# SYNOPSIS OF GROUP DOCUMENTS INPUT

Overall, these documents reveal a profound desire and a commitment by Baylor faculty, staff, and students to help Baylor continue improving as a first-order institution of higher learning that pursues its goals regarding teaching and research by drawing upon the rich resources of a well-rounded Christian faith.

Description of the Input

Among the 165 group documents submitted, about 48 percent were from faculty groups of various kinds, about 47 percent were from staff and supporting groups, and about 5 percent were from student groups. The total number, considered in relative and absolute terms, indicates a high degree of investment in the Strategic Planning process by both faculty and staff. The rate of student participation in the group documents is also much higher than the percentage above might suggest, as several of the student group documents were composed by representatives of large student groups and based some of their comments on the results of surveys and extended consultations with the student body.

Figure 2: Distribution of Group Documents
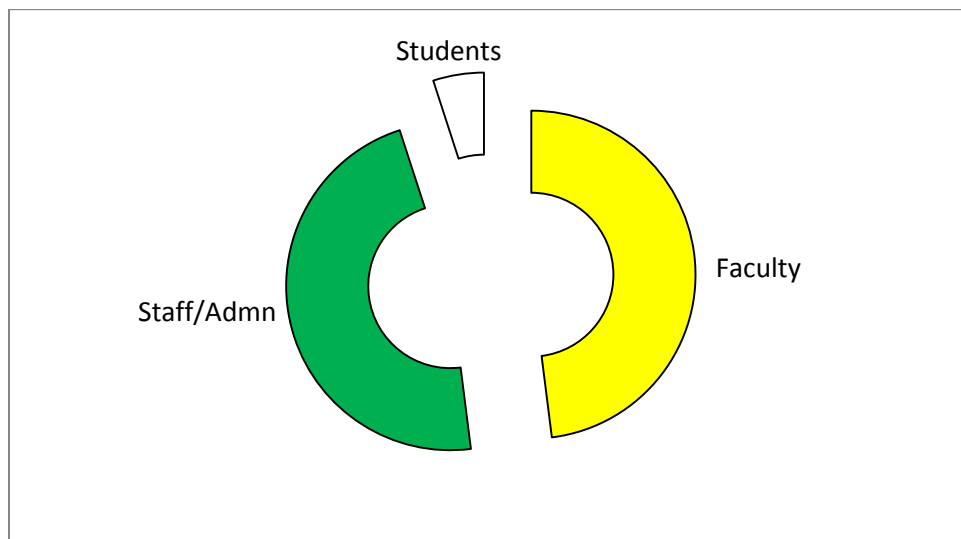
Among the 11 major themes, the most commonly noted topic, appearing in over 75 percent of the documents, was Learning Environment. This category included "context, location, student and faculty support systems, and technology." Four themes were cited by about 60 percent to 65 percent of the documents. These included: Finances (66 percent), Community Engagement (63 percent), Christian Identity (60 percent), and Curriculum and Pedagogy (58 percent). About half of the documents referred to Scholarship and Creative Endeavors (55 percent) and to Facilities, Aesthetics, and Infrastructure (49 percent).

The themes mentioned by less than half the documents include: Stakeholder Diversity (34 percent), Baylor Family Engagement (29 percent), University Leadership (20 percent), and Athletics and Extracurricular Activities (15 percent). About 37 percent of the documents also mentioned topics that the Strategic Themes Committee found necessary to classify as Other. This is depicted in Figure 3.

Figure 3: Number of Group Documents Offering a Comment Relevant to a Theme
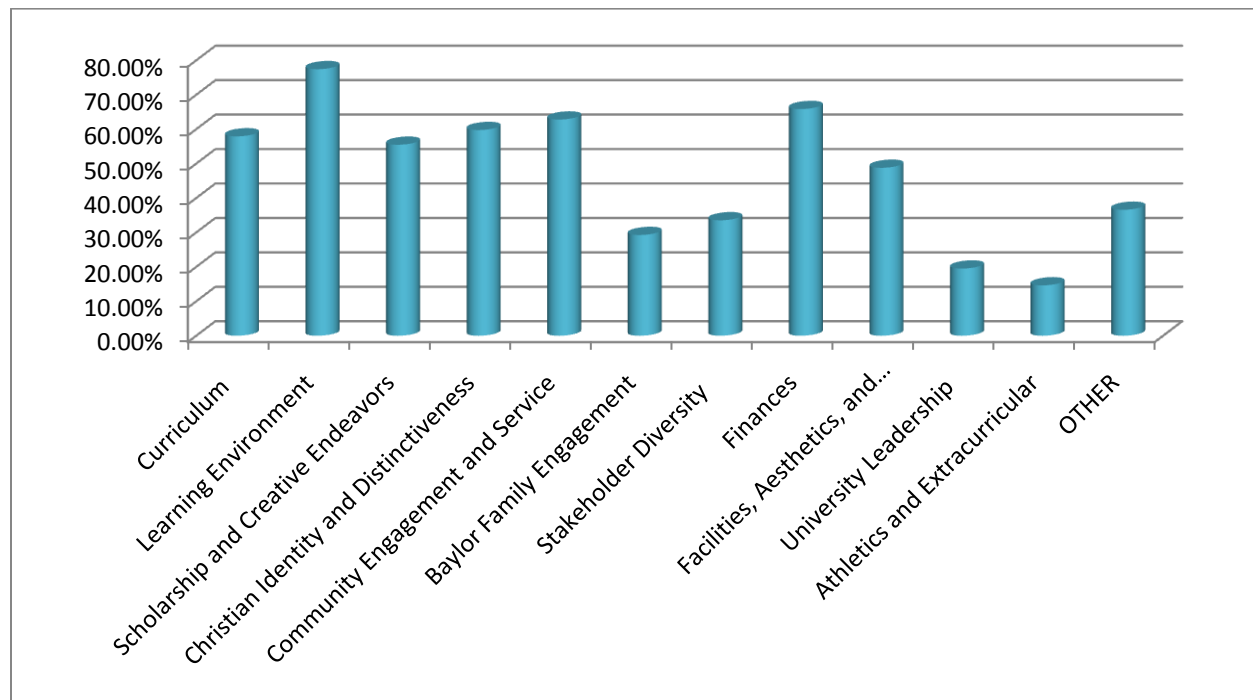
Sub-theme Connections Across Major Themes

The Strategic Themes Committee identified several sub-themes that appear within each major theme. In many cases, due to the interconnected character of the sub-themes, similar issues appear under multiple themes. We hope this will suggest opportunities for synergistic approaches to the challenges that Baylor faces.

The above groupings and the percentages assigned to them, we should note, are based on simply the number of documents that mention a topic. What gets obscured in such a description is the complex and meaningful network of connections that inform several themes in different ways. For example, although Stakeholder Diversity is an explicit topic in only a third of the documents, many of the documents that concern Community Engagement are also implicitly concerned with the racial differences between Waco and Baylor. Similarly, the expressed desire to improve opportunities for service learning, for example, was not limited to Community Engagement or to Curriculum themes, but appeared in a variety of themes or sub-themes. Most notable, however, is the fact that concern for Baylor's Christian identity permeated discussion in almost every major theme.

As soon as we begin to consider the details of specific sub-themes, these deeper connections begin to appear. The most frequently mentioned sub-theme in the Learning Environment theme was "experiential learning" outside of the classroom. When experiential learning is connected to objectives of curriculum and pedagogical approaches, these interdependencies necessitate mentioning it in the Curriculum theme executive summary. When we consider what that aspect of our envisioned future involves, however, we begin to see that it arises from a specifically Christian incarnational approach to education noted in the Christian Identity and Distinctiveness theme that sees such experience as part of local academic outreach as well as need-based local outreach and global education (all major sub-

themes in Community Engagement). Similarly, two additional sub-themes under Learning Environment — technology and relationships in learning — have implications for comments in the Finances and Facilities themes as well as both of the engagement themes (Community and Baylor Family) and stakeholder diversity. The beauty of these emerging thematic connections appears in the way that they variously gesture toward the ways in the unique mission and core convictions of Baylor can inform, support, and permeate every aspect of the work done at Baylor.

The following executive summaries for each major theme provide brief narrative impressions formed from reviewing all the data coded as relevant to this theme. In most cases, sub-themes also are identified and described. Although all comments within all the group documents were considered, only a small portion of the direct comments are included as exemplars of the theme or sub-theme.

The original source documents contain a wealth of specific ideas and detailed explanations for particular proposals that are not included in these "big picture" executive summaries. Furthermore, documents that focused almost exclusively on a specific proposal for a center, institute, or program were reviewed but not likely to be referenced frequently in the summaries given the broad charge of the committee to consider university-wide strategic themes. Thus, although the following executive summaries include a sampling of brief suggestions, more extensive explanations of specific proposals can be found in the 164 original group documents listed online.

Executive Summary for Group Documents Input — *Christian Identity and Distinctiveness*

The theme of Christian Identity and Distinctiveness was mentioned by well over half of the group documents (about 60 percent). Among the documents offering comments on this theme, the comments and suggestions were virtually unanimous in recognizing the importance of Baylor's Christian history and values to its enduring identity. A vast majority of the comments not only affirmed our Christian commitments, but also asserted that this identity should shape our teaching, our research, our work, and our interactions inside and outside of the Baylor community. A few documents proposed a measured and broad approach to integration of faith principles that recognizes the diversity of perspectives within Christianity. Exemplar comments include:

- "We must not suppose that the starting point for a Baylor education can be found in works of service or in moral and civic education. As good as those things are, any university could endorse such aims. The real starting point for a Baylor education is the belief that human beings are made in the image of God, made whole in the life, death and resurrection of Christ, and made one in communities of faith, hope and love (*pro ecclesia*) for the purpose of bearing witness to the world (*pro texana*)." Honors College, Great Texts
- "The preservation of our Christian core values must remain the top priority as Baylor grows to become an internationally recognized academic and research university. And these core values must be integrated into all aspects of a student's experience, so when they leave Baylor, they will carry a clear vision of our Christian heritage out into the world." Facilities, Planning and Construction
- "Our faith should guide our goals and interactions in teaching, research, service, and all interactions within and beyond Baylor." Hankamer School of Business, Marketing
- "We need to be able to be Christian and not lose that as we continue to grow academically.… We need to be encouraging Christian exploration, so that each person can claim his or her own understandings, rather than having things narrowly pushed at them. We need to help young people grow up and learn how to think critically." Social Work, Board of Advocates
- "Everything we do must be looked at through the lens of our Christian identity. This is a primary reason that most students (and parents) choose Baylor." Finance and Administration, Student Financial Aid
- "Baylor needs to become the most prominent, unapologetically Christian university in the world. This vision can be achieved by hiring teaching faculty who embody the vision… with Christian hospitality." Electronic Library, RCMS

Several sub-themes emerged from this data, with the most frequently mentioned areas relating to the role of faith and its development in faculty and staff, which was followed closely by the value of integrating faith with learning and scholarship, the importance of holistic student development, and thoughts about the relative emphasis on Baptist and/or broader Christian principles. Other suggestions related to the sub-themes of unique leadership opportunities provided by our Christian identity and admonitions to be culturally relevant in engaging society.

