline data and establish data collection system. (APE + IRT + faculty committee)	B2. Recruit a student body that is competitive in both quality and diversity with our peer aspirant institutions.	2010
Convene a committee including students, faculty, staff, alumni and a rep from BU admissions to: <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. (Resp: Chairs appoint 1, will include APE)	B3. Retain an increasingly high percentage of our entering classes through to successful graduation.	2010
Work with admissions services to develop a protocol for limiting/controlling admissions and enrollment into ECS or into particular programs, if needed, to ensure a quality learning experience. (resp: APE + faculty rep)	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.	2011

Three-Year Actions ORGANIZED BY ASPIRATION

Actions Aspiration B	Associated Goal(s)	Year
<p>Department chair reports in departmental annual report the state of teaching in the department.</p> <ul style="list-style-type: none"> • From accreditation assessment data • From faculty annual reports • From pre-tenure and pre-senior lecturer credentials notebook • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Chairs)</p>	<p>B4. Maintain high expectations for teaching quality, faculty/student interaction and mentoring. Intentionally nurture these aspects of the "Baylor ECS experience" so that they continue to be a distinctive benefit of coming to Baylor.</p>	<p>2011</p>
<p>Convene a committee to create a proposal/plan for establishing the next undergraduate degree program to be added. Proposal should include:</p> <ul style="list-style-type: none"> • Assessment of how proposed program fits with industry need, student demand and ECS mission and vision. • Projected resources needed <p>(Resp: Dean appoints committee)</p>	<p>B5. Expand the number of undergraduate degree program offerings by adding programs that are consistent with industry need, student demand and the ECS mission and vision.</p>	<p>2011</p>
<p>Based on the accreditation process, Dept chairs:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area in departmental annual report • Gathering pertinent ideas/information from industry contacts, contacts from top graduate programs, and other sources • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Chairs)</p>	<p>B6. Continuously shape curricular elements to produce capable problem-solvers who are able to quickly and productively assimilate into high-performing work places or top graduate programs.</p>	<p>2011</p>
<p>Convene committee including faculty, staff, students, alumni and cross-cultural and business reps. to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appoints committee)</p>	<p>B8. Offer ample opportunity (curricular and co-curricular) for students to participate in intercultural and/or business-related learning experiences.</p>	<p>2011</p>

Three-Year Actions ORGANIZED BY ASPIRATION

Actions Aspiration B	Associated Goal(s)	Year
<p>Convene committee including faculty, staff, students, alumni, and student life reps to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean and APE appoint committee together, APE chairs)</p>	B10. Expand and enhance on-campus residential and learning community and increase the percentage of ECS students who participate in the learning community. Become a national model of collaboration between student life and an academic unit.	2011
<p>Convene committee including faculty, staff, students, alumni, career services reps and workplace reps to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appoints committee, LAM chairs)</p>	B11. Make Baylor-to-career transition services a distinctive benefit of attending Baylor ECS.	2011
<p>Develop system, activities, and strategies for keeping track of where alums are employed or going to school, starting pay, and other career related information.</p> <p>(Resp: Dean appoints, LAM chairs)</p>	B11. Make Baylor-to-career transition services a distinctive benefit of attending Baylor ECS.	2011
<p>Establish articulation/transfer agreements with other pre-engineering higher education programs (such as UMHB) so that students will be able to begin bachelor degrees in engineering where no accredited program currently exists and graduate from Baylor with an engineering degree. (resp: Fry)</p>	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.	2012
<p>Convene committee including faculty, staff, students, alumni and industry reps. to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: LAM chairs committee)</p>	B7. Engage students in industry or other real-world employment/vocation experiences.	2012
<p>Convene a committee to propose criteria, procedures, resources needed, and implementation schedule for ECS faculty teaching award(s). (Resp: Dean appoints committee)</p>	B4. Maintain high expectations for teaching quality, faculty/student interaction and mentoring. Intentionally nurture these aspects of the "Baylor ECS experience" so that they continue to be a distinctive benefit of coming to Baylor.	After 2012

Aspiration C: Engage in world-renowned research and graduate education.

