

# A&SPIRE -to- ILLUMINATE

THE BAYLOR UNIVERSITY COLLEGE OF ARTS & SCIENCES  
FIVE-YEAR PLAN

2020-2025



Baylor University

COLLEGE OF ARTS & SCIENCES

# ***A&S**PIRE-TO-**ILLUMINATE***

**College of Arts & Sciences Five-Year Plan**

**2020-2025**

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## Acknowledgments

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Dean, College of Arts & Sciences

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## *Pro Futuris*

Published in 2002, *Baylor 2012* marked an important paradigm shift in Baylor's history from an institution with a primary focus on undergraduate education to one also seeking recognition as a top-tier research institution. The University published *Pro Futuris* in 2012 as the first extension of this strategic shift, emphasizing the goal of becoming a 'Highest Research Activity' (R1) institution according to the metrics of the Carnegie Classification of Institutions of Higher Education. Baylor's colleges and schools each established its own strategic plan in response to general themes and goals listed in *Pro Futuris*. As a consequence, the College of Arts & Sciences (A&S) launched *A&Spire*, a plan with five academic themes: *Liberal Education in the 21<sup>st</sup> Century*; *Becoming a Nationally Recognized Research Institution*; *Strengthening Community Engagement*; *Investing in Health*; and *Building the Financial Foundation*. Each theme identified specific goals with accompanying acts of determination. Subsequent annual reports highlighted the accomplishments of *A&Spire*.

## *Illuminate*

While *Pro Futuris* remains Baylor's strategic plan, *Illuminate* targets specific research areas to propel the institution toward an R1 ranking. *Illuminate* identifies and describes four foundational *Pillars* and *Five Signature Academic Initiatives* as the means to reach this goal. The *Four Pillars* are as follows: *Unambiguously Christian Educational Environment*; *Transformational Undergraduate Education*; *Research and Scholarship Marked by Quality, Impact, and Visibility*; and *Nationally Recognized Programs in Human Performance Through the Arts and Athletics*. Emerging principally from *Pillar 3*, the *Signature Academic Initiatives* include *Health*; *Materials Science*; *Human Flourishing, Leadership, and Ethics*; *Baylor in Latin America*; and *Data Sciences*. These topical areas came mainly from discussions through focus groups and committees across campus. The proposals submitted by A&S originated from faculty committees that had been engaged in discussions for many months. Publication of *Illuminate* coincided with the launch of Baylor's first comprehensive fundraising campaign, *Give Light*, (\$1.1B over seven years) on November 1, 2018.

## *A&Spire-to-Illuminate*

In response to *Illuminate* and the new University strategic plan and given that A&S has already accomplished many of *A&Spire*'s acts of determination, we recognize it is time to build upon and advance *A&Spire* in light of these new opportunities. We call this plan *A&Spire-to-Illuminate*. What you will find in this new five-year plan is a summary of contributions by A&S to the Four Pillars and Five Signature Academic Initiatives. In addition, we include a fifth pillar addressing the ways that the A&S plans to build on its efforts to create a learning environment that fosters diversity and inclusion. We in A&S intend to provide the leadership and accomplishments needed for Baylor to achieve its lofty goal of becoming one of only a few church-related R1 institutions with a strong commitment to undergraduate education. A&S will produce a report each year to indicate our progress.

## *College of Arts & Sciences*

With almost one half of Baylor's undergraduate population and many of its research doctoral programs, A&S is composed of 25 departments representing the humanities, social sciences, and sciences, as well as numerous programs, institutes, and centers. We support the mission of Baylor University to 'educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.'

# **The *Five Pillars* of the College of Arts & Sciences**

## **PILLAR 1**

### **The Christian Educational Environment**

*Illuminate* highlights *Unambiguously Christian Educational Environment* as one of four central *Pillars* of the University: “The dual emphases of Baylor University’s motto, *Pro Ecclesia, Pro Texana* (For Church, for Texas) — signifying Baylor’s role as a Christian institution of higher education serving society — have provided the animating spirit of Baylor’s identity and practices over the decades.” A&S embodies this unique and treasured environment through cultivation of a community of Christian scholars; commitment to the transformation of students, faculty and staff; focus on scholarship in religion, ethics, and Christianity; and commitment to Baptist principles and praxis.

