Fall Faculty Meeting

Wednesday, September 8, 2021

Baylor University
Devotional & Invocation

Dr. Burt Burleson
Teaching Awards
Tenured Teaching Award

Mark Long
(Honors)
Tenured Teaching Award

Keith Schubert  
(Engineering)
Tenured Teaching Award

Julie Anne Sweet
(History)
Tenure-Track Teaching Award

Yuko Prefume
(Modern Languages)
Tenure-Track Teaching Award

Lakia Scott
(Education)
Non-Tenure Track Teaching Award

Laila Sanguras
(Education)
Non-Tenure Track Teaching Award

Elon Terrell
(Engineering)
Scholarship Awards
Tenured Scholarship Award

Stephen McClain
(Engineering)
Tenured Scholarship Award

Robert Miner
(Honors)
Tenured Scholarship Award

Daniel Romo
(Chemistry)
Tenure-Track Scholarship Award

Stephanie Gerow
(Education)
Significant Contributions

Randall Bradley
(Music)
Comelia Marschall Smith Award

Mia Moody-Ramirez

(Professor and Chair of the Dept. of Journalism, Public Relations and New Media)
Collins Outstanding Professor Award
2021 Senior Class

Paul Zinke

(Senior Lecturer in Chemistry and Biochemistry)
Piper Professor of 2021

Robert Darden

(Dept. of Journalism, Public Relations and New Media)
New Deans

Dr. Sandeep Mazumder

William E. Crenshaw
Endowed Dean of the Hankamer School of Business

Baylor University
New Deans

Dr. Linda Plank
Dean of the Louise Herrington School of Nursing
New Staff in the Provost’s Office

Dr. Kristina Campos-Davis
Director of Communications & Strategic Initiatives
New Chief of Staff

Tiffany Hogue, J.D.

- Started August 18
- Clinical Professor of Higher Education Leadership and Policy
- 16 years of academic leadership at Baylor, including chief of staff to the Provost
- Baylor (B.A.’95) Georgetown (J.D.’98)
Start of the Fall Semester
The Baylor Formula

Christian Mission + Academic Excellence + Mid-Size + Big-time Athletics = BAYLOR

Baylor University
The World Needs a Baylor

“The challenge of bringing critical research and excellent teaching alongside committed Christian principles, allowing each of these elements to inform and animate the others, is the defining feature of our identity in a way that few other institutions can claim.”

-- Inauguration Address
“...accelerate our quest toward preeminence as a Christian research university.”
Alignment
Key to Success
Challenging Times/Opportunities

- COVID-19 and the ongoing pandemic
- Size of the freshman class
- Fulfilling a caring community
  - Commission on Historic Campus Representations
  - LG BTQ
- Threats to religious institutions
Questions?
Steps toward R1 Designation

Dr. Kevin Chambliss,
Vice Provost for Research
Where are we now?

2018 Carnegie Classifications
What Counts?

• Research Doctorates
• Research Expenditures
• Research Staff (S&E only)

S&E = STEM, social sciences, & health
Research Expenditures

- 2014: $20.7M
- 2015: $29.4M
- 2016: $20.7M
- 2017: $29.4M
- 2018: $39.8M
- 2019: $39.8M
- 2020: ~$47.0M
- 2021: ~$47.0M

Funding Breakdown:
- OSP
- Internal

Percentage Breakdown:
- 2014: 45%
- 2015: 42%
- 2016: 41%
- 2017: 42%
- 2018: 40%
- 2019: 42%
- 2020: 45%
- 2021: 45%
S&E Research Staff

Fall 2013* Fall 2014 Fall 2015 Fall 2016* Fall 2017 Fall 2018 Fall 2019* Fall 2020

Yearly Staff Count:
- Fall 2013*: 45
- Fall 2014: 47
- Fall 2015: 56
- Fall 2016*: 68

Growing trend in research staff from Fall 2013 to Fall 2020.
Where we could be later this year...