Faculty and staff

Over a quarter of the documents mentioning this theme recognized the critical role that the faith of faculty and staff play in maintaining and enhancing Baylor's distinctiveness as a Christian institution. There was a very high level of agreement regarding the importance of hiring world-class faculty and staff that ascribe to and who are encouraged to embody our core Christian beliefs. There were a few concerns raised by those who believe that it can be challenging to hire the best researchers while maintaining a strict Christian litmus test. Other comments countered that despite potential challenges,

hiring Christian faculty and staff is critical to retaining an authentically Christian education and leveraging a potentially unique faith perspective in scholarship. <u>Exemplar comments include</u>:

- "Without an active intention to hire Christian faculty willing to resist secularizing trends in higher education, Baylor cannot hope to maintain its distinctive Christian character in the twenty-first century." University Scholars
- "Recruit and hire professionals who are passionate Christian leaders, who view their career as a calling or ministry rather than simply a job." Student Leadership Class 1
- "Baylor must recruit faculty and staff, who are aligned with these principles and who will encourage and support students in their commitment to Christ." Student Learning and Engagement
- "Consider adopting a more realistic view of the tradeoffs between the religious requirements for applicants and Baylor's Christian identity when it comes to pursuing excellence in certain fields." Reference and Library Instruction
- "Candidate selection and hiring has been a point of contention in Baylor's recent past, understandably so given the complexity of hiring in general and the scarcity of talent in some disciplines, but we should remain committed to hiring the best candidates who are a good fit for Baylor. We need people who understand, and are agreeable to, the overall mission and vision of Baylor University." Multicultural and Judicial Affairs

Integration

Several documents affirmed the need to further the integration of our Christian identity in how we work, make decisions, teach, and research. This includes integrating faith principles in how we relate to one another and interact with others outside of the Baylor community. The general sentiment was that there is room to grow in this area and that integration may look different in each area or discipline, but in all endeavors, we should pursue excellence. <u>Exemplar comments include</u>:

- "We should seek to relate our Christian faith to our classes and research in an appropriate matter. Many matters in engineering are not faith dependent; for example, there is not a uniquely Christian perspective [on] statics and strength of materials. However, our faith does impact the broader practice of engineering in the area of ethics and the types of problems/projects we choose to work on." Mechanical Engineering
- "We encourage Baylor to reflect upon its present core curriculum to determine whether it is providing students a truly balanced education — one that will encourage them to grow in wisdom as they discern the ways they are called to live according to a divine call." Institute for Faith and Learning
- "Maintain Christian identity by living out biblical truth in everything from day-to-day life on campus and running of the university, to teaching, to how we respond to challenges and crises." Procurement Services
- "Faith is integrated more into the student's campus experience than it is for employees." ITS, Networking, Security, Servers, and Telephone
- "Educate both Baylor students and the science community that scientists can also be faithful Christians. This can best be accomplished by having science faculty who are both open about their faith and are recognized both nationally and internationally as outstanding scientists in their respective fields." Science Chairs

Student development

There were several documents that affirmed a holistic approach of developing the spirit and mind of students and exhorting students to consider their work as a vocation or a calling. A few documents

particularly focused on how Baylor's Christian identity contributes to the attraction, retention, and future impact of students. <u>Exemplar comments include</u>:

- Baylor should increase its "… commitment to helping students be intentional about their spiritual formation." University Scholars
- Baylor should encourage students to "unite faith, reason, and practice in both their studies and their lives." Classics
- "Baylor should further its efforts to teach students/faculty about the means by which one can live a life of faith and see work as vocational calling." School of Education, Part-time Faculty
- "The Great Commission is a mandate for all Christians and Christian institutions. Baylor must respond to this Biblical imperative by providing student experiences that emphasize involvement in the national discourse in a way that demonstrates Christian character. Baylor must encourage students to be leaven, salt and light in the world." Constituent Engagement
- Aspire for Baylor to be "nationally known as a leader in the field by equipping students with the knowledge, skills, and abilities to discuss and understand differences within the context of various worldviews while being firmly grounded in Biblical principles." Student Life Executive Team

Relative emphasis on Christian and/or Baptist principles

Most of the comments mentioning Baptist or broader ecumenical principles recognized the importance of contributions from each perspective and affirmed including some degree of each approach. Among those that took a position emphasizing one over the other, the comments seemed evenly split. <u>Exemplar comments include</u>:

- Christian denominational "… diversity benefits the scholastic and spiritual environment." Student Technology Services
- "Baylor needs to emphasize in its marketing materials, brochures, websites, and application materials that it welcomes students of all denominations. Baylor needs to de-emphasize that it is the largest Baptist university and emphasize instead that it is the largest Research I university whose Christian heritage is still at the center of the educational experience." Hankamer School of Business, Information Systems
- "Denominationalism is over. In this world, as Kingdom citizens, we have a much larger responsibility in the collaborative mode to our Christian brothers and sisters globally, while still demonstrating a great appreciation of and respect for our global Baptist heritage." Social Work, Board of Advocates
- "The current move toward generic Christianity risks deemphasizing these important principles that Baptists have championed. Attention should be given to the historic contributions and commitments of Baptists over 400 years." Truett, Faculty
- Maintain the "… major tenets of the Baptist faith (sufficiency of the scriptures, priesthood of the believer, separation of church and state, autonomy of the local church, religious freedom for all)." School of Education, Educational Administration

Leadership opportunities

Several documents enthusiastically asserted that our Christian identity, history, and notable achievements uniquely position Baylor to be a leader nationally and globally in both Christian and secular discussions and initiatives. <u>Exemplar comments include</u>:

- "Baylor has a unique opportunity to become a nexus of Christian academic reflection by hosting major conferences and seminars that bring together scholars, civic leaders, Christian leaders,

and the general public for hospitable discussion that is grounded in and enriches our own teaching and research." Centers and Institute Directors

- "As one of only a handful of graduate institutions of note with an active congeniality toward the historic Christian faith, it is imperative that Baylor take her place as a leader in influencing higher education. We are aware that the manner in which this endeavor should take place has been a catalyst for continuous discussion. This discussion should continue. As John Henry Newman suggested in his seminal writings, a university by its very definition exists in a state of tension between free intellectual exploration and adherence to the teachings of the Christian faith. This is a fruitful tension." Graduate School, Graduate Student Association

- "If Baylor can remain true to its Foundational Assumptions and not bend to the 'politically correct' world, it will be a shining light on the hill and unique from other universities. If Baylor can base its beliefs on the Bible and stand by them, then Baylor will offer an educational opportunity of the highest character and caliber." Libraries, Administrative Group

- "Whatever Baylor's vision for the next decade will be, it must certainly hold to it Baptist heritage and its Christian identity while striving to become one of the premiere research universities. This will give Baylor a unique position in the national dialogue. A current debate has to do with whether or not one can be a Christian and at the same time a serious scientist. By committing resources to outstanding academic research especially in science and engineering, Baylor has the opportunity to demonstrate that one can achieve good sound science while maintaining a Christian world view." Institute of Air Science

Relevance

A handful of documents noted the importance of a delicate balance in remaining true to faith principles while maintaining cultural relevance in serving and engaging all of humanity. Exemplar comments include:

- "The central theme of these proposals is to help sustain the Christian heritage of the school while also remaining culturally relevant.… Rather than complain about their influence, we should encourage and promote a new generation of writers and filmmakers, with the goal of merging faith and art in a meaningful way, with lasting impact." ITS, Information Systems and Services

- "Redouble our commitment to… all truth being open to inquiry. Doing this will aid the chances of our university's success with aspiring to be a top research university while maintaining our Christian commitment. Anything that exemplifies a move toward enforcing a narrow orthodoxy would greatly erode the success of this aspiration. …foster a wide and creative range of Christian expression which confounds a narrow view of the Christian life." Central Libraries

- "If we exhibit the overt signs and symbols associated with 'radically religious' institutions, we risk losing main stream student populations… Conversely, if we lose our faith focus, as have most other universities like us, we risk losing Baylor's traditional constituency and compromising our own commitments to being a Christian institution." Music, Faculty

Sampling of specific suggestions:
The group documents provide, in great detail, suggestions for implementing our Christian identity and distinctiveness in specific disciplines or units within the university. There also were suggestions that could be broadly applied, including:

- Expand mission trip opportunities as well as study abroad programs that will offer a positive Christian witness to the world, while enhancing students' and faculty global understanding and perspective.

- Host and encourage discussions that educate and stimulate faculty, staff, and students to think deeply about integration of faith and their vocation. These discussions could involve gathering faculty in particular areas to share ideas about the "differential advantage" of integration (School of Education, Curriculum and Instruction), enhancing the spiritual development emphasis in chapel (Student Leadership Class 1), and expanding the hosting of professionals who address topics and issues from a distinctly Christian point of view (Hankamer School of Business, Management).
- Improve the scope and effectiveness of our service opportunities in the local community by promoting service as essential to our Christian distinctiveness and enhancing coordination with local churches through the Church Relations liaison (Student Life).
- Recognize the contributions of faculty and staff to promoting our Christian identity and distinctiveness and "[reward] this as an aspect of merit awards" (Family and Consumer Sciences).

Executive Summary for Group Documents Input — *Curriculum: Pedagogy and Programs*

Well over half of the group documents (95 of the total 165), including those from administrative and research groups, addressed topics relating to curriculum development and Baylor's pedagogical distinctives. The dominant theme was the core curriculum followed by initiation of further opportunities in experiential learning, strengthening of multidisciplinary programs, and further development of graduate programs. The plans lauded Baylor's continuing commitment to fostering language and communication skills, along with critical thinking and problem solving. Prominent areas for new initiatives or program enhancements included ethical formation, undergraduate research, practical engagement with community or social issues, expansion of global perspectives, cooperative internships with employers, pre-health programs, and Ph.D. degrees.

Liberal education and core curriculum

The group documents voiced strong support for Baylor's continued excellence in liberal education and enhancement of the Core Curriculum. Approximately two-thirds of the academic documents and a dozen of the administrative and support documents considered the future of undergraduate core curriculum. In these documents, the consensus opinion is that Baylor's mission should be not merely to train but to educate the whole person. The core should be coherent, multidisciplinary, and meaningful. Multiple documents, from across the schools, colleges and administrative units, maintained that a well-structured curriculum provides skills and formation in:

- ***Critical thinking, problem solving, reasoning, and innovative approaches.*** Students should have repeated opportunities to critique, analyze, explore, and design. They should graduate with the confidence to tackle problems independently and as part of a team.
- ***Communication, including written, oral, and visual modes.*** Students should graduate with the ability to express themselves in professional settings and meet employer's needs for clear, organized, and effective communication. The modes should include competence in written communication (including research papers) and public speaking (including the use of visual technology in oral presentations).
- ***Reading, appreciation, and interpretation***. Students should gain familiarity with both the Western intellectual heritage and the diversity of global cultural achievements, from ancient to contemporary. They should be able to read and interpret literature in English, and attain fluency in a second language, as well as expand their awareness of the arts.
- ***Ethics and values.*** The curriculum should build student ability to make ethical decisions and to cultivate Christian values. In the course of their Baylor experience, students should explore key moral questions, address societal issues, and learn to care for others. Ethical formation is a broad responsibility, not confined to specifically Christian courses, and it should inform the curriculum across the schools and colleges, including degree programs based in professional fields, such as business and pre-health.
- ***Global awareness.*** Selected academic departments across the schools and colleges proposed the curriculum should foster student awareness of global perspectives and provide improved means for experiencing the cultures of others. Students need to understand the degree to which they are both dependent on and able to influence global futures. On-campus methods for improving exposure to global issues could include a world cultures or cultural diversity requirement in the core curriculum, an honors global scholar program, and greater exposure to world religions.

Documents from STEM departments and business also advocated for effective instruction in:

- ***Quantitative and scientific reasoning.*** Students should understand quantitative, probabilistic, and scientific approaches to data collection and problem solving.

Many documents maintained that a sound core curriculum is the best preparation for future employment and for service as a leader within the local and global communities. Exemplar comments include:

- Students should "enlarge their awareness and experience of the world through reading, writing, critical thinking, creativity, and artistic appreciation." Classics
- "[Baylor courses should] stimulate integrative and critical thinking among our students so that they understand how to synthesize individual pieces of knowledge to understand broad problems and formulate creative solutions that are novel, unique and effective. [Baylor also needs to] Provide ethical training consistent with our Christian mission. […] Ethics training is a strength that we have to offer our students and is perceived as a unique differentiator of the Baylor education." Hankamer School of Business, Management
- Enhance the "firm and longstanding commitment to the humanistic disciplines." English

Experiential and community-service education

Two-thirds of the documents from academic units identify experiential courses and educational options with a community or global interface as a curriculum sector in need of expansion and new program development. Students should tackle difficult national and international problems and areas of civic need, such as healthcare, sustainability issues involving energy and water, and global poverty as part of their curriculum. The Learning Environment theme also contains a similar account of these broadly supported ideas with an expansion of the potential for student placements off-campus and outside the classroom. The documents differentiated the benefits of four overlapping genres of experiential education:

- ***Undergraduate research as synergy.*** The organizational plans considered Baylor's scholarly and educational missions to be synergistic, each augmenting and enriching the other. Plans from a third of the academic groups called for greater opportunities for undergraduates to participate in research, design, and creative inquiry. The plans emphasized integration of undergraduates into graduate and faculty spheres of scholarly activity. Undergraduate research and design courses and opportunities should extend across the curriculum, from freshman and sophomore years to upper division, and, while critical to the STEM fields, should equally incorporate the humanistic and applied disciplines.
- ***Internships and practica as preparation for employment.*** Both academic and administrative documents called for the further development of career counseling and strategies for transitioning students into the work force. Expansion of internships and other hands-on or off-campus experiences that interface students with potential employment opportunities should be a priority, which serves to clarify vocation.
- ***Service learning as preparation for volunteer roles and community membership.*** Expansion of options for service learning can form a bridge into employment in fields such as social work, medicine, and missions, while being equally important in readying Christian servant leaders for churches, community service clubs, and non-governmental organizations. Multiple documents cited Baylor's distinctive advantage in readying graduates to address societal problems.
- ***Study abroad and international missions.*** As part of an expanded emphasis on global futures and cross-cultural communication, several plans called for new opportunities for participation in international missions and addressing global poverty.