#### **Cultivation of a Community of Christian Scholars**

##### **Faculty Composition**

A&S seeks faculty and staff who share in its aspiration to become an R1 institution with a strong teaching foundation inspired by an intentional Christian mission. Many faculty and staff exercise servant leadership roles in various congregations and faith-based organizations across Central Texas and beyond. The fact that the Church is universal provides Baylor with the opportunity to attract an ethnically diverse Christian faculty from the United States and from around the world. These men and women choose to work in A&S for many reasons, but perhaps especially because of the Christian educational context in which they can fulfill their vocation as scholars and teachers.



## **Worship Activities**

Two semesters of Chapel are required for A&S students as part of the unified core curriculum. Faculty participate in these services as proclaimers and presenters each semester. Guest speakers from diverse backgrounds that represent the depth of Christianity and the breadth of the worldwide Church expose first-year students to varieties of worship, theological perspectives, moral imperatives, and existential questions. Corporate worship and prayer are also daily practices among students, faculty, and staff within the academic enterprise of A&S. Prayerful expressions and acts of reverence are common in offices, classrooms, committee meetings, lectures, and departmental or college-wide occasions each semester. In this way, the life of the mind and the Spirit intersect and unite.

## **Colloquies**

Formal and informal conversations, special lectures, fine arts productions, reading groups, learning groups, luncheons, workshops, retreats, and other gatherings sponsored by the departments and programs in A&S are intentionally designed to foster intellectual, moral, and spiritual formation. These intellectually rigorous and thoughtful conversations among faculty and staff draw from Jewish and Christian traditions, promote community, and facilitate understanding.

## **Transformation of Students, Faculty, and Staff**

### **Curriculum**

A&S educates all undergraduates at Baylor irrespective of their major or degree program through its core curriculum and undergraduate courses in each major. Liberal education skills such as critical thinking and moral reasoning are taught by Christian and Jewish scholars whose faith animates their pedagogy and research. All undergraduates at Baylor University (except those in the Baylor Interdisciplinary Core) enroll in *Christian Scriptures* and *Christian Heritage* where they are introduced to the basic intellectual building blocks of the historic, living Christian faith. As a result, students learn about the grand challenges of our times from faculty who are on the cutting edge in their academic fields and who embody the teachings of Jesus in word and deed. Herein lies a foundational source of the expression of the Christian environment, not only for A&S, but also for Baylor University itself.

### **Pedagogy**

Some faculty use contemplative practices in the classroom in an effort to foster attentiveness and intentionality in the learning process. All faculty rely on established teaching methods

wherein teachers and students engage in civil but rigorous debate about ideas. Such methods may foster the integration of head and heart in the acquisition of knowledge and wisdom. Furthermore, faculty and staff are called to express their many gifts in service to their students in part because they know what a difference their personal engagement will make in the form of Christian mentorship. Students are encouraged to bring all aspects—the physical, ethnic, political, intellectual, social, and spiritual—of their wonderful but sometimes confused and fragmented lives into the classroom. The Christian hospitality of our faculty and staff shines through our classrooms, halls, and offices to our diverse student body.

### **Mentoring**

Faculty and staff meet with students outside of class not only to discuss academic issues but to explore life callings and existential challenges, matters of life and death, religion and morality. Students, faculty, and staff, whether they meet in the dining halls or on benches across the campus, participate in conversations that engage the mind. Some A&S faculty live on campus in residential halls where they interact with students throughout the day in many ways, including through Bible studies, prayer, fellowship meals, and spiritual direction. Faculty and staff also lead students on mission trips throughout the world. Through these venues and many others, lives are changed forever. Mentoring will be augmented further as the demographics of our faculty and staff mirror the ethnic diversity of our students.