- No real growth yet in research doctorates from professional programs...
- No positive impact from our postdoctoral hiring program...
- External research expenditures are currently growing at ~28%...
Research Dollars Awarded

as of June 15…
Can Baylor be R1 in 2024?
Projections of the Key Metrics

<table>
<thead>
<tr>
<th>Research Doctorates</th>
<th>Research Expenditures</th>
<th>S&amp;E Research Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2020: $158,000</td>
<td>$39.8M</td>
<td>56</td>
</tr>
<tr>
<td>FY2023: $286,000</td>
<td>$52.0M</td>
<td>100</td>
</tr>
</tbody>
</table>

- **Research Doctorates**: 158 in 2019-20, 286 in 2022-23
- **Research Expenditures**: $30,000,000 in 2019-20, $60,000,000 in 2022-23
- **S&E Research Staff**: 56 in Fall 2019, 100 in Fall 2022
R1 is not the finish line...
In Summary...

- Progress on Illuminate’s research pillar has been extraordinarily positive to date.

- We expect even more substantial increases in research doctorates and research staff over the next 2-3 years.

- All signs currently point to Baylor being classified as an R1 institution in 2024.

- R1 should not be considered a finish line, but rather an important first step along the path to becoming a preeminent Christian research university.
Pursuit of Excellence in Academics and Athletics

Dr. Nancy Brickhouse, Provost
Power Five Landscape

- Total number of schools: 67
- Power Five public schools are larger than the privates.
- All the public Power Five schools are R1.
- US News Rankings for the publics vary widely from 20-241.
- Public schools are less tuition-dependent and have a different budget model.
- Public schools have a lower average net tuition revenue per student.
Private Power Five Schools

Baylor University
Boston College
Duke University
Northwestern University
Stanford University
Syracuse University
Texas Christian University
University of Miami
University of Notre Dame
University of Southern California
Vanderbilt University
Wake Forest University
Private Power Five Carnegie Class

R1
- Boston College
- Duke University
- Northwestern University
- Stanford University
- Syracuse University
- University of Miami
- University of Notre Dame
- University of Southern California
- Vanderbilt University

R2
- Baylor University
- Texas Christian University
- Wake Forest University
<table>
<thead>
<tr>
<th>School</th>
<th>Overall U.S. News Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stanford University</td>
<td>6</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>9</td>
</tr>
<tr>
<td>Duke University</td>
<td>12</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>14</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>19</td>
</tr>
<tr>
<td>University of Southern California</td>
<td>24</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>28</td>
</tr>
<tr>
<td>Boston College</td>
<td>35</td>
</tr>
<tr>
<td>University of Miami</td>
<td>49</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>58</td>
</tr>
<tr>
<td>Baylor University</td>
<td>76</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>80</td>
</tr>
</tbody>
</table>

*All data except Net Tuition Revenue/Student are taken from the US News data portal and based on 2020-21 rankings.

** Net Tuition Revenue/Student provided by discussion materials from February 2021 Regents meeting.
## Private Power Five by Size

<table>
<thead>
<tr>
<th>School</th>
<th>Total number of undergraduate students</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Southern California</td>
<td>20,351</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>15,275</td>
</tr>
<tr>
<td><strong>Baylor University</strong></td>
<td><strong>14,108</strong></td>
</tr>
<tr>
<td>University of Miami</td>
<td>11,307</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>9,474</td>
</tr>
<tr>
<td>Boston College</td>
<td>9,370</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>8,731</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>8,327</td>
</tr>
<tr>
<td>Stanford University</td>
<td>6,996</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>6,886</td>
</tr>
<tr>
<td>Duke University</td>
<td>6,649</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>5,287</td>
</tr>
</tbody>
</table>

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**Net Tuition Revenue/Student provided by discussion materials from February 2021 Regents meeting.*
<table>
<thead>
<tr>
<th>School</th>
<th>Sticker Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duke University</td>
<td>$60,488</td>
</tr>
<tr>
<td>Boston College</td>
<td>$60,202</td>
</tr>
<tr>
<td>University of Southern California</td>
<td>$59,072</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>$58,701</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>$57,760</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>$57,699</td>
</tr>
<tr>
<td>Stanford University</td>
<td>$56,169</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>$55,926</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>$54,258</td>
</tr>
<tr>
<td>University of Miami</td>
<td>$53,682</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>$51,660</td>
</tr>
<tr>
<td>Baylor University</td>
<td>$47,364</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>School</th>
<th>Net Tuition Revenue/Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Southern California</td>
<td>$36,578</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>$34,781</td>
</tr>
<tr>
<td>Boston College</td>
<td>$34,651</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>$34,342</td>
</tr>
<tr>
<td>University of Miami</td>
<td>$33,557</td>
</tr>
<tr>
<td>Duke University</td>
<td>$32,408</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>$31,852</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>$28,149</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>$27,491</td>
</tr>
<tr>
<td>Stanford University</td>
<td>$27,264</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>$26,207</td>
</tr>
<tr>
<td>Baylor University</td>
<td>$24,632</td>
</tr>
</tbody>
</table>