Actions Aspiration C	Associated Goal(s)	Year
ECE PHD program launch – Year 1 – per approved proposal (resp: ECE Chair)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	2010
Identify/implement a convenient, authoritative system for maintaining records of published articles. (resp: Assoc Research Dean appoints lead person or committee.)	C5. Increase the number, quality and impact of scholarly publications.	2010
ECE PHD launch – Year 2 – per approved proposal (resp.: ECE Chair)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	2011
Each department identifies no more than 2-3 areas of research focus that will drive hiring and research allocation for the next several years. (resp: Chairs)	C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program. C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry. C4. Develop relationship clusters and research programs with strong Texas industry presence. C5. Increase the number, quality and impact of scholarly publications.	2011
Work with the graduate school to effect change in the current system for recognizing student publications, which disadvantages the publication model used by disciplines in ECS. (resp: Assoc Research Dean appoints committee or liaison to graduate school.)	C5. Increase the number, quality and impact of scholarly publications.	2011
Establish separate Graduate Director for ME	C6. Set and achieve graduate enrollment targets that optimize academic resources and meet the needs of individual programs.	2011
ECE PHD launch – Year 3 – per approved proposal (resp.: ECE Chair)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	2012
Convene a committee to create proposal for second PHD program. (resp.: Dean appoints)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	2012
Each department proposes 3-year plan for moving toward these goals. Plan should include specific targets, resources needed (e.g. new faculty, space, etc.) Note: May be combined with “teaching quality” plan from B4. (resp: Chairs)	C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program. C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry. C4. Develop relationship clusters and research programs with strong Texas industry presence. C5. Increase the number, quality and impact of scholarly publications.	2012

Three-Year Actions ORGANIZED BY ASPIRATION

Actions Aspiration C	Associated Goal(s)	Year
Convene a committee to propose criteria, procedures, resources needed, and implementation schedule for faculty research awards for tenured, tenure-track, and lecturer positions. (Resp: Assoc Research Dean appoints committee)	C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program. C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry. C4. Develop relationship clusters and research programs with strong Texas industry presence. C5. Increase the number, quality and impact of scholarly publications.	2012
Task a committee of the graduate directors to: <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. (Resp: Graduate directors)	C6. Set and achieve graduate enrollment targets that optimize academic resources and meet the needs of individual programs.	2012
ECE PHD launch – Years 4 & 5 – per approved proposal (resp.: ECE Chair)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	After 2012
Launch 2 nd PHD program	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	After 2012
Establish a “trophy case” for students and faculty with recent publications by various faculty members, along with any authored textbooks. Develop policies/process for maintaining the trophy case with relevant, up-to-date materials. (Dean appoints someone to organize, contents maintained by departments)	C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program. C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry. C4. Develop relationship clusters and research programs with strong Texas industry presence. C5. Increase the number, quality and impact of scholarly publications.	After 2012

Aspiration D: Serve Baylor, Waco, Texas, the United States and the World.

Actions Aspiration D	Associated Goal(s)	Year
Present/implement plan for securing Baylor as the headquarters for the ACM International Collegiate Programming Contest and the Competitive Learning Initiative. Plan should include targets/means of assessment and resources required. (resp: Poucher)	D4. Serve the technical and professional communities.	2011
In collaboration with other academic units, other educational institutions and government and industry sponsors, develop and implement a plan for occupying the Baylor Research Innovation Collaborative (BRIC) (General Tire) as the anchor tenant. Plan should include policies/procedure for deciding how space will be allocated on an on-going basis. (resp: dean appoints committee)	D2. Help build the technology presence in Waco by active participation in the Baylor Research Innovation Collaborative (BRIC).	2012
Develop and propose an undergraduate service course for other academic units. (resp: CS Chair)	D1. Serve Baylor by supporting Baylor initiatives and by promoting initiatives that allow students from a variety of disciplines to learn useful technology/information-related skills and to gain valuable insight into the role of technology in society.	After 2012
Make participation in Engaged Learning Group (ELG) program a permanent part of the curriculum (as long as BU is continuing the initiative). (resp: Gravagne?)	D1. Serve Baylor by supporting Baylor initiatives and by promoting initiatives that allow students from a variety of disciplines to learn useful technology/information-related skills and to gain valuable insight into the role of technology in society.	After 2012
Host a regional, national or international technical conference. Present plan with resources needed per nature of conference. (resp: Dean appoints per nature of conference)	D4. Serve the technical and professional communities.	After 2012

Aspiration E: Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.