Exemplar comments include:

- "We embrace the concept that excellence in teaching and excellence in research go hand-in-hand." Geology
- "Establish and model a culture and lifelong expectation of leadership and service to prepare students to be servant leaders when they graduate. Require community service courses for credit as part of the core curriculum (similar to chapel). Service courses could be in general course of study and/or in a student's specific area of learning." Finance and Administration, Tax and Compliance.
- "Regarding International/Study abroad/overseas: Faculty should be encouraged to develop and teach in fall and spring semester programs and in short-term trips during the spring and fall which might be coordinated with their own research programs." Great Texts

Multidisciplinary approaches and pre-professional programs

Several academic units expressed support for multidisciplinary approaches to curriculum development. Baylor should achieve national standing in integrated spheres of education, such as STEM and humanities. The pre-medical and pre-health programs could be greatly benefited, for example, not just by increased cooperation among STEM fields, but also with the humanities and social sciences. The health tracks concern multiple undergraduate majors, and graduate programs. In order for them to rise to the most competitive standing nationally, departments and institutes need to further coordinate their efforts and to share improved means of curriculum delivery. Multiple documents called for improved curriculum and coordination for the pre-professional undergraduate tracks, particularly pre-heath/medical. Baylor's Christian base and depth in religious studies was also cited as a fulcrum for multidisciplinary engagement. Exemplar comments include:

- "What a mistake would it be for us to underplay the central role of Christianity and religious faith in the global story? We should pledge to incorporate study of global and transnational Christianity and other world religions as a theme cutting across numerous departments — not just history, political science, sociology, religious studies, and theology — but also literature, theater, music, and the other creative arts." Institute for Studies of Religion
- "Emphasize pre-health at Baylor […] In recent years, approximately one-third of the overall student body at Baylor University who are engaged in pre-healthcare studies; thus, it is in our own financial interest to maintain our high national profile in medical scholarship and research. The pre-health focus should include both undergraduate curricular reform as well as direct future expansions of research-active faculty and graduate program." Chemistry and Biochemistry

Graduate programs and majors

Several plans expressed the need to either develop or to improve graduate programs, particularly the Ph.D. programs. Competitive graduate programs are critical to attaining higher national rankings, such as becoming a Carnegie "very high" research institution. The organizational plans emphasized improved stipends, recruitment and teaching and research opportunities, as well as the initiation of new graduate programs in selected fields. The organizational documents advocated for careful resource allocation, building those graduate programs already underway, pursuing excellence, and adding programs where Baylor is most likely to be nationally competitive. Exemplar comments include:

- "Launch Ph.D. programs in all STEM departments and provide faculty with improved research capabilities." Computer Science
- "Increase the number of doctoral programs at the university." ITS, Client Services
- "Graduate courses and research ought to be conducted with the highest academic expectations." Religion

Student freshman experience

The organizational documents called for improved transition of freshmen into the Baylor community, improving both retention and the student's success at Baylor. The suggested means were diverse, including new versions of U 1000, expanded freshmen seminars, a life skills course, and Baylor Line Camps for all incoming students. Exemplar comments include:

- "Provide 'Success Education:' In conjunction or addition to BU 1000/University 1000, students should be required to receive success education, with an emphasis on financial literacy, during their first year at Baylor. This success education should address the following topics: Time management; Early career counseling: Finding your major; The value of study habits and a good GPA; The value of missions, service, volunteerism, and internships; The value of good health and diet; Student services." Cashier's Office

Sampling of specific suggestions:

- New opportunities for undergraduate curriculum could include Baylor-based summer programs, off campus experiences, a program for pre-health students, undergraduate participation in graduate student research projects, and cooperative programs with industry, grants for REUs (Research Experiences for Undergraduates).
- Possible internships suggested included cooperative practica with businesses, internships in health care facilities, new ministry experiences, and expansion of supervised teaching internships and assistantships, including for graduate students.

Executive Summary for Group Documents Input — *Learning Environment*

The Learning Environment of Baylor University constitutes the most common theme noted in the group documents, appearing in more than 75 percent of the documents (128 of the total 165). This theme included comments that were related to the experiences, contexts, resources, and technologies to support learning inside and outside of the classroom. Due to a natural interdependence of several comments with major sub-themes in the Curriculum theme, particularly relating to experiential learning, some ideas are discussed in more detail in the Curriculum theme executive summary. The comments included in this theme often were accompanied by statements affirming retaining a focus on a high-quality undergraduate education as well as enhancing the quality and quantity of particular graduate programs. It also should be noted that many, if not all, groups worked with the assumption that Baylor desires to be a premier Christian university. Exemplar comments include:

- "Our undergraduate students should have every opportunity to be exposed to the cultural experiences and universal needs of all humanity." Anthropology, Forensic Science, and Archaeology
- "Explore more opportunities for online education, hybrid classes, video conferencing, interactive technology." Library Leadership Team
- "BU should enhance and expand its educational environment to foster an even higher degree of interaction among students and faculty than has historically been available." Hankamer School of Business, Office of the Dean
- "Strive to lower the student/faculty ratio so that individual attention (especially in undergraduate research efforts) is possible." Biology

The major sub-themes that emerged related to specific comments about experiential learning, the role of technology in a Baylor education, relationships to enhance learning, and a variety of ideas related to the overall learning environment for all students.

Experiential learning

Experiential Learning was the most frequently mentioned sub-theme, with over half of the group comments related to recommending that Experiential Learning be further integrated into a Baylor education. Most of the suggestions related to undergraduate education, but many applied to enhancing learning for both undergraduate and graduate students. For example, increased opportunities for internships, mentorships, study abroad programs, service learning, and student participation in academic research were cited as means to enhance learning outside of the classroom. Exemplar comments include:

- "Develop additional *transformative* experiences for students, for example: working with a faculty member on research; study abroad; living in a Living-Learning Center; service learning… Beyond the campus, students can participate in other cultures more directly through study abroad, global internships/work abroad, and global service/mission trips abroad." Modern Foreign Languages
- "Expand the use of internships to tie the curriculum to actual workplace practices." Sociology
- "Baylor should encourage all undergraduate students to participate in study abroad programs." Baylor Interdisciplinary Core
- "More resources must be appropriated toward international experiences for all Baylor students." Music, Ensembles
- "Continue to develop undergraduate research experiences, design projects, and related activities. Enabling our students and faculty to pursue these activities at the undergraduate level gives students experience that is hard to gain in a classroom setting." Electrical Engineering

The role of technology

The greatest diversity of opinions regarding Baylor's Learning Environment pertained to the best use of technology. The comments included suggestions for utilizing up-to-date technology in delivering class content and interacting with students outside of the classroom as well as a general support for enhancing students' technological skills.

The most prevalent set of suggestions, accounting for approximately 25 percent of the group documents mentioning this theme (two-thirds of which came from staff or advisory group documents), recommended that Baylor use online or distance learning technology. Some groups either stated or implied that entire degrees should be offered online, but a majority of groups suggested that online courses should be used only for certain courses, degrees, or disciplines. Of the 33 group documents that clearly advocated for online education in some fashion, 28 of the documents derived from six areas on campus: the Hankamer School of Business, the University Libraries, the School of Social Work, Finance and Administration, ITS, and University Development. Online education was argued to have the potential to increase access and flexibility for students, provide an attractive high return on investment for the university, or extend Baylor's presence in the educational marketplace.

A smaller but meaningful group of the comments (approximately 10 percent) made the case that Baylor's residential campus, classrooms, and interpersonal interactions among faculty, staff, and students constitute the bedrock of a Baylor degree and, for some, the bedrock of a Christian university. As a result, these groups, sometimes explicitly, argued against online courses or distance learning. <u>Exemplar comments include</u>:

- "We believe that Baylor students need to be prepared for life in an increasingly digital world." The Texas Collection
- "Overcome the traditional reluctance of Baylor in taking risks in innovation that have left us behind the curve on numerous technologies already being offered by competitors." ITS, Internet Services
- "We need more coordinated direction — more communication about capabilities we already have and priorities of IT. This could / should ultimately benefit the student — better customer service, less confusion." Banner Project Team
- "Utilize online instruction for advanced degrees." Hankamer School of Business, Accounting
- "Offer coursework, as appropriate, online. Master's programs are the best candidates for distance learning. This will provide a high return on investment while enabling penetration of new markets and increased tuition revenue." Hankamer School of Business, Communication and Marketing
- Baylor "should create an online university that brings in faculty from all different schools, not BU academic departments only." Social Work, Faculty/Staff
- "Where appropriate, Baylor should offer selected courses completely online. While the Baylor experience is necessarily tied to a classroom experience and the personal interaction with our faculty, Baylor must look for opportunities to let current students take selected classes completely online." University Marketing and Communications, Electronic Communications
- "Recognizing the importance of faculty-student relationships in a holistic education that prepares students for life and not merely a career, Baylor must sustain its deeply rooted commitment to residentially based education." Great Texts
- "The goal of education is to develop lifelong learners. To do this we must develop strategies to attract a diverse population of students. Strategies may include online learning, simulation learning and alternative scheduling of course work." Louise Herrington School of Nursing

Relationships to enhance learning

The group documents also contained a variety of recommendations for building relationships both within the Baylor community and beyond it. Fostering a sense of community was the focus of nearly a quarter of comments related to this theme. Groups expressed a desire to increase the amount of the interaction between faculty and students, expand the mentoring of undergraduates by graduate students, and, generally, enhance our overall sense of being a learning community.

Approximately 10 percent of the comments suggested innovations related to building relationships with other universities and businesses to enhance student learning. Partnerships with universities were suggested as means to offer joint degrees, to teach certain subjects, or to bolster overseas study. Others mentioned partnering with corporations to improve our access to technological and financial resources. <u>Exemplar comments include</u>:

- "Create links between the residential life program and the faculty through the Faculty-in-Residence program, Residential Colleges, and Living-Learning Centers." Humanities Chairs
- "Maintain faculty/student relationships in teaching — This is a critical advantage for BU — but challenging to maintain long term." School of Education, Dean's Advisory Council
- "Continue focus on making Baylor a residential community." Office of Investments
- "Develop a way for graduate students to serve as mentors to undergraduates." Social Work, Faculty/Staff
- "Partner with other Ph.D.-granting departments to explore the possibility of developing joint degree programs." English
- "Partner with foreign institutions and capitalize on available technology such as Skype to link our students with counterparts in other countries." Modern Foreign Languages
- "Establish partnerships with universities in other countries to share resources, faculty, and student exchanges." Social Work, Board of Advocates
- "Continue to develop partnerships with internationally renowned universities and faculties, both in the United States and abroad." Political Science

Overall student experience

In a diverse set of meaningful but less frequently mentioned ideas, groups voiced the desire to improve the advisement of students, advocated for small classes with a small faculty-to-student ratio, and encouraged selectivity and diversity in admissions (including transfers) to promote a positive learning environment. A few groups also advocated for providing resources for supporting the overall mental and physical well-being of our all our students. <u>Exemplar comments include</u>:

- "The effective advising of students not only is a moral duty of a college or university, but has a direct affect on student retention, proper vocation selection, and on graduation rates." Arts and Sciences, Dean's Staff
- "Student/teacher ratio should remain low in upper division courses, and should be lowered in the large 'gateway' courses that all freshmen are required to take." Music, Education
- "Thanks to our experience at Baylor, we are not merely scholars who happen to be Christian. We have become Christian scholars. We were able to learn this vision in community with the high-quality graduate students who were drawn to the program by the chance to integrate faith and learning, and under the tutelage of the distinguished faculty who had come to Baylor to be a part of this integration." Philosophy, Recent and Future Ph.D. Graduates
- "High quality students will be best equipped to benefit from and carry out the mission of the university." Environmental Science

- "Increase selectivity. Student quality and preparation are the keys to raising our profile and improving our national ranking so we must have the means to become more selective in our acceptance policy." Geology
- "During the next 10 to 12 years, college students in the United States will continue to experience a significant increase in mental health concerns. Increased needs are already being seen and felt in every area of campus… proactive planning should broadly consider the impact of college student mental health and provide resources in staff, facilities, and programming to help students succeed at Baylor while dealing with emotional health issues." Campus Life
- Students "should be provided the opportunity to understand the principles and practices of a healthy life and experience the feeling of a 'sound mind in a sound body.'" Campus Recreation

Sampling of specific suggestions:

Numerous group documents include discipline-specific suggestions for experiential learning related to internships and service opportunities. For example, global experiences for Baylor students could be expanded by developing "national/international satellite-type centers" (Finance and Administration, Budget and Payroll). More specifically, a "visible presence in Washington, DC, would be a very positive development for Baylor University, our students, and faculty, and would pay substantive dividends in ways that we cannot begin to envision" (Institute for the Studies of Religion).