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** Net Tuition Revenue/Student provided by discussion materials from February 2021 Regents meeting.
## Private Power Five Endowment Per Undergraduate Student

<table>
<thead>
<tr>
<th>School</th>
<th>Endowment/UG student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stanford University</td>
<td>$3,959,382</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>$1,324,701</td>
</tr>
<tr>
<td>Duke University</td>
<td>$1,294,782</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>$1,007,196</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>$669,251</td>
</tr>
<tr>
<td>University of Southern California</td>
<td>$282,029</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>$260,147</td>
</tr>
<tr>
<td>Boston College</td>
<td>$259,746</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>$171,064</td>
</tr>
<tr>
<td>Baylor University</td>
<td>$93,764</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>$91,175</td>
</tr>
<tr>
<td>University of Miami</td>
<td>$88,212</td>
</tr>
</tbody>
</table>

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** Net Tuition Revenue/Student provided by discussion materials from February 2021 Regents meeting.
## Private Power Five Retention

<table>
<thead>
<tr>
<th>School</th>
<th>Average first year student retention rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stanford University</td>
<td>98.5%</td>
</tr>
<tr>
<td>University of Notre Dame</td>
<td>98%</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>97.75%</td>
</tr>
<tr>
<td>Duke University</td>
<td>97.5%</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>97%</td>
</tr>
<tr>
<td>University of Southern California</td>
<td>96%</td>
</tr>
<tr>
<td>Boston College</td>
<td>95%</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>94.5%</td>
</tr>
<tr>
<td>University of Miami</td>
<td>91.75%</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>91.25%</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>91%</td>
</tr>
<tr>
<td>Baylor University</td>
<td>89%</td>
</tr>
</tbody>
</table>

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## Power Five 4-Year Graduation Rates

<table>
<thead>
<tr>
<th>School</th>
<th>Average 4-year graduation rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Notre Dame</td>
<td>91%</td>
</tr>
<tr>
<td>Boston College</td>
<td>90%</td>
</tr>
<tr>
<td>Vanderbilt University</td>
<td>90%</td>
</tr>
<tr>
<td>Duke University</td>
<td>88%</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>84%</td>
</tr>
<tr>
<td>Wake Forest University</td>
<td>84%</td>
</tr>
<tr>
<td>University of Southern California</td>
<td>77%</td>
</tr>
<tr>
<td>Stanford University</td>
<td>73%</td>
</tr>
<tr>
<td>University of Miami</td>
<td>73%</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>72%</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>71%</td>
</tr>
<tr>
<td>Baylor University</td>
<td>63%</td>
</tr>
</tbody>
</table>

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** Net Tuition Revenue/Student provided by discussion materials from February 2021 Regents meeting.
## Texas Power Five Schools