Actions Aspiration E	Associated Goal(s)	Year
Each department develops and proposes rigorous tenure standards that will move the school towards accomplishing our aspirations. (Chairs)	E1. Develop rigorous standards for tenure track faculty and put in place effective practices and supports that give them the best possible chance to meet those standards.	2010
Put in place a process for each department, including Dean's office and other support units, to annually review space/facilities needed to accomplish goals set forth in this strategic plan. Each department proposes a 10 year (very general) and "rolling" 3- year space/facilities plan (more specific). (resp: Chairs/unit directors)	E4. Provide inspiring ECS facilities that foster distinction in teaching and discovery and promote community, collegiality, and professional attainment.	2010
Put in place a process for each department, including Dean's office and other support units, to annually review human resources needed to accomplish goals set forth in this strategic plan. Each department proposes a 10 year (very general) and "rolling" 3- year staffing plan (more specific). (resp: Chairs/unit directors)	E3. Identify and fund faculty and staff positions as appropriate to provide for the administrative needs associated with accomplishing our goals.	2011
Establish an on-going committee that will (1) establish a process for pulling together and prioritizing the requests from the departmental space/facility plans annually (2) serve as the committee to review the annual plans and propose updates to the rolling plan each year. (resp: Dean appoints original committee – may contain members from outside of ECS)	E4. Provide inspiring ECS facilities that foster distinction in teaching and discovery and promote community	2011
Convene a committee of tenure/t. track faculty to: <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed to put in place consistent practices to support the success of tenure track faculty. (Resp: Chairs)	E1. Develop rigorous standards for tenure track faculty and put in place effective practices and supports that give them the best possible chance to meet those standards.	After 2012

Three-Year Actions ORGANIZED BY ASPIRATION

Actions Aspiration E	Associated Goal(s)	Year
<p>Convene a committee of tenure/t. track faculty, lecturers and staff to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose on-going policies and procedures for obtaining and allocating resources for professional development. <p>(Resp: Chairs)</p>	E2. Provide for the on-going professional development of tenured faculty, lecturers and staff.	After 2012
<p>Establish an on-going committee that will (1) establish a process for pulling together and prioritizing the requests from the departmental staffing plans annually (2) serve as the committee to review the annual plans and propose updates to the rolling plan each year. (resp: Dean appoints committee – may contain members from outside of ECS)</p>	E3. Identify and fund faculty and staff positions as appropriate to provide for the administrative needs associated with accomplishing our goals.	After 2012
<p>Convene a committee including faculty, staff, students, alums, BOA, development to develop the specific plan for “housing” the ECS of 2020 and paying for that housing. (resp: dean appoints)</p>	E4. Provide inspiring ECS facilities that foster distinction in teaching and discovery and promote community	After 2012

Aspiration F: Engage the entire ECS family and a wide range of other potential friends and supporters in promoting the on-going success of Baylor ECS.

Actions Aspiration F	Associated Goal(s)	Year
Create a strategic development plan for encouraging the philanthropy to support the goals and strategies described in this strategic plan. (resp: ECS Development officers, plus input from others as needed.)	F4. Increase philanthropy toward Baylor ECS to the extent needed to accomplish the goals and strategies outlined in this strategic plan.	2010
Convene a committee including staff, faculty, students, alums, BAA reps, and Development reps to: <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Proposing a 3-year plan for building loyalty in graduates and engaging alums. Plan should include specific strategies and resources required. (Resp: Dean appoints committee. LAM and APE will both be included.)	F2. Shape activities within the ECS learning community with an eye toward developing graduates who maintain a long-term sense of connection to each other and to Baylor ECS. F3. Develop an effective system for engaging alumni.	2011
Convene a committee or appoint a point person to work with Baylor Marketing & Communications and/or outside consultants to develop a Marketing Plan, including targets, standards, strategies and resources needed, for BU ECS (resp: Dean, LAM)	F1. Engage in marketing and publicity activities that raise awareness of ECS achievements and the profile of the school among key constituencies.	2012