### **Scholarship in Religion, Ethics, and Christianity**

Many departments in the Humanities and Social Sciences have graduate programs that focus specifically on religion or ethics. The Ph.D. program in the Department of Religion includes concentrations in New Testament, Old Testament, historical studies, and theological studies. The Department of Sociology offers a Ph.D. in the sociology of religion; the Department of History offers a Ph.D. in religion and culture; and the Department of Philosophy offers a Ph.D. with an emphasis, among others, on the philosophical implications of the Christian faith. Additionally, the Department of English offers a graduate certificate in literature and religion. These Ph.D. programs rank among the best in the country in their areas of study. As a result, they draw top religious scholars to Baylor, both as permanent and visiting professors. These scholars produce prolific research and publications on religious topics. They enhance both graduate and undergraduate programs, sharing and fostering cutting-edge scholarship and teaching with students as well as colleagues.

Colleagues in various A&S departments and programs currently conduct research and scholarship in the field of ethics, one of the *Five Signature Academic Initiatives* in *Illuminate: Human Flourishing, Leadership, and Ethics*. Faculty members in the Medical Humanities

Program and in several departments, including Religion, Environmental Science, English, Communication, and Philosophy, have contributed to this collaborative research initiative, which will have a significant societal as well as academic impact. A number of faculty in A&S share an affiliation with the Baylor Institute for Studies of Religion (ISR) that exists to support and conduct research on religion.

## **Historical Commitment to Baptist Principles and Praxis**

Baylor University is the world's largest Baptist university. Many students, faculty, and staff are Baptists, and another significant number of the Baylor family find their spiritual homes in the free-church traditions of the Christian faith. The University's commitment to its Baptist heritage is firm, even as the University benefits from its increasing ecumenism. The Baptist General Convention of Texas appoints one-fourth of the members of Baylor's Board of Regents. All the presidents of Baylor University have been members of Waco Baptist churches. A&S has contributed in significant ways to Baptist life at home and abroad over the decades: (1) 90% of the faculty in the Department of Religion are Baptist; (2) graduates of Baylor's Ph.D. program in Religion teach and have administrative roles in numerous Baptist universities and colleges in the United States and abroad; (3) scholars in the departments of History; Journalism, Public Relations and New Media; Philosophy; Political Science; and Religion have consistently studied areas of Baptist life such as history, theology, spirituality, polity, and praxis; (4) study abroad programs such as Baylor in Dénia, Baylor in Madrid, and Baylor in Great Britain, have partnered with Baptist churches abroad for cultural exchange; and (5) the J.M. Dawson Institute of Church-State Studies is named after a prominent Baptist advocate of religious liberty and the separation of church and state. The Institute provides annual lectures that often feature leading Baptist experts who address church-state issues; (6) Baylor also offers a Baylor to Seminary program that allows students with a vocation in Christian service to move seamlessly from undergraduate to seminary studies.

**Vision: A&S will provide the leadership to advance Baylor University's Christian educational and research environment.**

**Goal 1:** Fully implement the Unified Core Curriculum and improve undergraduate curricular opportunities. See *Pillar 2, Transformational Undergraduate Education*, for the action steps that maintain and advance the University's Christian mission.

**Goal 2:** Establish a *Center for Ethics*. See the *Signature Academic Initiatives* section, *Human Flourishing, Leadership, and Ethics*, for the action steps that advance the University's unique leadership role in Christian Ethics in higher education in America and the world.

**Goal 3:** Establish a *Baptist Studies Center for Research*. See the *Signature Academic Initiatives* section, *Human Flourishing, Leadership, and Ethics*, for action steps that solidify Baylor's role as the premier Baptist institution of higher education in the world.

## PILLAR 2

### Transformational Undergraduate Education

Baylor University's new academic strategic plan, *Illuminate*, reaffirms the University's historic commitment to transformational education. Building upon this strong foundation, A&S proudly assumes its central role and responsibility in providing dynamic programming within and beyond the classroom.

