

# Strategic Issues

Baylor University 2017-2018

President Linda A. Livingstone



BAYLOR  
UNIVERSITY

## **VISION**

Called to Lead

## **GOAL**

Establish Baylor as a “Tier One”  
Christian research university.

**STRONG:** Build University leadership capacity in support of Baylor's mission and strategic direction.

- Create a strong, cohesive leadership team and develop a succession plan for key university leaders.
- Complete implementation of revised board structure and governance model.
- Resolve as many investigations and lawsuits stemming from the Pepper Hamilton investigation as practicable.
- Initiate pathways for reconciliation within the Baylor Family and outside entities.
- Enhance efforts to strengthen the formation of Christian faith and character.

**SECURE:** Enhance the University's financial and operational security, as well as overall climate and well-being.

- Launch a comprehensive fundraising campaign in support of Phase 2 implementation of *Pro Futuris*.
- Complete integration of systems, procedures and reporting requirements in accordance with PH105.
- Initiate comprehensive reviews, planning and implementation as appropriate related to climate and diversity.
- Bolster enterprise risk management assessment and mitigation planning.

**STRATEGIC:** Create an action plan that positions the University for "Tier One" status in advancing the *Pro Futuris* vision.

- Complete 5-year institutional goals (FY2014-18) outlined in Phase I of *Pro Futuris*.
- Develop Phase 2 scope (FY2018-22) to complete implementation of *Pro Futuris*:
  - Comprehensive academic strategy to further Tier One aspirations while strengthening Christian commitment
  - Grow existing and new revenue streams and identifying alternative financial models.
  - Priorities for building renovation and construction
  - Integration of Athletics into University structure and governance.

**Initiate Baylor Reintroduction Campaign**

**Build/Rebuild Trust Among Key Constituents**

# Academic Strategic Planning