Three-Year Actions ORGANIZED BY YEAR

2010 Actions

2010 Actions	Associated Goal(s)	Associated Aspiration
<p>Convene a committee including students, faculty, staff, alumni and a rep from BU spiritual life to:</p> <ul style="list-style-type: none"> • Report on current status/activity re: these goals • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appoints)</p>	<p>A1. Create opportunities for faculty/staff/students to engage in meaningful discussions about issues of faith that help link passion for excellence with sense of calling.</p> <p>A2. Engage students in co-curricular projects and activities that foster blending their education and their faith.</p> <p>A3. Shape co-curricular activities with an eye toward developing graduates with a deep sense of social responsibility and commitment to sustainable stewardship the earth's resources.</p>	Live out our Christian mission.
Work with admission services to put in place a 10 year enrollment/recruiting plan for ECS including annual targets, strategies and resource requirements. Put in place data collection/tracking/reporting mechanisms to make sure we collect and review relevant data on periodic basis. (resp: APE)	<p>B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.</p> <p>B2. Recruit a student body that is competitive in both quality and diversity with our peer aspirant institutions.</p>	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.
Prepare a report of current recruiting initiatives and strategies and their results. Establish enrollment targets/means of assessment for each recruiting strategy and report on results. (resp: APE)	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.
Convene a committee for developing a scholarship strategy – for raising scholarship money and distributing scholarships strategically to shape enrollment appropriately. (APE +K. Ludlum + committee. May include reps from outside of ECS e.g. admissions, fin. aid, etc.)	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.
Convene a committee to survey peer aspirants. Establish targets/standards/measures. Collect baseline data and establish data collection system. (APE + IRT + faculty committee)	B2. Recruit a student body that is competitive in both quality and diversity with our peer aspirant institutions.	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.

Three-Year Actions ORGANIZED BY ASPIRATION

2010 Actions	Associated Goal(s)	Associated Aspiration
<p>Convene a committee including students, faculty, staff, alumni and a rep from BU admissions to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Chairs appoint 1, will include APE)</p>	B3. Retain an increasingly high percentage of our entering classes through to successful graduation.	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.
ECE PHD program launch – Year 1 – per approved proposal (resp: ECE Chair)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	Engage in world-renowned research and graduate education.
Identify/implement a convenient, authoritative system for maintaining records of published articles. (resp: Assoc Research Dean appoints lead person or committee.)	C5. Increase the number, quality and impact of scholarly publications.	Engage in world-renowned research and graduate education.
Each department develops and proposes rigorous tenure standards that will move the school towards accomplishing our aspirations. (Chairs)	E1. Develop rigorous standards for tenure track faculty and put in place effective practices and supports that give them the best possible chance to meet those standards.	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.
Put in place a process for each department, including Dean's office and other support units, to annually review space/facilities needed to accomplish goals set forth in this strategic plan. Each department proposes a 10 year (very general) and "rolling" 3- year space/facilities plan (more specific). (resp: Chairs/unit directors)	E4. Provide inspiring ECS facilities that foster distinction in teaching and discovery and promote community, collegiality, and professional attainment.	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.
Create a strategic development plan for encouraging the philanthropy to support the goals and strategies described in this strategic plan. (resp: ECS Development officers, plus input from others as needed.)	F4. Increase philanthropy toward Baylor ECS to the extent needed to accomplish the goals and strategies outlined in this strategic plan.	Engage the entire ECS family and a wide range of other potential friends and supporters in promoting the on-going success of Baylor ECS.

2011 Actions

2011 Actions	Associated Goal(s)	Associated Aspiration
<p>Convene a committee including faculty, staff, BOA member. (Possibly consult w/P.Tolbert from Institutional effectiveness) to:</p> <ul style="list-style-type: none"> • Report on current status/activity re: this goal • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appointments)</p>	<p>A4. Provide holistic, integrated instruction to promote professional ethical behavior and to encourage students to embrace social responsibilities.</p>	<p>Live out our Christian mission.</p>
<p>Work with admissions services to develop a protocol for limiting/controlling admissions and enrollment into ECS or into particular programs, if needed, to ensure a quality learning experience. (resp: APE + faculty rep)</p>	<p>B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>
<p>Department chair reports in departmental annual report the state of teaching in the department.</p> <ul style="list-style-type: none"> • From accreditation assessment data • From faculty annual reports • From pre-tenure and pre-senior lecturer credentials notebook • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Chairs)</p>	<p>B4. Maintain high expectations for teaching quality, faculty/student interaction and mentoring. Intentionally nurture these aspects of the "Baylor ECS experience" so that they continue to be a distinctive benefit of coming to Baylor.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>