When Baylor University was founded in 1845 under the motto of *Pro Ecclesia, Pro Texana*, it set itself on a course to produce graduates who would serve communities far and near. We have been successful for 170 years in shaping physicians, lawyers, entrepreneurs, political leaders, educators, ministers, engineers, social workers, scientists, and other leaders across civil society who serve others with compassion, integrity, vision, and skill. A&S is poised not only to continue but also to strengthen the delivery of our dynamic undergraduate education as our students become informed citizens in a changing democracy, servant leaders in faith communities, superior professionals in diverse fields, and devoted family members and friends. We will also continue to recruit a faculty who help students achieve these goals and who reflect the changing demographics of our student body.

Coupled with *Illuminate's* vision for Baylor to become a premier Christian research university is an equally ambitious goal of becoming a Tier 1 undergraduate institution (T1). These two endeavors complement one another, and the imperative regarding the increased focus on research accomplishments is matched by a goal of continuing to provide a life-changing experience for our students in an ever-changing world. At the heart of our strategy for delivering a dynamic, transformational undergraduate experience are the following initiatives:

- Fully implementing the new *Unified Core Curriculum*, thereby improving educational opportunities for the BA, BS, BFA, and BSAS degrees.
- Practicing *Enrollment Management* to recruit, retain, and graduate a diverse population of undergraduates at the level of institutions ranked in the top 50 universities in the U.S. News & World Report (*USN&WR*).
- Capitalizing on the Baylor brand by expanding and improving the services and programming of the *Office of Prehealth Studies (OPHS)*.
- Developing the *Office of Engaged Learning (OEL)* that mentors and supports our diverse student population in gaining internships, conducting research, engaging with the community, and winning national and international scholarships.

These initiatives are built upon a vision for a transformative education that includes a thorough foundation in the humanities, social sciences, and sciences while holding true to and magnifying our University's mission.

**Vision: A&S will provide students with a broad-based, liberal education that prepares them to engage with ideas that are new to them, to think expansively about who they are and their place in the world, and to apply their learning to the good of the neighbor and flourishing of creation.**

## **Unified Core Curriculum**

Building upon the University's General Education Outcomes, the "core curriculum, taught within a community of Christian scholars, enables men and women to acquire the knowledge, skills, and virtues needed to uncover and recognize truth, to deepen their faith, to live virtuously, to strengthen their communities, and to affect the world in transformative ways."

**Goal 1:** Fully implement the *Unified Core Curriculum*.

### Action Steps

- 1.1 Assist all other Baylor colleges and schools as they "map on" to the A&S core curriculum.
- 1.2 Implement and populate the *Creative Arts Experience* (CAE) opportunities.
- 1.3 Develop a *Core Fellows Program*.
- 1.4 Develop and implement civic engagement opportunities.

**Goal 2:** Improve undergraduate curricular opportunities.

### Action Steps

- 2.1 Increase A&S faculty participation in University Chapel.
- 2.2 Work with campus partners, including the Academy for Teaching and Learning (ATL) and the Institute for Faith and Learning (IFL), to develop opportunities for A&S faculty to design or redesign core courses.
- 2.3 Establish a Core Curriculum Diversity Advisory Group to increase resources for faculty as they design courses with cultural competency components in mind to celebrate our increasingly diverse student body.



- 2.4 Assess the Core: In Year 1 develop and approve an assessment plan and begin the assessment of the core according to the assessment plan (yearly task with report going to Core Curriculum Advisory Committee [CCAC] at the end of each year); and by Year 5, the Office of the Core will conduct a meta assessment of the core curriculum and provide a report to the Dean. The Director of the Core will work with the Provost's Office, the chairs of the Core Curriculum Diversity Advisory Group, and the chairs of the A&S Diversity Taskforce in assessing the extent to which the diversity requirements of the Core are being implemented.
- 2.5 Increase visibility and access to interdisciplinary majors and minors through Web presence.
- 2.6 Work with departments and A&S Curriculum Committee to refine existing interdisciplinary majors and minors (especially Medical Humanities and Area Studies). This work will be done by the Director of the Core and the Director of Interdisciplinary Programs.
- 2.7 Work with departments and A&S Curriculum Committee to develop and implement new interdisciplinary minors and certificates. This work will be conducted by the Director of the Core and the Director of Interdisciplinary Programs.
- 2.8 Increase the number of students pursuing double and secondary interdisciplinary majors.
- 2.9 Increase the number of students pursuing an interdisciplinary minor and certificates.
- 2.10 Work with departments and A&S Curriculum Committee to develop five interdisciplinary certificates.
- 2.11 Increase courses with a cross-cultural element to prepare students better for "worldwide leadership and service."
- 2.12 Populate the Grand Challenges in the Science Distribution List of the unified core curriculum with four interdisciplinary courses.
- 2.13 Establish a *Humanities Fellows* Program.
- 2.14 Establish a *Social Sciences Fellows* Program.