With an eye toward improving efficiency and effectiveness through technology, a variety of groups suggested hiring technology staff for each school, further integrating technology and classroom teaching, utilizing e-textbooks, supplementing library holdings with e-resources, improving administrative processes (e.g., curriculum action forms — Hankamer School of Business, MBA Graduate Programs Staff), supervising and supporting study abroad students (Library Leadership Team), improving advisement of students, and utilizing guest speakers from remote locations.

Some documents suggested specific relationships to pursue with universities or corporations. For example, "companies like AT&T and Apple could be helpful to the development of better communication technologies on campus" (Teaching, Learning, and Technology Committee). Additionally, internally, "it might be beneficial to both our graduate students and to undergraduate non-music majors to have graduate assistants become the 'faculty' for non-majors" (Music, Instrumental Studies).

Several documents suggested specific centers, programs, and initiatives should be created due to their fit with Baylor's mission, resources, and reputation. As examples, centers were proposed related to ethics and servant leadership (Hankamer School of Business, Ethics Programs and Initiatives), healthcare (Cancer Research Center; Health Sciences), and global poverty issues (Global Economic Development and Innovation). Other comments expressed the need to maintain current learning resources. For example, "many pianos are now in dire need of being replaced or completely restored, and there is no regularly allocated funding to do so" (Music, Keyboard).

Finally, as evidence of promoting a caring community, practical suggestions were provided to support student's overall well-being, including providing better health care, living arrangements, travel funds, etc. (Graduate Student Association).

Executive Summary for Group Documents Input — *Scholarship and Creative Endeavors*

Approximately half of the group documents provided input about scholarship and creative endeavors. It is clear from analyzing the documents that group stakeholders see scholarship and creative endeavors as important components of the overall mission. Exemplar comments include:

- "The goal of the research to be done by Baylor students and faculty is to develop novel strategies that are: 1) built around innovative technologies, 2) supported by viable business models, 3) structured to alleviate poverty locally and facilitate Kingdom building." Global Economic and Development
- "Baylor should continue its efforts to develop significant research on major global and business issues. Such research will result in increased opportunities for students to participate in significant projects, provide invaluable contributions to [the academy] and improve the world God made." Human Resources
- "Students have hopes that Baylor will be a top-ranked university with a prestigious reputation that rivals our country's most competitive institutes of higher education." Student Government
- "Baylor faculty must be leading experts in their fields — scholars recognized internationally through their research funding, publication, presentation, and leadership." Office of Vice Provost of Research

From these submitted documents, we identified nine important sub-themes regarding scholarship and creative endeavors.

Integration of faith and scholarship/creative endeavors

The most common theme raised by group constituents is that of the role of faith and research at Baylor University. This theme is raised in over 30 percent of the group documents that provided input for the scholarship and creative endeavors theme. Many of the constituent group documents want faith to remain a guiding force in the research process. Others are concerned about what is perceived as an inherent tension between science and faith and question how Baylor can best address this tension while continuing to move forward. Exemplar comments include:

- "Given its faith-based heritage, Baylor should seek for its research output to be transformative as it focuses on significant issues involving the human condition." Hankamer School of Business, Office of the Dean
- "Work in regional theaters, important festivals, and off-Broadway theaters will enable Baylor's name and its unique [Christian] perspective to influence art and culture." Theater Arts
- "Christianity has encouraged diversity of expression and imagination in the arts, architecture, literature, and music and has been a font of ethical and philosophical thought. Continuing this tradition of cultural leadership and the betterment of the human condition must remain a foundation of the 21st century Christian university." Undergraduate Research and Scholarly Achievement
- "There is a surface tension between our faith statement and scientific research. How do we live in this tension?" IT, Leadership Team
- "Baylor should continue to strive for academic excellence (Tier 1) while constantly maintaining current faith-based policies and principles." Louise Herrington School of Nursing

Improve the quality and quantity of research and external funding

This was a commonly mentioned sub-theme, emerging in 30 percent of the documents which addressed scholarship and creative endeavors. Constituents are concerned that in order for Baylor to improve in the national rankings, we must produce more research, procure money from high prestige federal agencies, involve our graduate students in the process, and improve the national ranking of all basic sciences programs. <u>Exemplar comments include</u>:

- [We must retain]"a cadre of research-oriented faculty who have national and international reputations in their fields, and whose scholarship is financially sustainable without repeated infusions of Baylor funds." Environmental Sciences
- "Obtaining external funding should be strongly encouraged and incentivized through matching grants and funding pilot studies." Geology
- "Increase faculty productivity by maintaining very high expectations for tenure and promotion of faculty, and for continued productivity of tenured faculty." Science Chairs
- "Those from whom our graduate students learn need also to be engaged as active participants in the global arena of research and scholarship." Graduate Council of Ph.D. Programs

A leader in producing knowledge that transforms the world

The group constituents want a university that has a significant global footprint. They would like to see Baylor bring its unique perspective to the pressing issues of the day (energy, climate change, poverty, etc.) and to be recognized by our peers as an international voice. This global footprint is mentioned in 20 percent of the group document reports with input for the scholarship and creative endeavors theme. <u>Exemplar comments include</u>:

- "For Baylor to grow into a research university that can speak into the international conversation, it must accept the challenge of adopting an international vision, one looking past regional roots and national standings." CASPER
- "Get graduate and graduate professional students involved in interdisciplinary research centers with global reach. Enable them to collaborate with colleagues in other countries, and work to address real-world problems that cross national boundaries." Modern Foreign Languages
- "Baylor must become a global leader in research on environment, human behavior, and climate change." Anthropology

Foster an environment of collaborative and interdisciplinary research

This theme is mentioned in nearly 20 percent of the group reports. Globalization and technology have created a 'one village' world. Problems and issues that were once disconnected by political and geographic barriers are now just outside our front doors. The complex nature of today's world presents problems that require a diversity of creative solutions. Constituents want to see a university faculty that works across departments, across universities, and is engaged in national and international research programs. <u>Exemplar comments include</u>:

- "Position Baylor to become a trendsetter in global education by facilitating faculty activities abroad (including collaborative research and faculty exchange programs with foreign universities)." Modern Foreign Languages
- "The best way to spread our eternal flame is through research collaborations, which also carries funding opportunities and professional development for faculty and students alike." Chemistry and Biochemistry Graduate Students
- "Baylor should recommit to the development and continual evaluation of the system of University Centers and Institutes. New centers and institutes may be needed, others may need to be reconfigured, and all should be fully integrated into the university's programs. The great

value of such a system to the university — as entrepreneurial, creative, interdisciplinary, and indeed, prophetic spurs to research, teaching, publishing, and programming that reaches new audiences — should be embraced and enhanced with new resources." Center and Institute Directors

- "Interdisciplinary research and education combine strengths and provide leverage for future collaborations. By creating connections, we pool intellectual resources to excel where our peers do not.… Because of the need to solve pressing societal problems, interdisciplinary thinking is rapidly becoming an integral feature of the common research landscape." Institute for Ecological, Earth, and Environmental Sciences

Strengthen the connection between research and industry

Constituent groups are excited about the new BRIC venture. Nearly 20 percent of group documents with input for the scholarship and creative endeavors theme mention the need to produce research that has practical applications and that meets the immediate needs of industry. Not surprisingly, these documents are concentrated in some specific science and business units. Exemplar comments include:

- "Partner with industry, and enhance opportunities through involvements with programs such as envisioned for BRIC, pre-health, clinical research opportunities with hospitals, etc. Such partnerships are important to the educational experiences and opportunities at Baylor University and ensure future success of applied research and clinical research programs." Science Chairs
- "Encourage the development of faculty leading to practical applications. Develop a culture that values and finances research that leads to solutions to today's societal needs. Practical application should be as 'impressive' as theoretical finds." University Marketing and Communications
- "BU needs to garner more industry support for research. This would involve creating some sort of board to create more mutually beneficial relationships between university researchers and industry." Hankamer School of Business, Information Systems

Carnegie Very High Research University status

Fifteen percent of group documents on the theme of scholarship emphasized the importance of Baylor obtaining the Carnegie "Very High Research University" classification. This specific goal is clearly tied to improving the quality and quantity (and external funding) of scholarship at Baylor. However, it is distinct in that the Carnegie Research status is one of the two national metrics (the other being AAU membership) to currently distinguish our research and graduate programs. The goal would be in the next 10 years to move from Carnegie High Research University to Very High Research University. This can be achieved only through concentrated investment in STEM programs. Exemplar comments include:

- "The next step down the path toward top tier status as a Christian research university is for Baylor to join the ranks of research universities classified as having very high research activity (RU/VH), as defined by the Carnegie Foundation classification system. The most direct mechanism for attaining this goal is for Baylor to adopt standards normative to AAU institutions for hiring, tenuring, and promoting faculty." Office of Vice Provost for Research
- "[Our goal should be] upgrading from a Carnegie classification of Research University (high research activity) to Research University (very high research activity),… membership in the Association of American Universities." Mathematics
- "Help Baylor University science departments achieve Tier 1 status and move from a Carnegie classification of Research University (high research activity) to Research University (very high research activity) through increased research output of both faculty and students, increased federal funding, and increased Ph.D. graduation rates." Science Chairs

Undergraduate research experiences

Another prominent theme that emerged from the group constituent input is greater access and interaction between undergraduate students and the research process. Students today are not passive learners. They want to interact with the material and be active participants in the creative production of knowledge and artistic outputs. The importance of undergraduate research experiences was mentioned by more than 10 percent of constituent group input documents with input for the scholarship and creative endeavors theme. Exemplar comments include:

- "As the university continues to promote a research environment, students should be encouraged and have the opportunity to participate in research at the undergraduate level." Student Government
- "Undergraduates with options for research, design, and creative projects are more likely to enter graduate and professional educational programs." Undergraduate Research and Scholarly Achievement
- "Baylor should distinguish itself in this area by increasing work-study funds for three types of collaborative student research: direct work with faculty on faculty research projects, assistance and participation in Baylor-hosted or Baylor-sponsored scholarly events, and publication in student-edited journals." Great Texts

The proper balance of teaching and research

While some constituent groups propose an 'all-in' approach to Baylor's research mission, 10 percent of the group input reports for the scholarship and creative endeavors theme expressed concern about how to maintain the research momentum Baylor has created in the last 10 years while also fulfilling our traditional role as an excellent undergraduate teaching institution. Some believe that we may have gone too far, too fast. Exemplar comments include:

- "Be careful not to lose Baylor's reputation as a great teaching university, where students get one-on-one experience with their professors. Pressure to do research may cause professors to put students second." Information Systems and Services
- "The balance of teaching with research is every bit as important as integrating faith and learning. The successful integration of faith and learning, in fact, is only possible if we continue to balance teaching with scholarship." Honors Program, Faculty
- "Tension remains within the structure of the institution and in the faculty reward system as we seek to apply a relatively uniform set of expectations across all departments and faculty despite the inequalities between various departments campus-wide concerning how much faculty workload time can be assigned to research/creative endeavors." Music, Faculty
- "We need to develop an appreciation for teaching faculty as signature contributors. Most people come to a university to learn and go to class. The students will remember the teachers." Social Work, Faculty/Staff

State of the art research infrastructure

Ten percent of constituents point out the need for Baylor to remain vigilant in identifying and procuring the tools necessary for high quality scholarly and creative endeavors. This includes state-of-the-art laboratories, computer and software systems, and high quality library resources. The lack of a Tier 1-quality library system will limit the knowledge production of the faculty. We must also be cognizant that the publishing world is evolving. The quarterly print journal is being supplanted by other media. Baylor must adjust its expectations for scholarly placement to recognize the growing importance of 'open access' venues. Exemplar comments include:

- "Provide the resources to enable the university to maintain a progressive research technology infrastructure." Student Technology Services
- "[Baylor needs] a tenure review process that can evaluate and recognize the value of the distribution of scholarly ideas in the new media environments." Central Libraries
- "Determine how each academic unit can integrate more technology into their programs." University Development

Sampling of specific suggestions:

- Establish a visiting scholars program with international universities.
- Make applications for Research Experience for Undergraduates program funded by the National Science Foundation.
- Develop or renew affiliations between Baylor and a medical school.
- Enable opportunities for clinical research experiences by developing formal ties with hospitals in Temple, Dallas, and Houston.
- Create a research version of Baylor Line Camp for incoming freshmen
- Create a Cancer Research Facility centered at Baylor University in Waco.
- Use of more open access materials in all disciplines.
- Since Baylor is a national university we could partner with Providence Hospital to bring Baylor's Louise Herrington School of Nursing to the main campus.
- Adopting and achieving a very high research activity Carnegie classification would require Baylor to "triple our Ph.D. production and external funding in the STEM fields, double research staff, moderately increase social sciences Ph.D. production" (Deans Nordt, Kelly, Lyon, and VPR Hyde).