Three-Year Actions ORGANIZED BY ASPIRATION

2011 Actions	Associated Goal(s)	Associated Aspiration
<p>Convene a committee to create a proposal/plan for establishing the next undergraduate degree program to be added. Proposal should include:</p> <ul style="list-style-type: none"> Assessment of how proposed program fits with industry need, student demand and ECS mission and vision. Projected resources needed <p>(Resp: Dean appoints committee)</p>	<p>B5. Expand the number of undergraduate degree program offerings by adding programs that are consistent with industry need, student demand and the ECS mission and vision.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>
<p>Based on the accreditation process, Dept chairs:</p> <ul style="list-style-type: none"> Report on current status/activity in this area in departmental annual report Gathering pertinent ideas/information from industry contacts, contacts from top graduate programs, and other sources Propose a 3-year plan including strategies and resources needed. <p>(Resp: Chairs)</p>	<p>B6. Continuously shape curricular elements to produce capable problem-solvers who are able to quickly and productively assimilate into high-performing work places or top graduate programs.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>
<p>Convene committee including faculty, staff, students, alumni and cross-cultural and business reps. to:</p> <ul style="list-style-type: none"> Report on current status/activity in this area Review best practices Develop targets and/or means of assessment Put in place mechanism for collecting/reporting assessment data Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appoints committee)</p>	<p>B8. Offer ample opportunity (curricular and co-curricular) for students to participate in intercultural and/or business-related learning experiences.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>

Three-Year Actions ORGANIZED BY ASPIRATION

2011 Actions	Associated Goal(s)	Associated Aspiration
<p>Convene committee including faculty, staff, students, alumni, and student life reps to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean and APE appoint committee together, APE chairs)</p>	<p>B10. Expand and enhance on-campus residential and learning community and increase the percentage of ECS students who participate in the learning community. Become a national model of collaboration between student life and an academic unit.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>
<p>Convene committee including faculty, staff, students, alumni, career services reps and workplace reps to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Dean appoints committee, LAM chairs)</p>	<p>B11. Make Baylor-to-career transition services a distinctive benefit of attending Baylor ECS.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>
<p>Develop system, activities, and strategies for keeping track of where alums are employed or going to school, starting pay, and other career related information. (Resp: Dean appoints, LAM chairs)</p>	<p>B11. Make Baylor-to-career transition services a distinctive benefit of attending Baylor ECS.</p>	<p>Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.</p>
<p>ECE PHD launch – Year 2 – per approved proposal (resp.: ECE Chair)</p>	<p>C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.</p>	<p>Engage in world-renowned research and graduate education.</p>

Three-Year Actions ORGANIZED BY ASPIRATION

2011 Actions	Associated Goal(s)	Associated Aspiration
Each department identifies no more than 2-3 areas of research focus that will drive hiring and research allocation for the next several years. (resp: Chairs)	C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program. C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry. C4. Develop relationship clusters and research programs with strong Texas industry presence. C5. Increase the number, quality and impact of scholarly publications.	Engage in world-renowned research and graduate education.
Work with the graduate school to effect change in the current system for recognizing student publications, which disadvantages the publication model used by disciplines in ECS. (resp: Assoc Research Dean appoints committee or liaison to graduate school.)	C5. Increase the number, quality and impact of scholarly publications.	Engage in world-renowned research and graduate education.
Establish separate Graduate Director for ME	C6. Set and achieve graduate enrollment targets that optimize academic resources and meet the needs of individual programs.	Engage in world-renowned research and graduate education.
Present/implement plan for securing Baylor as the headquarters for the ACM International Collegiate Programming Contest and the Competitive Learning Initiative. Plan should include targets/means of assessment and resources required. (resp: Poucher)	D4. Serve the technical and professional communities.	Serve Baylor, Waco, Texas, the United States and the World.
Put in place a process for each department, including Dean's office and other support units, to annually review human resources needed to accomplish goals set forth in this strategic plan. Each department proposes a 10 year (very general) and "rolling" 3- year staffing plan (more specific). (resp: Chairs/unit directors)	E3. Identify and fund faculty and staff positions as appropriate to provide for the administrative needs associated with accomplishing our goals.	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.