## Enrollment Plan

In addition to offering a comprehensive core curriculum, A&S is committed to recruiting the best students and then retaining and graduating them in a timely manner.

The current *2012-2022 A&S Enrollment Management Plan* states that “a Top 50 ranking (based on *U.S. News and World Report* metrics) is achievable if the University is able to move forward on multiple fronts, but the goal cannot be met *without extending the achievements in our major strength—undergraduate education*, particularly in the University’s largest academic unit—the College of Arts and Sciences.” According to the *USN&WR* 2021 analysis, 47% of the ranking is directly related to recruitment, retention and graduation, i.e., undergraduate education. Building on our continued success in recruiting high-ability students,<sup>1</sup> the action steps outlined below will place us on a trajectory to achieve a T1 ranking within a decade.

**Goal 1:** Retain 89.8% of freshmen.

### Action Steps

- 1.1 Implement enrollment practices as outlined by the Academic Capacity Committee’s 2020-2022 solutions document for the departments of Biology, Chemistry and Biochemistry, and Psychology and Neuroscience for the incoming classes of 2020, 2021, and 2022.
- 1.2 Study and identify retention patterns by demographic subgroups and establish intervention programs for the identified groups.
- 1.3 Increase the percentage of A&S freshmen enrolled in a credit-bearing New Student Experience (NSE) course from 75% to 90%.

**Goal 2:** Achieve 70% four-year and 80.3% six-year graduation rates.

### Action Steps

- 2.1 Identify and assist at-risk populations by student classification.
- 2.2 Seek opportunities to reduce financial barriers to success, such as lowering the cost of textbooks.

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[1] High-ability is defined as composite standardized test scores:  $\geq 29$  ACT or  $\geq 1340$  SAT. These score ranges represent roughly the top 10% of test takers nationally.

- 2.3 Initiate a campaign to increase the number of students who have earned 30 hours at the beginning of their sophomore year.
- 2.4 Increase A&S offerings for summer online instruction, offering a limited number of online opportunities in fall and spring semesters for high-demand prehealth courses.
- 2.5 Explore opportunities for alumni to assist in A&S student-success efforts.
- 2.6 Collaborate with University Advisement (UA) to help A&S undecided majors select an appropriate major.
- 2.7 Offer an online Wintermester pilot program for 2020-21 and 2021-22 and provide an analysis of the pilot for the Dean and COC.
- 2.8 Offer a Maymester Baylor in Taos pilot program in May 2022.

**Goal 3:** Create an A&S Enrollment Advisory Group to develop a draft of a 2022-2027 A&S Undergraduate Enrollment Plan (EP).

Action Steps

- 3.1 Draft and submit for Council of Chairs' approval a *2022-2027 Undergraduate A&S Enrollment Plan* (EP) targeting recruitment, retention and graduation goals stated in this section.
- 3.2 Research enrollment management plans at peer and aspirant institutions to guide the development of the EP.
- 3.3 Explore new markets for recruiting students, paying particular attention to enrolling a student population that better mirrors state and national demographics.

