Introduction

Keeling & Associates, LLC (K&A) proposes to provide consulting services, technical assistance, and the customized application of proprietary intellectual assets and resources to Baylor University (Baylor; the University) to review the organizational structure and staffing of the Division of Student Life (the Division; Student Life). Our proposal responds to Baylor’s “Request for Information: Staffing and Organizational Structure Review” (RFI), received on October 23, 2017, as clarified in discussion with Dr. Jeff Doyle, Dean for Student Learning and Engagement (Dean), in a conference call on November 7, 2017. This revised document supersedes the original version sent on November 27, 2017 and subsequent revisions dated December 22, 2017 and January 31, 2018; it describes the intended scope of work, anticipated timeline, and proposed terms.

Background

Founded in 1845, Baylor is a nationally ranked private Christian university and research institution that is also the oldest continually operating institution of higher learning in Texas.¹ The student population has increased over the last five years by 10 percent²;

¹ [https://www.baylor.edu](https://www.baylor.edu).
² As noted in the Request for Information: Staffing and Organizational Structure Review of Division of Student Life at Baylor University.
there are currently 14,348 undergraduate and 2,611 graduate students. The president, Linda A. Livingstone, Ph.D., who took office in June 2017, seeks to create “a strategic pathway to become a tier-one Christian research university.”

Practices and programs within the Division of Student Life—led by the Vice President for Student Life (VPSL), Kevin Jackson, Ph.D.—have been informed in recent years by the Division’s strategic plan (2013); the Title IX review commissioned by the University (2015); the President’s Advisory Council on Diversity (PACD; 2015); and the creation of the Beauchamp Addiction Recovery Center (BARC; 2017). As has become normative in contemporary higher education, Baylor has experienced increased demand for mental health services and greater acuity and complexity in students’ mental health concerns; as is also increasingly normative, Baylor faces the challenge of effectively recruiting and retaining outstanding staff members. These key factors have had significant influence on staffing, organizational structure, and resource development and allocation in Student Life. Through this review, the Division now has an opportunity to reassess current organizational and staffing models, ensure their ability to respond to current needs, and anticipate future models in multiple resource-driven scenarios.

Student Life relies on four broad student learning goals—Community, Citizenship, Calling, Wholeness—to focus and ground the work, priorities, and initiatives of the Division. These goal areas are central to the organizational structure of Student Life, as reflected in the chart below:

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### Student Learning & Engagement
- Campus Living & Learning
- New Student Programs
- Student Activities

### Spiritual Life
- Worship & Pastoral Care
- Sports Chaplaincy
- Missions

### Student Development
- Academy for Leadership Development
- Multicultural Affairs
- Community Engagement & Service

### Student Health & Welfare
- Student Conduct Administration
- Counseling Services
- Health Services
- Wellness
- Campus Recreation

In this project, K&A would (1) engage the Division in reconsidering its organizational structure and staffing patterns and allocations, while maintaining alignment with University and Division strategic priorities and enhancing transformative learning for students; (2) guide the Division in creating an integrated framework for a resource-sensitive, three-part comprehensive staffing and organizational model (to include “resource restricted,” “modest increase in resources,” and “more substantial increase in resources” scenarios); and (3) develop a recommended plan for staff career advancement and enhancement, incorporating strategies for increasing diversity and inclusion and bolstering staff retention. Additionally, as requested in an email dated January 30, 2018, K&A will conduct the expanded review of the Student Conduct Administration process including the newly revised student conduct policy and the staffing and organizational structure needed to support the revised policy. The eventual framework will be informed by a process and analysis that are appropriate for and respectful of key characteristics of Baylor and Student Life, critical elements of which include:

- An institutional mission as a Christian research university with tier-one aspirations;
- The University’s passion for the holistic development of its students’ mind, body, and spirit through deep teaching and mentoring relationships;

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As noted in the Request for Information: Staffing and Organizational Structure Review of Division of Student Life at Baylor University.
Engaging with students, through the Division’s values—Commitment to Christian Faith, Inclusive Community, Transformational Learning, Leadership Development, Professional Excellence, and Healthy Lives;

Development of rigorous curricular and co-curricular experiential learning that engages students in the life of the University⁹; and

The four broad learning goals—Community, Citizenship, Calling, and Wholeness.

Approach and Outcomes

Three overarching perspectives, each of them interpreted and applied within the context of Baylor’s principles and values, will guide the work of the consultants on this project:

1. The value of well-planned, well-organized, effectively coordinated, efficiently operated, and high functioning student programs and services in engaging, supporting, and retaining students.

2. The particular opportunity that effective student programs and services have to promote student learning and success in a research intensive university that serves and provides inspiration to complex, diverse populations of students who seek education as a way to fulfill their dreams and accomplish their goals.

3. The importance of allocating limited resources in ways that most effectively support mission, organizational effectiveness, and student learning and success.

Scope of Work

K&A will work closely with the VPSL, the Dean, and others as determined by Baylor to accomplish the goals of the project.