Three-Year Actions ORGANIZED BY ASPIRATION

2011 Actions	Associated Goal(s)	Associated Aspiration
Establish an on-going committee that will (1) establish a process for pulling together and prioritizing the requests from the departmental space/facility plans annually (2) serve as the committee to review the annual plans and propose updates to the rolling plan each year. (resp: Dean appoints original committee – may contain members from outside of ECS)	E4. Provide inspiring ECS facilities that foster distinction in teaching and discovery and promote community	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.
<p>Convene a committee including staff, faculty, students, alums, BAA reps, and Development reps to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Proposing a 3-year plan for building loyalty in graduates and engaging alums. Plan should include specific strategies and resources required. <p>(Resp: Dean appoints committee. LAM and APE will both be included.)</p>	<p>F2. Shape activities within the ECS learning community with an eye toward developing graduates who maintain a long-term sense of connection to each other and to Baylor ECS.</p> <p>F3. Develop an effective system for engaging alumni.</p>	Engage the entire ECS family and a wide range of other potential friends and supporters in promoting the on-going success of Baylor ECS.

2012 Actions

2012 Actions	Associated Goal(s)	Associated Aspiration
Each department proposes a 3-year plan for achieving/moving forward on this goal. (Resp: chairs)	A4. Provide holistic, integrated instruction to promote professional ethical behavior and to encourage students to embrace social responsibilities.	Live out our Christian mission.
Establish articulation/transfer agreements with other pre-engineering higher education programs (such as UMHB) so that students will be able to begin bachelor degrees in engineering where no accredited program currently exists and graduate from Baylor with an engineering degree. (resp: Fry)	B1. Establish and meet targets for planned enrollment growth that will optimize use of academic resources and allow for expansion of educational opportunities for our students.	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.
Convene committee including faculty, staff, students, alumni and industry reps. to: <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. (Resp: LAM chairs committee)	B7. Engage students in industry or other real-world employment/vocation experiences.	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.
ECE PHD launch – Year 3 – per approved proposal (resp.: ECE Chair)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	Engage in world-renowned research and graduate education.
Convene a committee to create proposal for second PHD program. (resp.: Dean appoints)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	Engage in world-renowned research and graduate education.

Three-Year Actions ORGANIZED BY ASPIRATION

2012 Actions	Associated Goal(s)	Associated Aspiration
Each department proposes 3-year plan for moving toward these goals. Plan should include specific targets, resources needed (e.g. new faculty, space, etc.) Note: May be combined with “teaching quality” plan from B4. (resp: Chairs)	<p>C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program.</p> <p>C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry.</p> <p>C4. Develop relationship clusters and research programs with strong Texas industry presence.</p> <p>C5. Increase the number, quality and impact of scholarly publications.</p>	Engage in world-renowned research and graduate education.
Convene a committee to propose criteria, procedures, resources needed, and implementation schedule for faculty research awards for tenured, tenure-track, and lecturer positions. (Resp: Assoc Research Dean appoints committee)	<p>C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program.</p> <p>C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry.</p> <p>C4. Develop relationship clusters and research programs with strong Texas industry presence.</p> <p>C5. Increase the number, quality and impact of scholarly publications.</p>	Engage in world-renowned research and graduate education.
<p>Task a committee of the graduate directors to:</p> <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed. <p>(Resp: Graduate directors)</p>	C6. Set and achieve graduate enrollment targets that optimize academic resources and meet the needs of individual programs.	Engage in world-renowned research and graduate education.

Three-Year Actions ORGANIZED BY ASPIRATION

2012 Actions	Associated Goal(s)	Associated Aspiration
In collaboration with other academic units, other educational institutions and government and industry sponsors, develop and implement a plan for occupying the Baylor Research Innovation Collaborative (BRIC) (General Tire) as the anchor tenant. Plan should include policies/procedure for deciding how space will be allocated on an on-going basis. (resp: dean appoints committee)	D2. Help build the technology presence in Waco by active participation in the Baylor Research Innovation Collaborative (BRIC).	Serve Baylor, Waco, Texas, the United States and the World.
Convene a committee or appoint a point person to work with Baylor Marketing & Communications and/or outside consultants to develop a Marketing Plan, including targets, standards, strategies and resources needed, for BU ECS (resp: Dean, LAM)	F1. Engage in marketing and publicity activities that raise awareness of ECS achievements and the profile of the school among key constituencies.	Engage the entire ECS family and a wide range of other potential friends and supporters in promoting the on-going success of Baylor ECS.