## Prehealth Programs

The Office of Prehealth Studies (OPHS) in A&S engages students, faculty and staff across campus to provide services that will enhance students' likelihood of successful application to programs and schools of medicine, dentistry, optometry, podiatry, physician assistance, physical therapy, occupational therapy, pharmacy, veterinary medicine, and, on occasion, chiropractic medicine. Programming activities of this office include student recruiting and retention, instruction of first-year courses to help students understand health-related professions, student advising, arranging of experiences in clinical and research settings, and coordination of professional school applications. OPHS prepares letters of evaluation and recommendation for students pursuing medicine, dentistry and optometry. The office supports approximately 18 prehealth student organizations, maintains a Living and Learning Center, and oversees the Texas Joint Admission Medical Program (JAMP) and Baylor Baccalaureate/MD Programs. In addition, OPHS hosts a variety of special student success and professionalism workshops, outreach programs, medical mission trips, leadership activities, New Student Programs, the Tropical Medicine Summer Institute, and a variety of alumni and development programs from which a significant number of scholarships are awarded every year.

Many students come to Baylor with the intention of pursuing a career in medicine, dentistry, or veterinary medicine but later must reassess their aspirations; therefore, a key element of prehealth programming is to guide these students toward degree paths that they can complete successfully. Programming in OPHS contributes to retention of students and strives to ensure that students who leave the prehealth track remain at Baylor in another course of study.

Although the goals outlined below target prehealth students in A&S, OPHS serves all Baylor students regardless of major. Therefore, the action steps detailed below present tasks that should apply to all Baylor students, and if these tasks are implemented effectively, we expect they will lead to achieving the stated goals.

**Vision: Prepare and support students aspiring to careers in healthcare through collaborations with the Baylor academic community and professional healthcare partners so these students may live out Baylor's mission of worldwide leadership and service.**

**Goal 1:** Increase first-year freshman retention rate for A&S prehealth students overall (as of Fall 2019, 88.4%) and for each of the under-represented subpopulations (e.g., as of Fall 2019, 86.6% minority students) to the A&S target of 89.8% by Year 5.

### Action Steps

- 1.1 Determine the first-year freshman retention rate, through a collaboration between the A&S Director of Information Analysis and the Office of Institutional Research (IR), of under-represented populations, according to gender, ethnicity, first-generation college students, and other appropriate demographics for prehealth students in A&S.
- 1.2 With the leadership of OPHS, form the Prehealth Freshman Retention and Intervention Committee (PFRIC) with representation from the College of Arts and Sciences Advisement (CASA), UA and Enrollment Management. The committee charge is to (a) identify prior to orientation potentially at-risk prehealth students and (b) design a program of intervention offering study-skills and advising.
- 1.3 Design, through the PFRIC, interventions (such as parallel plans of advisement) for students who (a) have received two or more academic warnings or who have been identified through poor academic performance, or (b) whose GPA and credit accumulation subsequently qualify them for the premedical, predentistry and preveterinary medicine (PMDV) designation at the end of their freshman year.
- 1.4 In collaboration with the Robbins College of Health and Human Sciences (HHS), assess the nature and effectiveness of programming currently provided to PMDV students, to determine acceptance rates into professional programs, and to make recommendations to improve outcomes. This step will ensure that students are aware of allied health options and pathways to admission to these programs. This collaboration will be led by the PFRIC.
- 1.5 Monitor the progress of intervention and parallel advising plans, as described in Action Step 1.3 above. The PFRIC will conduct this monitoring.

**Goal 2:** Increase the six-year graduation rate of all A&S prehealth students (as of Fall 2018, 76.5%) to equal or exceed the graduation rate of all A&S students by Year 5 (as of Fall 2018, 80%).

### Action Steps

- 2.1 Identify, through CASA and the Office of Degree Certification and Curriculum Development, A&S prehealth students who are not progressing at rates to

graduate in four years and provide advising to these students for degree completion in four years or with minimal time beyond four years.

- 2.2 Assess progress annually through collaborative efforts of Directors of OPHS, Enrollment Management, and CASA.

**Goal 3:** Continue to increase the overall acceptance rate of Baylor A&S students who apply to medical, dental, and veterinary schools.