Executive Summary for Group Documents Input — *Finances*

Over 65 percent of the group documents refer to finances (108 of the total 165), making it one of the most common themes. This category included recommendations or comments related to financial resources, the use of finances, and the affordability of strategic priorities and initiatives (current and proposed). Many recommendations were related to existing programs of the university and pertained specifically to the group submitting the document. Other recommendations targeted new strategic or tactical recommendations of the group as well as overall university requirements. This summary highlights the broader common financial priorities and themes that emerged across the multiple group document submissions. References herein to percentages or proportional numbers of responses are based upon the 108 documents making comments on financial matters.

Two overall financial themes emerged from the groups commenting on financial matters. Foremost is the need to strategically provide an affordable education for students who are admitted to Baylor, primarily through endowed scholarships. Closely related is the continued emphasis on research funded through grants and endowed funds, and hiring and retaining talented faculty dedicated to research and teaching.

A variety of groups mentioned changing existing policies in order to allow financial aid and scholarships normally reserved for campus instruction to fund also study abroad programs, mission trips, as well as other summer and special programs. Numerous submissions advocated funding for graduate programs, and more specifically, for competitive teaching and research assistantships and fellowships for graduate students. These documents noted the need to support graduate research, travel, and alternative employment. Planning for graduate student cost reduction in areas such as student fees and health insurance was also a recurring theme.

Affordability, student scholarships and endowment

Assuring the affordability of a Baylor education for qualified students was the overarching theme that emerged from the financial sections of group document submissions. The need for a significantly higher level of student scholarships was the most frequently mentioned sub-theme. About 57 percent of the group documents submitting comments on finances explicitly mentioned significantly increasing student scholarships. The university's endowment was the second most frequently discussed financial sub-theme. Half of the group documents commenting on finances mentioned the need for a larger endowment to fund various priorities, with 60 percent of endowment related comments indicating that student scholarships should be the primary purpose of the endowment. The need for more graduate scholarships and stipends was frequently mentioned. Undergraduate need-based scholarships were mentioned in much greater frequency than merit-based scholarships, with a number of comments indicating that students from the Waco community should be given scholarships. A number of groups expressed a concern that encouraging students to borrow significant sums of money to fund their education was inconsistent with Baylor's Christian mission. Exemplar comments include:

- "By 2025, Baylor should have made the successful transition to a sustainable economic model of higher education, operating under a model that increases affordability while reducing student debt load." Academic Technology Directors
- "Continue to champion the President's Scholarship Initiative, and continue to build an endowment that contributes significantly to the operational expenses of the university, resulting in a lower net cost to the student." Cashier's Office
- "Increase endowment per student to the level equivalent to our aspirant schools." Budget and Payroll
- "Build a robust endowment. Baylor should develop strategies and programs to expand our endowed resources to be on par with those of the nation's top universities. Our current tuition-

driven model of funding places significant restrictions on development of academic programs, support for academic chairs and professorships, and fulfillment of our core mission." Biology

- "Make Baylor more affordable to everyone, give more scholarships (and not to just the top tier students… there are many highly capable students who may not have top grades), help graduates find ways to pay off enormous school loans." Library Administration
- "Give more scholarships to students without resources — create avenues for our traditional middle class constituency who can no longer afford Baylor." Student Life Multicultural
- "Make scholarships available to all students attending Baylor in amounts that will significantly reduce debt at graduation, increasing employment options for graduates." School of Law

Faculty positions and research

Approximately 25 percent of finance-related group documents called for funding additional faculty research and faculty positions, particularly endowed professorships and chairs for distinguished scholars and teachers, additional center and institute directors, and opportunity hires of faculty with exceptional qualifications. The plans favored additional funding for research leaves, extending the number of two-semester research leaves, and additional funding for faculty development, including the summer teaching institute, travel abroad, summer activities, and initiation of long-term research projects. The groups advocating these expenditures often noted that resulting benefits would include enhanced national prominence of the faculty, and increased departmental and institutional effectiveness in research and teaching. Exemplar comments include:

- "Provide support for… endowed chairs… increased research leaves and sabbaticals…, and full salary funding for academic year-long research leaves." English
- "Hire top-quality faculty members to support and strengthen research programs of current faculty members." Mathematics
- "Endow graduate chairs/teams to promote outstanding teaching and research Baylor should continue its trajectory toward becoming a top tier research and teaching university." Office of Investments

Graduate studies and programs

A significant number of the finance related submissions, advocated additional funds for graduate programs. Approximately 15 percent of the documents explicitly advocated competitive teaching and research scholarships, assistantships, and fellowships for graduate students. Frequently mentioned was funding to support graduate research, travel, health insurance, and alternative employment. Exemplar comments include:

- "Support recruitment and retention of the highest-caliber graduate students through increased stipends and enhanced benefits. By making competitive stipends and benefits available to recruit the brightest and best graduate students we can continue to increase Ph.D. graduation rate and published research." Science Chairs
- "Allocate funding and research/teaching opportunities for prospective and existing graduate students, to be highly competitive so that recruiting high ability students is possible across a wide spectrum of disciplines." Family and Consumer Sciences

Research funded through external grants

The financial aspect of the organizational plans, particularly from the sciences and academic administration, emphasized the importance of improving Baylor's success in obtaining grants, contracts, and other external monies critical to elevating Baylor's national standing and reputation in research and graduate education. Grants were specifically mentioned in the finance section of about 1 out of every 10

documents submitted. The plans emphasized increased sustainability for research and attaining standing as a Carnegie "very high research" institution. Emphasis was placed on improving research infrastructure and providing incentives for grants to further expand fiscal contributions of sponsored programs. Increased income from sponsored programs was viewed as a resource that would benefit undergraduate education directly via paid research assistantships and supplemental funds for curriculum development. In addition, selected plans advocated the pursuit of non-traditional revenue streams, through various means such as forming corporate alliances. <u>Exemplar comments include</u>:

- "Research in the sciences can and should be self-supporting through indirect cost recoveries from research grants awarded by federal, state and local governments, as well as private industries." Chemistry and Biochemistry
- "[Undergraduate research should] Improve [its] interface with externally funded research and Ph.D. programs. Externally funded grants can greatly expand the number of openings for undergraduate research assistants, and Ph.D. students and postdoctoral researchers can act as undergraduate mentors under faculty supervision." Undergraduate Research and Scholarly Achievement

University Development and fundraising

In conjunction with the numerous submissions related to growing endowment and scholarships, specific recommendations were made related to the University Development Division and fundraising. Recommendations included expanding development staff, greater outreach to alumni and philanthropists, encouraging new graduates and even students to develop the practice of giving back to Baylor, further engaging minority alumni, increasing efforts to glean foundation grants, expanding Christian and matching funding sources, and improving departmental interfaces with development. It was recommended that University Marketing and Communications should collaborate closely with the Development Division in integrating news and information to alumni with specific "asks" for funds. <u>Exemplar comments include</u>:

- "Integrate development at the department level with the university mission. Currently there are too many units competing for the same donors." Sociology
- "Recent graduates should be encouraged to adopt a habit of giving back to Baylor, even when they are only able to make small contributions. A large number of small donations can bring substantial benefits and good will. The university in turn, should demonstrate to alumni how their monies have been used and express gratitude for all levels of giving." The Texas Collection
- "Involve student organizations, like Student Foundation's 'Alumni Relations' committee to educate greater student body about scholarships, need and giving back." University Development
- "In order to maximize the giving potential of our supporters, we must increase our donor base by reaching out to any and every friend of Baylor University. This starts with our 150,000 living alumni base and is extended to every faculty, staff, student, parent, supporter, friend, and fan of Baylor University." Student Government
- "*Baylor* magazine and Baylor Proud need to take greater role in communicating needs. Other Universities have stronger asks in main publications." University Development

University operations and financial stewardship

Over 10 percent of the finance-related group documents focused on operations and financial administration of the university, including the impact on academic programs. A number of operational and organizational submissions recognized the importance of responsible stewardship, better operational and accounting systems, as well as revamping the budgeting process and the wise disposition of budgeted funds. Suggestions for improvements included further cost-saving via

environmental sustainability, evaluating the cost-effectiveness of academic and graduate programs, fair distribution of administrative and staff positions, improved accounting for research, and investing in cost-saving technology. A few of the documents suggested that the university had too many administrative/staff positions relative to peer institutions. Several plans considered stabilizing or reducing enrollment which would increase the ratio of endowment per student while curbing the need for additional facilities, overhead, and support staff. Exemplar comments include:

- "Baylor's operational and financial structure should encourage efficiency, flexibility, and sustainable growth within our current business model." Procurement Services
- "Change the 'use it or lose it' budget mentality among faculty and staff. Promote a culture that encourages (and rewards) conservation and cost reduction." Cashier's Office
- "Determine cost effectiveness of doctoral programs and reduce costs…. Review and update the Baylor accounting system to facilitate research." Statistics
- "Certain aspects of the university's financial structure and operating procedures do not provide incentives for innovative action and nimble adjustment to changes in external realities and will thereby hinder our progress toward many if not most of the goals in the Strategic Plan." Hankamer School of Business, Economics

Executive Summary for Groups Documents Input — *Community Engagement and Service*

Of the total group documents, over half of them specifically addressed the theme of Community Engagement and Service. Within that set of group documents, over 75 percent of the groups focused on Baylor's relationship to the local community in Waco and Central Texas. About 25 percent of the groups also addressed international education or outreach. Some of the latter input could also have been grouped with the comments regarding either Christian Identity (missions) or Learning Environment (international education). However, keeping some of the input grouped in this category highlights the fact that these issues — community engagement, Christian identity, and learning environment, are deeply connected (with respect to both challenges and possible solutions).

The groups that addressed Baylor's local community engagement agreed on one point: Baylor can and should improve the interaction between the university and the local community in Waco and Central Texas. Beyond the obvious differences between any university and a local community, Baylor's situation includes the additional challenges: the contrast between Baylor's wealth and Waco's relative poverty is exceptionally great; that division coincides also with class differences and racial divisions.

The groups generally assumed one of two foundations for improvement in this area: 1) Baylor's improvement in local community engagement and service is a crucial source of mutual benefit for both Baylor and Waco; 2) because Baylor identifies as a Christian institution, we are morally obligated to serve our neighbors and to help form students in the moral and intellectual habits required by such service. Based on one of these two warrants for improving Baylor's local community engagement, the group documents identified three different kinds of local community engagement: 1) academic outreach, 2) need-based outreach, and 3) cultural outreach.