After 2012 Actions

After 2012 Actions	Associated Goal(s)	Associated Aspiration
Convene a committee to propose criteria, procedures, resources needed, and implementation schedule for ECS faculty teaching award(s). (Resp: Dean appoints committee)	B4. Maintain high expectations for teaching quality, faculty/student interaction and mentoring. Intentionally nurture these aspects of the "Baylor ECS experience" so that they continue to be a distinctive benefit of coming to Baylor.	Provide an excellent undergraduate academic experience that paves the way for success at Baylor and beyond.
ECE PHD launch – Years 4 & 5 – per approved proposal (resp.: ECE Chair)	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	Engage in world-renowned research and graduate education.
Launch 2 nd PHD program	C1. Launch at least two PHD programs that support identified research objectives and provide faculty with improved research capabilities.	Engage in world-renowned research and graduate education.
Establish a “trophy case” for students and faculty with recent publications by various faculty members, along with any authored textbooks. Develop policies/process for maintaining the trophy case with relevant, up-to-date materials. (Dean appoints someone to organize, contents maintained by departments)	C2. Drive toward a standard of all tenured/tenure track faculty maintaining an independently sustained research program. C3. Foster collaborative research initiatives within departments, between members of different departments, and with external research organizations and industry. C4. Develop relationship clusters and research programs with strong Texas industry presence. C5. Increase the number, quality and impact of scholarly publications.	Engage in world-renowned research and graduate education.
Develop and propose an undergraduate service course for other academic units. (resp: CS Chair)	D1. Serve Baylor by supporting Baylor initiatives and by promoting initiatives that allow students from a variety of disciplines to learn useful technology/information-related skills and to gain valuable insight into the role of technology in society.	Serve Baylor, Waco, Texas, the United States and the World.
Make participation in Engaged Learning Group (ELG) program a permanent part of the curriculum (as long as BU is continuing the initiative). (resp: Gravagne?)	D1. Serve Baylor by supporting Baylor initiatives and by promoting initiatives that allow students from a variety of disciplines to learn useful technology/information-related skills and to gain valuable insight into the role of technology in society.	Serve Baylor, Waco, Texas, the United States and the World.

Three-Year Actions ORGANIZED BY ASPIRATION

After 2012 Actions	Associated Goal(s)	Associated Aspiration
Host a regional, national or international technical conference. Present plan with resources needed per nature of conference. (resp: Dean appoints per nature of conference)	D4. Serve the technical and professional communities.	Serve Baylor, Waco, Texas, the United States and the World.
Convene a committee of tenure/t. track faculty to: <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose a 3-year plan including strategies and resources needed to put in place consistent practices to support the success of tenure track faculty. (Resp: Chairs)	E1. Develop rigorous standards for tenure track faculty and put in place effective practices and supports that give them the best possible chance to meet those standards.	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.
Convene a committee of tenure/t. track faculty, lecturers and staff to: <ul style="list-style-type: none"> • Report on current status/activity in this area • Review best practices • Develop targets and/or means of assessment • Put in place mechanism for collecting/reporting assessment data • Propose on-going policies and procedures for obtaining and allocating resources for professional development. (Resp: Chairs)	E2. Provide for the on-going professional development of tenured faculty, lecturers and staff.	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.
Establish an on-going committee that will (1) establish a process for pulling together and prioritizing the requests from the departmental staffing plans annually (2) serve as the committee to review the annual plans and propose updates to the rolling plan each year. (resp: Dean appoints committee – may contain members from outside of ECS)	E3. Identify and fund faculty and staff positions as appropriate to provide for the administrative needs associated with accomplishing our goals.	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.
Convene a committee including faculty, staff, students, alums, BOA, development to develop the specific plan for “housing” the ECS of 2020 and paying for that housing. (resp: dean appoints)	E4. Provide inspiring ECS facilities that foster distinction in teaching and discovery and promote community	Cultivate an excellent, growth-oriented work environment for faculty and staff as well as students.