#### Action Steps

- 3.1 Explore and potentially develop 4+1 BS/MS degree and other bridge year programs that allow students to effectively distribute the prehealth curriculum throughout their undergraduate career.
- 3.2 Provide and promote additional opportunities for students to develop interpersonal skills of ethics, compassion, and empathy through courses that have a cultural competency component to further these skills. Such courses may be electives or required courses in the major and minor fields, as well as in certificate programs.
- 3.3 Continue to develop Medical College Admission Test (MCAT) and Dental Admission Test (DAT) programs and workshops to support students' readiness and preparation for these tests.
- 3.4 Continue to develop alumni mentoring and shadowing programs.
- 3.5 Expand the professional internship programs with regional healthcare and dental partners.
- 3.6 Coordinate with campus partners to expand leadership development programs coordinated by the Division of Student Life, the Prehealth Chapel Alternative coordinated by the Bobo Spiritual Life Center, and medical mission trip opportunities coordinated by the Baylor Missions Office.



## Engaged Learning

The Office of Engaged Learning (OEL) in A&S contributes significantly to Baylor University's goals in transformational undergraduate education by facilitating experiential learning. The OEL is the central hub of programs through which faculty and staff help a diverse array of students maximize their undergraduate experience through learning beyond the classroom, linking transformational education to opportunities for application. The OEL brings together mentoring opportunities for students across fields of study, empowering our undergraduates to:

- compete for major fellowships and awards at the national and international level,
- participate in faculty-led research,
- engage in academically-informed work for the good of the community,
- gain valuable professional experience through internships, particularly in research and public service, and
- explore the world through study abroad.

The OEL's endeavors in undergraduate research, civic engagement, and major fellowships and awards fall under the leadership of directors (full- and part-time) who work directly in OEL. Efforts in internships and study abroad involve extensive partnerships with other offices on campus.

While many of the activities that fall under the umbrella of the OEL have been underway for many years, the University established the current OEL framework in Fall 2019. By integrating multiple programs into one coherent ecosystem, the OEL is truly distinct in the landscape of higher education, providing students with access to unique educational experiences that enrich and strengthen one another.

**Vision: A&S will help Baylor students discover pathways to maximize their education through learning beyond the classroom, encouraging them to discover “the life that really is life,” where they maximize their own potential and apply it toward the flourishing of their neighbor and the world.**

**Goal 1:** Increase the number of students competing for major scholarships and awards to 100 annually and diversify both the applicant pool and the awards sought.

### Action Steps

- 1.1 Develop a tracking database of awards sought annually by Baylor students.

- 1.2 Overhaul the website, including a searchable database, that better equips students to match their academic and professional interests with compatible fellowships and awards.
- 1.3 Increase the Ampersand Society cohort sizes in order to identify prospective applicants in their first year.
- 1.4 Begin to host interest sessions and workshops, both in-person and virtual, to reach wider student audiences.
- 1.5 Host interest sessions and workshops specifically designed for students from underrepresented backgrounds.
- 1.6 Pilot a for-credit class for the Ampersand Society that presents national scholarship and other engaged learning opportunities to students.

**Goal 2:** Assess current undergraduate research activity, potential capacity, and opportunities for growth, while simultaneously increasing the number and diversity of students participating in faculty-led research.

#### Action Steps

- 2.1 Collaborate with the Registrar's Office to create a uniform course number for undergraduate research courses in all departments across the College.
- 2.2 Design certificates in research for undergraduate students.
- 2.3 Design and develop a curricular platform that helps students learn basic research literacy and discover research opportunities while connecting faculty to undergraduate research initiatives.
- 2.4 Develop survey instruments to measure the campus-wide undergraduate research appetite and interests.
- 2.5 Apply for grants to establish and fund research opportunities for underrepresented students.

**Goal 3:** Increase the number of faculty and graduate students who mentor undergraduates in research.

### Action Steps:

- 3.1 Create a certificate program for doctoral students in mentoring undergraduate research.
- 3.2 Support the development of Research Experiences for Undergraduates (REUs) as part of National Science Foundation (NSF) grants in order to allow undergraduate participation in major NSF-funded research.
- 3.3 Implement and expand the Elizabeth Vardaman Award for Undergraduate Mentoring.
- 3.4 Develop a formal research program for the academic year that shares elements of the Baylor Transdisciplinary Research Undergraduate Experience (BTRUE) program.
  - 3.4.1 Establish Career Development Seminars during the academic year.
  - 3.4.2 Increase the number of on-campus opportunities for research presentations throughout the academic year, for example, linking these to high-ability recruitment events and to development/alumni/parent activities.