Local academic outreach

Almost half the groups addressed the particular ways in which Baylor serves the local community through scholarship and teaching. These forms of outreach ranged from enhancing opportunities for local apprenticeships to offering community education courses and more opportunities for members of the Baylor community to share their expertise with others. Input in this category also emphasizes the importance of improving direct interactions between Baylor students and local students in K-12 schools. Exemplar comments include:

- [Baylor needs to] "bridge the theory-practice gap by partnering with community stakeholders and doing research in applied settings to co-produce practice knowledge and solve complex problems." Communication Studies
- [Baylor needs] "to further enhance relationships with the regional business community, to continue to provide scholarly expertise to the City of Waco, government agencies and non-profits, and to enhance our students' engagement in these forms of service." Environmental Science
- "Offer more night classes, so that people in the community who may be working full-time will have the opportunity to work on a degree. This would also improve the relationship with the community and help to give them ownership in the Baylor experience." Armstrong Browning Library
- "Have students share knowledge about college with area students (especially potential first-generation students)." LIB, ITS Student Advisory
- "Engage the greater Waco community with academic [events] such as Heart of Texas History Fair, the Renaissance Scholars program, the Baylor Institute for Learning in Retirement, and the Teaching American History [program]." History

- "Academic departments and professional schools should use their disciplines as a means of involving and serving the community and connect this to the academic experience at Baylor." Music, Music Education
- "Baylor University should extend its intellectual community in hospitality and service to the local community." Centers and Institute Directors

Local need-based outreach (including service learning)

About one-third of the groups emphasized need-based outreach. This category includes the ways that Baylor faculty and staff could be better enabled and equipped to serve the local community in meeting practical needs, but also the ways that students could be formed for such service. Exemplar comments include:

- "While there have been great strides in this area over the last few decades, there still remains a definite 'Baylor Bubble.' Consider a mandatory service requirement for Baylor students. Offer low-cost continuing education classes to the Waco community. Offer computer training and job skills training to lower-income families. Offer paid time-off for faculty and staff to serve in the community." Student Financial Aid
- "Establish a scholarship fund exclusive to the residents of McLennan County which would help create an alignment back to the community." ITS and Libraries Advisory Council
- "Our highest hope for Baylor in the next 15 years is that the wealth of resources Baylor has would be shared with all schools in the Waco area. Every student in Waco area public schools should be mentored/tutored/encouraged by Baylor students who have — through their Christian teachings — learned to respect and appreciate children with diverse and varied backgrounds.… It should be a requirement that faculty, staff, and students of all colleges and schools (i.e., Engineering, Business, Arts and Sciences) share their expertise with Waco students and the Waco community. Job shadowing, mentoring, mandatory volunteer programs, and community service projects are just a few examples of ways in which the Baylor family might contribute to Waco area students and the community at large." School of Education, Partnership School District Representatives
- "Several of our students felt that Baylor has a responsibility to serve the Waco community and hope that this responsibility is taken more seriously by more of the student body in the years to come. Many of our students see the importance in building up a strong community both on and off campus." SL, Academy of Leader Development and Civic Engagement

Local cultural outreach

Over one-tenth of the groups noted the importance of specifically cultural forms of outreach in the way the Baylor could serve the local community. Exemplar comments include:

- "Expose the community to all of the cultural arts. For example, make concerts and performances more accessible to members of the community" Facilities, Planning and Construction
- "Baylor should find ways to host more events and performing artists on campus for the Waco community" Electronic Library CTS
- "Utilize university facilities on campus to bring in performing artists of all types and genres. Provide both campus and Waco with more exposure to the arts. Have students engage the artist in sessions for better understanding of the professions. Utilize university facilities on campus as a joining point for several departments' studies into a production with real life responsibilities for the students involved. Produce events as a fundraiser for community and national charities." Campus Services

International education and outreach

Almost 25 percent of the groups that addressed community engagement focused on either international education or international outreach (academic and need-based). These comments focused on the need for students to get the intellectual and moral formation, as well as experience, to help them become international leaders. Some proposals addressed international academic outreach (exchange of scholarship), while others addressed international need-based outreach that might traditionally be involved in student mission trips. Exemplar comments include:

- "Several of the students surveyed felt the need for a more service-oriented or mission-focused campus. While they appreciate the opportunities now available, they hope that more will be introduced in the future, possibly through service-learning in the classroom." Academy of Leader Development and Civic Engagement
- "The mission of the [proposed center] is to empower students, faculty, the larger Baylor family and the church to create economic opportunities for the poor in developing countries through innovation and entrepreneurship." Center for Global Economic and Development Proposal
- "Encourage opportunities for missional efforts in a study abroad programs; involve BRIC in this strategy; engage international leaders; create collaboration among faculties and departments; nurture a global mindset in marketing and communications; leverage public relations and development value of a globally engaged campus." Baylor Global Impact Roundtable

Sampling of specific suggestions:

The different ways in which to improve such community engagement fell into three general categories: 1) better communication, 2) institutional (or infrastructural) changes, and 3) the lives of graduates.

Better communication between Baylor and Waco

Over 25 percent of the groups noted the various ways in which better communication could improve the character and extent of Baylor's community engagement. Such communications ranged from the need for improved direct conversation between the city and the university leadership to the fact that better publicity regarding the good work already being done (before and after the fact) could improve both the impact of the outreach and the wider public perception of Baylor. Exemplar comments include:

- "Deepen the dialogue between Baylor leadership and the leadership of Waco. Evaluate the greatest needs of our regional community and assess what segments of the Baylor community might best meet the needs and how practically to do so." Hankamer School of Business, Casey Computer Center
- "Baylor needs to have a focused and coordinated community outreach strategy. It would be good to continue to look for opportunities to tie academic concepts into community outreach opportunities, thereby engaging faculty/staff/students together on programs instead of each in our own silos (or cocoons?). Then, there needs to be good communication of timing and logistics for outreach events and opportunities." Financial Modeling Team
- "We should continue to build new and unique ways of engaging and educating our community about critical issues affecting them. For example… health and obesity issues in the community across all ages including children and the elderly." School of Education, HPPR

Institutional or infrastructural changes that would foster community engagement

Almost 25 percent of the groups went so far as to propose specific changes to either the administration or infrastructure of the university that could help to improve Baylor's community engagement. This input included a wide range of proposals: from the development of housing (faculty or student housing) on the Waco side of I-35, to permitting employee sick days to be used for volunteer activities, to the

inclusion of learning local Spanish as part of professional development for staff or faculty. <u>Exemplar comments include</u>:

- "Many in our surveys noted that there is a rift between the Baylor community and that of greater Waco. This is obviously a multifaceted problem that has already been addressed in various ways. Some suggestions that turned up in our project were: investment in public transportation, improved university housing in the areas surrounding campus, etc." Graduate Student Association
- "To bridge a gap that has existed between the Waco community and Baylor University, I would suggest Baylor reach out to those [for whom] English is not their primary language. [...] Also to help bridge the gap, Baylor would offer conversational Spanish to faculty, staff and the community for a nominal fee." Honors Program Staff
- "Have a conference center on campus for campus and community events — similar to UT's AT&T Executive Education and Conference Center" Electronic Library, Online Teaching and Learning Services

Community engagement through the lives of Baylor graduates

About one-tenth of the groups, including faculty documents from departments as different as Mathematics, Religion, and Political Science articulated a conviction that seems widely shared among Baylor faculty: the conviction that the most powerful form of community engagement arises from the lives of Baylor graduates. <u>Exemplar comments include</u>:

- "Graduate well-qualified teachers." History
- "[Baylor should encourage] good citizenship in our own political community through instruction in American constitutional development, politics, and political thought." Political Science
- "Expand in mathematics teacher education." Mathematics

Executive Summary for Group Documents Input — *Baylor Family Engagement*

About 30 percent of the group documents (49 of the total 165) addressed the topic of Baylor Family Engagement, which included alumni, current and past faculty, and staff. Almost all documents noted the benefits of strengthening these relationships. Two comments in particular reflect the overall sentiment of the documents addressing this theme:

- "Change internal mindset from individual beliefs and perspective to 'We are Baylor' unified and working together. We need to bring alumni along in the journey and develop excellent relations with them. Alumni need a sense of inclusion. Those friends and alumni who have attended the various planning meetings in communities are committed to Baylor." ITS and Libraries Advisory Council
- "Building a community of ONE will ultimately benefit the university and help to move it forward to reach its long term goals." Facility Planning and Construction

Responses consistently mentioned the importance of strong Baylor family engagement, citing everything from financial support and scholarship assistance to student recruitment to mission trip participation. These sub-themes emerged with the greatest frequency:

Improve and expand alumni involvement

Over two-thirds of the documents on this theme addressed alumni engagement. Alumni relations were often presented as a process, beginning with recruitment of new students, moving through the educational processes for students, continuing through job placement, and culminating in ongoing outreach by the university. This process becomes a cycle when the last stage is understood as the means by which new students are introduced to Baylor and as an opportunity for alumni to support these new students. Exemplar comments include:

- "Baylor needs to draw upon our alumni from across the world to recruit students nationally and internationally." Education, Curriculum and Instruction
- "In order to energize an engaging alumni constituency, we recognize the need to involve students, beginning with orientation; students will be engaged in meaningful activities throughout their Baylor experience. The goal is to develop a sense of what it means to be a responsible Baylor Bear. This would lead to future involvement and future giving." University Development
- "Build a legacy of Bears hiring Bears — career network; host career events encouraging alumni to be guest speakers in their fields of expertise; host career resources and industry-based webinars that benefit alumni; expand stepping out to other communities through alumni groups." Tax and Compliance and Controller's Office
- "When our students graduate and move into their careers, they should enjoy an ongoing relationship with their Baylor family." Theater Arts
- "BU needs to be more intentional with cultivating relationships with all of our alumni…. Baylor needs to work at doing a better job to get key information to flow in the opposite direction — downward to the department unit level so that we can engage former students. I think that alumni are much more likely to give back to Baylor if they can be engaged directly from those who taught them in their major." Hankamer School of Business, Information Systems
- "Expand the integration of alumni into more events on the student level…. The Baylor Family — students, faculty, staff, and community — will enrich each other by working, studying and teaching with a servant's heart." Campus Services
- "Provide a robust student experience focused on being part of the big Baylor family, one that translates into philanthropic alumni committed to Baylor's success." Constituent Engagement

- "Baylor internships in companies and non-profits across the country would make Baylor more visible. Baylor alumni should be a part of this program helping locate internships and working with campus offices to create these opportunities." W.R. Poage Legislative Library
- "We need to define and evaluate Baylor's impact as defined by 1) alumni and 2) use of our research and scholarship.… The strategic challenges concerning our impact include the following: Strategically placing alumni and helping alumni relocate for maximum impact on the issues Baylor is committed to addressing. Continue to engage alumni both to teach current students and other alumni, as well as to learn from the latest research and scholarship in their field. Track alumni to assess the impact Baylor is having through them on the larger world." Social Work, Deans

Improve communication

Over half of the respondents cited communication needs. Timely, personal, frequent communication was mentioned most frequently as the method of attracting alumni and maintaining their involvement. Exemplar comments include:

- "Authentic, two-way communication is needed in Baylor's interactions with all constituencies." Hankamer School of Business, Communication and Marketing
- "By promoting the community activities that Baylor students, administrators, staff, and faculty are already involved in, on a more user-friendly website calendar or through email notifications, others may be more inclined to recognize and participate in volunteer opportunities." Mayborn Museum Complex
- "How do we connect to alumni beyond simply asking for money?… 'Inreach' is a relationship where we get conversations going with our alumni and do research that supports what they are doing." Social Work, Faculty/Staff

Unify alumni base

Twenty-five percent of these documents specifically addressed the need to improve the university's relationship with the Baylor Alumni Association, whether through ongoing dialogue or other means. Exemplar comments include:

- "The university needs a purposeful strategy about the Baylor Experience, both while a currently enrolled student, as an alumnus, or as one who selects to be connected to Baylor University by choice. We must mobilize our community to provide financial and other forms of support to the university as it endeavors in achieving its stated mission, vision, and purpose." Hankamer School of Business, Office of the Dean
- "The alumni relationship is a critical step toward building a sense of pride, involvement and support necessary for the long term health of the university. Baylor University and Baylor Alumni Association need to come together to form a cohesive bond to utilize all resources available. The current disconnect hurts the nucleus of involvement, community, and fiscal response of the alumni at large as well as future alumni." Facility Planning and Construction
- "In order to create a caring community where members choose to understand, respect, and love one another, Baylor University and the BAA must unify under a common commitment to advance Baylor, without regard to personal agendas, political, or positional advantages." Student Learning and Engagement
- "Baylor needs to re-establish a healthy and collegial relationship with the Baylor Alumni Association in order to unite all alumni and to coordinate alumni services with the Baylor Network and the BAA." Music, Education

Address special population needs

Four comments focused on the needs of special populations. In order to ensure that they are taken into consideration, they have been cited here. Exemplar comments include:

- "Build relationships with the minority population of Baylor alumni in order to re-connect them to the institution and show them how truly valuable they are to Baylor University." Student Life, Multicultural Affairs
- For graduate education to thrive, we need… "an increased appreciation for what graduate study and research brings to the university, and an increasing invitation to participation in the larger university culture." Graduate Student Association
- "Prioritize professional development of university staff. Baylor encourages professional development of faculty through research, sabbaticals, and other programs. Likewise, the university should invest more in the ongoing development of its professional staff members." University Marketing and Communications, Electronic Communications
- "Baylor should strive to make all staff members feel respected and appreciated. Improve faculty recruitment and retention. Show faculty they are valued. Recruit faculty who have a desire to teach and engage with students." Campus Living and Learning, Community Leaders (CLAs)

Sampling of specific suggestions:

This theme was rich with ideas, and many documents offered recommendations of ways to strengthen relationships within the university, among alumni, staff, faculty, and students.