<table>
<thead>
<tr>
<th>School</th>
<th>Carnegie Class</th>
<th>Overall U.S. News Rank</th>
<th>Average first year student retention rate</th>
<th>Average 4-year graduation rate</th>
<th>Total number of undergrad students</th>
<th>Sticker Price (in-state)</th>
<th>Sticker Price (out-of-state)</th>
<th>Net tuition revenue/student</th>
<th>Tuition as % revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baylor University</td>
<td>R2</td>
<td>76</td>
<td>89</td>
<td>63</td>
<td>14,108</td>
<td>$47,364</td>
<td>$47,364</td>
<td>$24,632</td>
<td>69</td>
</tr>
<tr>
<td>Texas A&amp;M</td>
<td>R1</td>
<td>66</td>
<td>92</td>
<td>55</td>
<td>53,791</td>
<td>$12,445</td>
<td>$39,394</td>
<td>$9,741</td>
<td>43</td>
</tr>
<tr>
<td>Texas Christian University</td>
<td>R2</td>
<td>80</td>
<td>91</td>
<td>71</td>
<td>9,474</td>
<td>$51,660</td>
<td>$51,660</td>
<td>$28,149</td>
<td>76</td>
</tr>
<tr>
<td>Texas Tech</td>
<td>R1</td>
<td>217</td>
<td>85</td>
<td>36</td>
<td>32,125</td>
<td>$11,319</td>
<td>$23,979</td>
<td>$9,163</td>
<td>31.5</td>
</tr>
<tr>
<td>University of Texas</td>
<td>R1</td>
<td>42</td>
<td>95</td>
<td>66</td>
<td>40,163</td>
<td>$11,106</td>
<td>$39,322</td>
<td>$12,575</td>
<td>32</td>
</tr>
</tbody>
</table>
In Summary...

- Baylor has the lowest sticker price and the smallest NTR/student of any private school in the P5.
- Only three P5 private schools have an endowment less than $100K/undergraduate student: Baylor, Syracuse and U Miami.
- Only three P5 privates are not R1: Baylor, TCU, Wake Forest.
- Only three P5 privates are not top 50 U.S. News & World Report: Baylor (76), Syracuse (58), and TCU (80).
- Baylor has the third largest number of undergraduate students (bested by Syracuse and USC).
- Baylor’s retention and graduation rates are the lowest of all the private P5s.
Current state of COVID in Waco/McLennan Co.

Jackson Griggs, MD, FAAFP
CEO, Waco Family Medicine
Hospitalizations / Vent Use

![Graph showing hospitalizations and ventilator use over time]

- Jul 20: 165
- Jan 21: 36
- Jul 21: 46
- Sep: 187

www.covidwaco.com
Hospitalizations / Vent Use

95%
Deaths by Month

www.covidwaco.com
Wild Type

$R_0$ of 2
Delta Variant
Comparison of total reported hospitalizations before and after April 2021 stratified by age

- Percent of Total Hospitalizations before April 2021
- Percent of Hospitalizations since April 2021

- Age groups: <1, 1-10, 11-19, 20-29, 30-39, 40-49, 50-59, 60-69, 70-79, 80+
Delta Variant

- Delta variant $R_0$ is $\sim 6$ leading to much more aggressive spread
- Shorter incubation time
- MUCH higher viral load
- Very high incidence among unvaccinated community members
Vaccination works

Unvaccinated have 5X more COVID-19 infections than fully vaccinated.

Unvaccinated have 29X more COVID-19 hospitalizations than fully vaccinated.

Get vaccinated to reduce spread and protect yourself.

MMWR
Vaccination works
LOCAL HOSPITALS, 8-DAY AVE

HOSPITALIZED
• Vaccinated: 4.9%
• Unvaccinated: 95.1%

INTUBATED & VENTED
• Vaccinated: 3.5%
• Unvaccinated: 96.5%

Older with higher comorbidity
Overall younger
BAYLOR

Faculty
89% Vaccinated!
Masking works

• But protection level is going to depend on the type of mask you have. Surgical is better than cloth or bandana. Multiple layers of cloth is better than just one.
• How the mask fits is important.
• Masks are a band-aid. They prevent many infections, but vaccination is the best solution to the pandemic.
“Given what we know about the Delta variant, vaccine effectiveness, and current vaccine coverage, layered prevention strategies, including wearing masks, are needed to reduce the transmission of this variant. Everyone who is able, including fully vaccinated people, should wear masks in public indoor places in areas of substantial or high transmission.”

- CDC
When to get tested

- This is not life as usual
- Do not minimize any symptom of viral illness
  Sore throat, congestion, sneezing, headache, fatigue, myalgias, GI symptoms... and obviously cough, fever, shortness of breath, anosmia, agustia
- Over-testing is far more cost-effective and less inconvenient than under-testing
Therefore, I urge you, brothers and sisters, in view of God’s mercy, to offer your bodies as a living sacrifice, holy and pleasing to God—this is your true and proper worship. Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God’s will is—his good, pleasing and perfect will. For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the faith God has distributed to each of you. For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all the others.
Questions?