Activities will include:

⁹ In the Wall Street Journal rankings for engaged students, Baylor tied at No. 6 in this national ranking of over 1,000 institutions. https://www2.baylor.edu/baylorproud/2017/09/new-wsj-rankings-highlight-baylors-caring-community/.
1. **Project Launch**: K&A will meet via telephone or web conference with the VPSL, the Dean, and their designees to review major components and milestones of the project, identify key participants, obtain foundational information to guide the project, define communications channels, and clarify processes.

2. **Project Brief**: K&A will prepare draft and final versions of a brief summary explaining the project’s purposes, methods, milestones, and timeline that the University can distribute to anyone who is asked to participate in the review. We recommend the use of this document to prevent confusion and support transparency and consistent messaging about the project and its purposes.

3. **Document and Data Review**: K&A will review key documents and data pertinent to the purposes of the project (for both the Division and its departments), including: (1) recent annual reports; (2) organization charts, personnel/staffing data, and other human resources information (as appropriate); (3) overall and department budgets and financial statements, including fiscal performance; (4) descriptions of programs and services; (5) assessment data (including student satisfaction, learning outcomes, and operational effectiveness); and (6) other institutional documentation and resources as identified by the University.

4. **Initial Telephone Interviews**: K&A will conduct preliminary telephone interviews with the VPSL, the Dean, members of the senior leadership team, and others as determined in consultation with the VPSL and the Dean. These interviews will increase our knowledge base, help us frame key questions to be addressed during the project, and set the stage for meetings and interviews to be conducted during the campus visit.

5. **Campus Visit**: K&A will create draft and final versions of schedules for a campus visit of two days’ duration for primary source information gathering. The visit will include at least the following major components: (1) discussions with the VPSL and the Dean; (2) a meeting with senior leadership team members; (3) small group meetings with selected Student Life directors; (4) meetings with members of pertinent campus departments, faculty, and community partners; (5) meetings with groups of students, including student leaders, student employees, and students who are not associated with Student Life; and, (6) a brief tour of Student Life facilities.
6. **Comparative Research**: K&A will conduct a comparative review of key issues, programs, innovations, and approaches in student affairs divisions among a limited number of select peer institutions, as chosen in consultation with the University. We will define the areas of inquiry for the comparative research study based on information and data gathered and discussions held prior to and during the campus visit and in consultation with Baylor; we anticipate the study will address topics such as organizational, financial, and staffing models for particular departments or programs.

7. **Supplemental Data Collection**: If necessary, K&A will conduct additional telephone interviews and review additional documents and data following the campus visit to ensure that we have sufficient information to develop our analysis, conclusions, and recommendations.

8. **Analysis and Preliminary Report**: K&A will compile, collate, and analyze our observations and findings and formulate tentative conclusions in a preliminary report that will include recommendations for the three tiers of staffing models and methods of supporting staff career advancement and professional development, as described above.

9. **Discussion of Preliminary Report**: K&A will present and discuss the preliminary report with the VPSL, the Dean, and select other Student Life leaders via telephone or web conference; those discussions will inform any additional analysis required and any revisions needed to the report.

10. **Final Report**: We will incorporate feedback from the review with the VPSL and the Dean in finalizing the report.

11. **Executive Summary of Final Report**: K&A will prepare and submit a brief executive summary of the final report that the VPSL and the Dean can use in articulating the findings and recommendations to other campus audiences.
## Timeline

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<tr>
<th>Date</th>
<th>Activity</th>
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<tr>
<td>Early Spring Term 2018</td>
<td>Project Launch; Project Brief; Document and Data Review; Initial Telephone Interviews</td>
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<tr>
<td>Mid–Spring Term 2018</td>
<td>First Campus Visit; Supplemental Data Collection; Comparative Research, Analysis and Preliminary Report;</td>
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<tr>
<td>Late Spring Term or Early Summer 2018, as determined by Baylor</td>
<td>Discussion of Preliminary Report, Final Report, Executive Summary</td>
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## Capacity, Qualifications, and Experience

K&A is a higher education consulting firm with the mission “change for learning.” We work exclusively in higher education—with colleges and universities, state university systems, and higher education professional organizations. Our projects have a common purpose: to advance learning and promote student success. We accomplish that purpose in different ways—by designing or renewing vision, direction, and strategy; improving or advancing innovation in academic programs; strengthening or renewing personal and academic support services for students; increasing institutional capacity through professional development and executive search services; enhancing organizational and operational effectiveness; and increasing alignment and synergy in institutional governance. K&A is a small, highly focused firm; we have developed deep experience and well-honed expertise in these areas, all of which are both fundamental and central to the mission and success of every institution of higher education. We do not dilute our practice with projects that are inconsequential or not directly pertinent to improving outcomes for institutions and students.

We have completed projects for more than 300 colleges and universities. The majority of those projects have centered on Student Affairs divisions and their departments, programs, and services—strategic plans, divisional or departmental reviews, assessment, professional development and training, and executive search for both interim and permanent positions at director, executive director, and senior leadership levels. Three members of the broader K&A team (Jan Walbert, Ed.D., Gage E. Paine, J.D., Ph.D., and John D. Stafford, Ed.D.) have served as senior student affairs officers in distinguished public and private institutions.