- "Get an 'easier-to-access' email procedure for alumni. The mail2web process is clunky and not as user-friendly as OWA." ITS, Client Services
- "Bring back talk of a Baylor retirement community. Many older Baylor alums have expressed interest in this. Waco was ranked the number 1 city for military retirees. Open up this retirement community to the Waco community." University Development
- "Reconsider outsourced services, and renegotiate contracts with benefits which are comparable to regular employee benefits, and with living wages for contract workers." Central Libraries

Executive Summary of Group Documents Input — *Facilities, Aesthetics, Infrastructure*

Among the group documents submitted, almost half (80 of the total 164) made recommendations related to facilities, aesthetics, and/or infrastructure. Many recommendations were specific to program needs of the group submitting the document. Other recommendations emerged as commonly perceived needs across the university, or as improvements that these groups believe the university needs to make. While the needs of individual programs are important and relevant to university planning, this summary highlights the broad-based needs that appeared across a variety of disciplines.

Student living and learning

Of particular interest to those submitting group documents were the living facilities available to our students. About one-fourth of the documents recommended the construction of more student housing and more Living-Learning Centers. The need to update existing residence halls was also mentioned multiple times along with the growing need for on-campus apartments for graduate and upper-level students. Exemplar comments include:

- "Baylor needs to develop student housing for all graduate and professional students in order to add value to the graduate and professional programs. A faculty-in-residence could add more value to the community experience, further enhancing the learning experience." Truett, Faculty
- "Commitment [to residentially based education] needs to be expressed by adding new residential colleges and living-learning centers to accommodate the larger numbers of students enrolling at Baylor, and by substantially redesigning and resourcing existing facilities so that they may function as residential colleges or living-learning centers." Great Texts
- "We need to make remodeling efforts to drastically improve our current residence halls, and we need to do this without raising the cost of attendance. Building apartments or suite-style residence halls on the Baylor campus, or even in the close proximity of the campus, would be very beneficial." Student Financial Aid
- "[Baylor should provide] additional housing so more students can live on campus. Adequate housing for all students who want to live on campus. Renovate older residence halls to make them more attractive and comfortable." Student Learning and Engagement

Enhanced labs and research support

The need for research space, equipment, technology, and support services was evident in a variety of forms in about one-fourth of the documents. Specific mention of lab space was most frequent, followed by continued strong investment in BRIC and the cultivation of an environment of collaboration. Exemplar comments include:

- "In recent years, the undergraduate laboratory enrollments in the pre-health sciences have expanded dramatically, it is mandatory that we keep up with the needs of this enrollment. This requires expansion of lab space, perhaps by the construction of new lab instructional buildings (costs minimized by single-use, rather than mixed-use space), as well as increasing our faculty and graduate student populations to accommodate the demand." Chemistry and Biochemistry
- "Enhance faculty lines, start-up funds, laboratory and facilities support, cost-sharing on grant applications, international travel for collaborations." Physics
- "Provide inspiring facilities that foster distinction in teaching and discovery and promote community." Computer Science

Technology infrastructure

Plans to enhance the technology infrastructure also were recommended in the group documents. These suggestions include the future of information technology and networking across campus as well as the

building and maintenance of smart classrooms and communication tools that support communication off campus. Exemplar comments include:

- "Stay technologically up to date within fiscal constraints. Baylor must keep up with current technology in a fiscally responsible way and use the on-campus resources available for making the best decisions to balance the two. Students need access to the new technology, but at the same time, they need to learn to think and understand that the technology is a tool and knowing how to use a tool is not the same as understanding what the tool is doing." Hankamer School of Business, Casey Computer Center
- "Regarding facilities, we need to elevate the quality of educational spaces across campus toward Law School/Seminary/Sciences Building levels. Included in this upgrade should be the conversion of all classrooms to 'smart classroom' status, so that all Baylor students consistently have access to the best of current educational technology." Music, Academic Studies
- "Ensure that learning spaces (i.e., classrooms) are equipped with exceptional and robust technology equipment and infrastructure." Academic Technology Directors

Classroom and community spaces

Classroom space that is large enough to accommodate active learning, flexible classroom spaces, outdoor classrooms, and collaboration spaces were all mentioned by a number of groups submitting documents. Renovation and remodeling of existing buildings were also topics found frequently in the documents. Exemplar comments include:

- "Install an outdoor classroom, with a safe area available for student projects; increase the space available to undergraduate research projects." Environmental Sciences
- "As a leading research institution that is also committed to excellent undergraduate education, Baylor needs to build physical facilities that are conducive both to technology and small group discussion. Classrooms should be in close proximity to faculty offices." Baylor Interdisciplinary Core
- "Furthermore, renovation of aging buildings across campus should have a high priority." Biology
- "In an effort to offer an inviting diverse campus community, Baylor should strive to create large comfortable common areas for students, faculty, and staff to gather regardless of their field of study, religious or social affiliations which integrate their study/work lives with everyday living needs." Campus Services

On-campus football stadium

An on-campus football stadium has gained support from about 13 percent of those submitting group documents. A multitude of reasons were given for supporting the on-campus facility from the importance to student recruitment, to enhancing the feeling of community among students, faculty, staff, and the value it would lend to the university's image. Exemplar comments include:

- "Build a family-friendly football stadium with plenty of parking and reduce the price of tickets to an affordable price so the local community can attend and support the team." Armstrong Browning Library
- "Improve current athletic facilities — new football stadium, expand Ferrell Center." Student Leadership Development Class
- "Take steps to expand Baylor and the Brazos so there can be more community interaction as well as bringing the football stadium on campus to emphasize a campus environment." Facilities, Planning and Construction

On-Campus conference center

The importance of the engagement of the Waco and Central Texas communities on our campus was recognized by multiple groups. In addition, the need for venues in which students, faculty, and community could have access to conferences, speakers and events was prevalent. The specific mention of a conference center occurred in about 10 percent of the documents. Exemplar comments include:

- "To this end we propose that Baylor should develop a first-rate conference center that supports our academic and professional programs, centers and institutes, and church constituencies." Center and Institute Directors
- "Develop a first-rate conference center that supports our academic and professional programs, centers and institutes, and church constituencies." Philosophy
- "Build a conference center that is accessible and available to the overall Baylor/Waco community." University Development

Parking

Parking appears to be of common concern across the diverse groups submitting documents. Additional parking that is centrally located and allows access to buildings or shuttle transit is the most common suggestion. Parking for visitors was also mentioned by several groups. Exemplar comments include:

- "Parking garages closer to campus, additional parking in existing garages." Student Organization, Delta Epsilon Iota
- "Better guest and visitor parking." Library Leadership Team

Sampling of specific suggestions:

In addition to these common themes, the group documents provided several specific recommendations of interest. Among them:

- "Utilize public transportation and the bus system to include more routes for students" (i.e., to the grocery store or airport). Student Leadership Development Class
- "Cluster the STEM programs for greater cross talk. We envision a Science Park, encompassing Baylor Sciences Building, and new Clinical Sciences, Engineering, and Pre-health Living-Learning Center buildings, centered at the crossroads of Bagby and Speight in North Campus." Chemistry and Biochemistry
- "Several students also mentioned updating our current facilities to reflect the culture and needs of our students today and in the future. This includes encouraging shops and restaurants to build closer to campus and creating a more comfortable environment in the residence halls." Academy of Leader Development and Civic Engagement
- "By constructing a 'Main Street' style promenade adjacent to campus with student and faculty residences, shops, cafes, and restaurants, students, faculty, and staff would be apt to gather frequently in this area." Honors Program Staff

Executive Summary for Group Documents Input — *University Leadership*

The theme of Baylor's University Leadership appeared relatively infrequently, appearing in only 32 of 165 documents (less than 20 percent). Approximately two-thirds of these documents were contributed by staff, and one-third contributed by faculty. These responses discuss the impact that university leadership will have on Baylor's future and describe the need for clear definition of Baylor's goals and viewpoints on important university issues in order to unite those who are responsible for implementing the new vision that will result from this process. Exemplar comments include:

- "We therefore recommend that the Strategic Plan include an explicit statement of the university's priorities.... Otherwise the 'plan' devolves into a collectively infeasible set of promises to be all things to all people." Economics
- "Increase feedback and direction that staff receives from administration" ITS, Client Services
- "We need leadership on the part of the regents to solve our identity crisis." ITS and Libraries Advisory Council

Within this topic of discussion, a few clear sub-themes appeared.

Increased transparency in administration decisions

Almost half of the documents addressing university leadership describe the need for the university's Board of Regents and other administrative officials to be more transparent in their decision making processes. Exemplar comments include:

- "More transparency regarding regent selection and activities… more transparency in the decision making process." LIB, Electronic Library, Online Teaching and Learning Service
- "Strategically, we need a smaller Board of Regents, succession plans for key upper-level administrative roles and better internal communication and role clarification between all units." LIB, Electronic Library, Online Teaching and Learning Service

Identity of the University

Eight of the 32 documents emphasized the need for the administration to provide leadership in Baylor's ongoing establishment of its identity as we go forward with new initiatives. Exemplar comments include:

- "We should review who we are and what direction we need to head." ITS and Libraries Advisory Council
- "As a Christian institution, we are and should be different; to set our own goals." ITS, Networking Servers, Security, and Telephone

Diversity of Board of Regents

Close to 20 percent of the comments related to the University Leadership theme suggested increased diversity of the board. Exemplar comments include:
- "Have a more economically, ethnically diverse Board of Regents who bring various perspectives." Social Work, Internship Directors
- "In an effort to increase a global outlook, Baylor needs to have global representatives on the Board of Regents in addition to members from Texas." Truett, Faculty

<u>Sampling of specific suggestions:</u>

- Providing straightforward faculty hiring and tenure requirements, and establishing a clear balance between teaching and research for tenure-track faculty.
- Integrating undergraduate and graduate student voices into university leadership as well as having university leadership promote graduate student accomplishments to the Baylor family and beyond.
- Considering how large should the university grow and what it will take to support our growth and maintain excellence (finances, personnel, infrastructure, etc.).
- Expanding senior-level administrative positions to promote specific goals of the university, such as in the sciences, and to guide diversity efforts.
- Dividing the College of Arts and Sciences so that leadership roles from this division of campus will be more balanced.

Executive Summary for Group Documents Input — *Stakeholder Diversity*

Stakeholder Diversity appears as a theme in about 35 percent of the group documents (55 of the total 164). The input for stakeholder diversity came from a broad range of groups across campus. Central to the input from these groups is the strong connection of stakeholder diversity to Baylor's Christian mission and a need for understanding how to achieve both.

While several groups did recognize that Baylor has made great strides in becoming a more diverse student body, faculty, and staff, there was a feeling by more than 25 percent of the groups giving input on this theme that more needs to be done to be certain that the Baylor experience reflects the demographics of Texas, the United States, and the world. Several groups mentioned that the need for additional financial resources will be critical if Baylor is going to attract a more diverse population and to create an environment that fosters diversity among the community. Exemplar comments include:

- "Diversity is a central and critical feature of Baylor University's vision of Christian academic excellence. Charged with both the academy's vocation of cultivating a genuinely liberal arts education and the church's mission to the nations, Baylor is especially well positioned to pursue creatively and profoundly the goal of diversity in all of its expressions." Underrepresented Student Retention Ad Hoc Committee
- "Baylor has made great strides in the diversity of its student body, faculty and staff. However, more needs to be done to ensure that the Baylor experience remains relevant as the demographics of Texas, the United States, and the world change." Hankamer School of Business, Office of the Dean
- "Living our Christian identity requires that we consider how to use university resources to increase diversity among students and faculty as well as to extend the influence of Baylor University in the local community, nationally and internationally." Curriculum and Instruction

As evidenced in the wide variety of comments throughout this executive summary, diversity is more than race and ethnicity.

A diverse student body

More than 50 percent of the groups indicated that Baylor's strategic plan should give high priority to recruiting a diverse student body, and additionally more than half of these groups pointed to internationals as a significant focus of that recruitment. Some documents also noted the benefits of increasing graduate student enrollment which could help to improve Baylor's national ranking and could be united with a concern for greater student diversity. Exemplar comments include:

- "[Baylor should have] a student body representative of the rich ethnic and cultural diversity found throughout the state, nation, and world." Student Life Executive Team
- "Recruit, retain, and graduate a diverse student body in terms of ethnicity, region of origin, and academic interests." Environmental Science
- "[Our enrollments] should reflect better the world in which we live in terms of ethnicities and races, not for diversity's sake, but to mirror better the 'people of God,' whose history, texts, and traditions we are preserving and teaching." Honors Program Faculty
- "Significantly increase the international recruiting effort to attract high-achieving students." Center for International Education
- "Recruitment and retention of high-ability males… Consider the creation of an emerging technologies major (mobile, tablet, user interaction, etc.) to combine computer science with business to educate and graduate male students grounded in the rapidly changing field of personal computing/communications." Electronic Marketing

- "To reach the reputation that will give Baylor the prominence at a national level, the graduate program must increase in size while maintaining the highest quality of students. The number of [graduate] students should probably double over the next ten years." Institute of Air Science

A diverse faculty and staff

Approximately 25 percent of the groups agree that it is very important to have Baylor faculty, staff, and higher administration mirror the diversity of the Texas population. Significant effort must be placed on increasing diversity among the employees of the university in order to be certain that all students have role models and mentors. The development of a more diverse faculty, staff, and administration may mean the re-evaluation of hiring practices as well as the development of tools for dealing with the change. Exemplar comments include:

- "For the sake of Christian witness and social justice, a Christian university should take seriously the matter of lack of diversity in faculty, administrative, and governance representation." Sociology
- "Build greater diversity in the faculty to sustain and support our mission to educate for worldwide leadership. Suggestion: Be careful not to project expectations of a particular southern/Baptist/evangelical form of Christian life. Christians from other settings and traditions may feel alienated if they sense such implicit expectations." Central Libraries
- "Increase in tenure-track minority faculty from the current 9 percent to 20 percent over the next decade. These faculty members will serve as role models for aspiring minority undergraduates and also serve as role models of leadership that many white students must learn to recognize as future workers in diverse environments." Campus Diversity Committee
- "We must be intentional about equipping our people with tools to handle the tension we feel today [regarding racial and ethnic differences] and which is sure to continue as we evolve." Human Resources
- "Add new faculty lines to create meaningful opportunities for additional scholarship and to increase the ethnic and cultural diversity of [Baylor]." School of Law

An environment that fosters diversity

Creating an environment that fosters diversity is essential, as indicated by approximately 25 percent of the groups. The promotion of diversity awareness must go beneath the surface and change the culture. Baylor's environment must be more sensitive and hospitable to others who join our community. There is also a need to make sure that everyone is heard and supported equally across diverse populations. Baylor must be intentional about finding the right balance. Exemplar comments include:

- "Realize the difference between accepting minority students and embracing the cultures that are accepted." Campus Living and Learning, Community Leaders
- "Multiculturalism and diversity [are] major concerns among the students surveyed. Many would like to see intentionality across campus to create an environment in which all students feel welcome and supported no matter their classification, socio-economic status, race, gender, religion, etc…. Overall, students would like to see the stereotype of the wealthy white Baylor student to fade into the background in the future." Academy of Leader Development and Civic Engagement
- "Intentional programming for students from other faith traditions is necessary so these students feel welcomed on campus. We must purposefully reach out to students not involved in multicultural organizations to create a sense of community and family. Emphasis should be placed on the importance of learning to work with people that are different. Acceptance not tolerance should become the norm." Multicultural Affairs

- "While we work to serve both the Christian church and society, we ask that Baylor be sensitive and hospitable to the faith commitments of others." Philosophy, Graduate Students

Sampling of specific suggestions:

- "Broaden recruitment of diverse faculty, staff, and students; globalize president's endowment initiative; engage alumni in global strategies and initiatives; elevate regents' understanding and obtain support." Global Impact Roundtable
- "Be more intentional about recruiting/advertising in media that would target markets for diversity…. At faculty and provost level, create policy that search committees must include minority students on faculty searches." Social Work, Faculty/Staff
- "Strive to increase the number and quality of graduate students by actively seeking and recruiting academically talented individuals who are emerging scholars with the potential for local, national, and international impacts." School of Education, Graduate Faculty
- "On a university level, a basic knowledge of Spanish would assist staff members in communicating with others within the university, especially Aramark and Crothall staffs." Mayborn Museum Complex
- "Re-configure general education requirements for better preparation of students to enter the more 'global society' and prepare for worldwide leadership." Family and Consumer Sciences

Executive Summary for Group Documents Input — *Athletics and Extracurricular*

Approximately 15 percent of the group documents provided a comment or suggestion related to athletics or extracurricular activities. The most frequent suggestions within this theme related to supporting an on-campus stadium and supporting teams that are both competitive and people of character. These were noted as necessary to maintain our status in the Big 12 Conference and attract students and alumni to campus. Other comments related to integrating student athletes into the rest of the campus community and being careful about money and resources spent on athletics. <u>Exemplar comments include:</u>

- "It is important that Baylor commit the resources necessary to maintain a successful athletic program." Academic Technology Directors
- "Reinvigorate alumni to participate in athletic events. Create stronger programs that entice them to return to campus for sporting events and to attend events in their local areas when our teams are playing there." University Marketing and Communications
- "Continue emphasis on athletics success. No amount of money can pay for the advertising that this area can bring to the university." University Development
- "As we have expanded our athletic programs in an effort to maintain compliance with Title IX and provided support services to meet the academic, athletics, social, and spiritual needs of our student-athletes, additional positions will have to be implemented and professional development opportunities provided to allow all of our programs to compete on a national level… Baylor needs to maintain competitive budgets in relation to peers in the Big 12 in order to compete." Athletics
- "We don't want to put all our money in football because it furthers the misconception of young students that professional sports is their 'ticket' out of poverty. How do we provide a balance between academics and sports?" Social Work, Internship Directors
- "Would like to see athletes at Baylor be a part of the rest of Baylor student body. I would like athletes to come to Line Camp with regular students. I loved Melissa Jones being a Homecoming princess this past year." Library Board of Advisors
- "Use technology to integrate the athletic department, improve communication, promote sense of community." Athletics
- "Administrators, coaches, and players that bring positive attitudes and character to the university. Athletic leadership that embraces that they are a part of the Baylor community, not a special program within." ITS, Client Services
- "Students want to see the athletics program continue to succeed and grow. Baylor students suggest… a new football stadium closer to campus." Student Leadership Class

Executive Summary for Group Documents Input — *Other*

About 35 percent of the group documents (60 of 165) made one or more recommendations that were categorized as "other." These recommendations were such that, although related to the 11 main themes, went beyond those categories in some way. Many of the recommendations, however, did appear repeatedly and are summarized below.

Student outcomes and career development

By far, the most common single recommendation in the "other" category was related to improving student outcomes and supporting a system by which students find jobs in their fields or gain access to appropriate graduate education. These comments included proposals for a tracking system that would allow the university to follow students through their early career stages. Exemplar comments include:

- "Develop an improved internal system for tracking student outcomes, including the ultimate employment of majors and pursuit of additional degrees." Environmental Science
- "Within this context, career planning and career engagement should be an ever-present component of the Baylor University experience regardless of the chosen major or academic unit. Baylor should support a career development program that not only meets the needs of a central core of students but also addresses the unique career development needs of various units within the university." Hankamer School of Business, Office of the Dean
- "More support in helping students navigate their fields; need help in preparing for interviews." Electronic Library, Resources and Collection Management Services
- "More funding for Career Services." Student Organization, Delta Epsilon Iota

Image, impact, and top tier status

When grouped together, these areas represent about one-fourth of the documents in this category. While there is broad agreement about the importance of image, reputation, and global impact, groups differ in their thoughts on the importance of achieving top tier status. Exemplar comments include:

- "Over the next 15 years, Baylor must expand its geographic footprint so that it no longer appeals only to the Baptist and Christian community of Texas. Rather, it must embrace its place as global Christian university, drawing students and faculty from not only the Southwest, nor the United States, but from the entire world." Honors Program Faculty
- "The university needs to take every possible opportunity to showcase its genuine and noteworthy academic and artistic achievements." Music, Ensembles
- "Establish a brand name with Baylor that will make it unique among all other universities and entities in the nation and the world." Student Financial Aid
- "Better communication of 'the story' of Baylor and the value in what we're doing and the difference in the way we're doing it." University Development

Some documents say, "Achieve top tier." These reflect the opinion that achieving top tier status would contribute to the university's global influence. Others reflect the view that pursuing top tier status distracts from Baylor's other priorities. Exemplar comments include:

- "Expand Baylor's national, regional, and local influence by advancing to a position of national prominence among universities. We all agree that Baylor can and should contribute a significant and distinctive voice in the dialog addressing society's major challenges for the future… Baylor should step forward to join the major universities of our nation. The nation, state, city, and Baptist denomination need Baylor to expand its sphere of influence and leadership role as we look to address the key challenges for the future." Biology

- "This wider recognition will also promote the unique characteristics of the graduating students for being great citizens and leaders with strong moral and ethical standards. As a result, Baylor graduates will be highly sought after by employers and graduate programs." Human Resources
- "Goal of becoming 'Ivy League' was a bit unclear from a student perspective. Is becoming like and an Ivy League school even obtainable? Such goals are often obtained at the cost of Christian character." ITS, Networking, Servers, Security and Telephone
- "Rethink 'Tier One' or 'Top Tier' initiative. Baylor has enough labels as it is. Let's continue to be unique and be the best at our distinctive niche. We are different in a good way. Baylor should stand alone — find a new way to measure success outside of *U.S. News* and Tier 1." University Development

Health Initiatives

Concern regarding the health of our students, faculty, and staff appeared in nine group documents. Particular care was made in many documents to address overall health — mind, body, spirit — but comments also reflect a particular concern for the mental health of students who are facing a rigorous academic environment, financial concerns, and an uncertain job market. Exemplar comments include:

- "[Care for the whole person] will be accomplished through leadership support, long term commitment and investment in resources, programs and staff required to more intentionally and purposefully champion health and wellness with specific motivating, accessible, and targeted programs, incentives, goals, and measurements toward wholeness and health." Human Resources
- "We want Baylor to be the healthiest campus in the country. Students and employees work in a culture of health. Students and employees benefit personally from the ability to live more productive lives. The university benefits from improved productivity, lower healthcare costs, a stronger organizational culture, and a recruiting edge." Hankamer School of Business, Marketing
- "Therefore, proactive planning should broadly consider the impact of college student mental health and provide resources in staff, facilities, and programming to help students succeed at Baylor while dealing with mental health issues." Student Life, Counseling Services
- "In addition to the physical safety of our students, our university must provide our students with the opportunities and necessary resources to protect and maintain the mental health for each student." Student Government
- "[Have] a student body that models healthy life style choices through physical fitness and nutrition, abstinence from drugs and alcohol, the management of their time, the use of psychological coping skills, and the development of positive relationships." Student Life, Executive Team

Student retention

The retention of incoming students of all types is of concern to those submitting group documents — first year, first generation, transfers — the ultimate goal of retention being the successful graduation of prepared professionals in their fields. Exemplar comments include:

- "Retain an increasingly high percentage of our entering classes through to successful graduation." Waco Superintendents Advisory Council
- "Improve retention for students that underperform i.e., first generation college students, students of color, and transfer students. Improve transition process for transfer students. Target retention of students of color and of first-generation college students." Student Learning and Engagement

<u>Sampling of specific suggestions:</u>

Other specific ideas submitted by group participants and categorized as "other" include:

- "Having a doctor to provide minor emergency visits in the health center for faculty and staff. An on-staff doctor that could do basic functions could reduce sick leave usage." ITS, Networking, Servers, Security, and Telephone
- "Subject Baylor science academic programs to periodic external reviews; As we strive to match the rigorous standards set by our peer institutions and become Tier 1, we should bring in colleagues from those institutions to evaluate our progress and then follow their recommendations to correct or eliminate underperforming programs." Science Chairs
- "Although Baylor University does not have direct jurisdiction over off-campus facilities, and it is unreasonable to expect the university to be responsible for every incident that occurs off campus, there are preventative measures that the university must take in order to equip our students with the tools, knowledge, and wherewithal to live safely off campus. Based on a Student Government survey this year, students generally feel safe while on campus; however, students indicated in the same survey that they felt much less secure when off campus." Student Government