**Goal 4:** Implement a Civic Engagement (CE) course requirement in the *Unified Core Curriculum* for all A&S students.

### Action Steps

- 4.1 Work with the CCAC and the Registrar's Office to develop a plan to phase-in the Civic Engagement Core requirement, including the establishment of a searchable "CE" designation for civic engagement courses.
- 4.2 Increase the number of CE courses, both through the Philanthropy & Public Service Program and through CE courses embedded in academic disciplines.
- 4.3 Identify faculty champions/pioneers in the Humanities, Social Sciences, and Sciences to mentor future faculty.
- 4.4 Educate faculty about new opportunities for CE courses.
  - 4.4.1 Work with the ATL to host training opportunities.

4.4.2 Meet with the Undergraduate Program Directors (UPDs) across A&S departments to explore CE courses imbedded in disciplines.

4.5 Work with community partners to establish pathways for student service.

**Goal 5:** Develop partnerships that empower students and faculty to contribute substantially to the Solid Gold Neighbor initiative in Waco.

Action Steps

- 5.1 Offer a Philanthropy & the Public Good in partnership with the Office of External Affairs, making grants to support Waco-area nonprofits.
- 5.2 Explore options to designate Waco as a community host site for the Shepherd Higher Education Consortium on Poverty.

**Goal 6:** Develop strategies to fund and administer 50 national or international internships annually for Baylor students, especially in the areas of research and public service.

Action Steps

- 6.1 Recruit high-achieving students to our existing internship programs in prehealth, research, and the Shepherd Higher Education Consortium on Poverty.
- 6.2 Work with UA and the A&S Board of Advocates to generate new funding for summer internships in traditionally underfunded areas of strategic importance.

**Goal 7:** Increase the percentage of Arts & Sciences students studying abroad.

Action Steps

- 7.1 Collaborate with the Center for Global Engagement (CGE) to build support for programming.
- 7.2 Monitor the number of A&S students studying abroad annually.
- 7.3 Work with UA to cultivate new funding sources aimed at facilitating study abroad opportunities for A&S students.

**Goal 8:** Develop new programs that integrate engaged learning opportunities with study abroad.

### Action Steps

- 8.1 Pilot research and internship opportunities through existing study abroad programs.
- 8.2 Work with CGE and A&S faculty to determine which existing study abroad programs are poised to integrate new engaged learning dimensions.
- 8.3 Explore new study abroad sites that show promise for integrated engaged learning opportunities.
- 8.4 Pursue grant funding for engaged learning activities abroad.

# PILLAR 3

## Research

The University seeks “to accelerate its quest toward preeminence as a Christian research university” recognized by achieving the Carnegie Classification of Institutions of Higher Education as an R1 university. Faculty at R1 universities are more often participants in national conversations on matters that are critical to the well-being of society as reflected by their cutting-edge research. With R1 status, Baylor will become a co-equal participant in such discussions and bring the Christian perspective to this forum.

Achieving R1 requires growth according to three principal criteria: research expenditures, number of doctoral graduates, and research staff. In recent years, we have made positive strides, but more work is ahead.

Currently, A&S accounts for approximately 60% of external research expenditures from granting, and A&S graduate programs collectively account for 73% of STEM doctorates, 88% of social science doctorates, and 100% of humanities doctorates awarded at Baylor during the 2019-2020 academic year.

In A&S the number of doctoral degrees awarded will dramatically increase as existing doctoral programs expand and as new programs are developed. We seek to double external funding, and we plan to increase dramatically the number of postdoctoral fellows engaged in research.

Much of this growth will come through increasing faculty and postdoctoral researcher hiring, as well as accepting additional doctoral students into our programs. We will seek to promote practices that will lead to diverse pools of applicants which should lead to the overall goal of increasing diversity among our faculty, postdoctoral researchers, and doctoral students.

**Vision: Elevate the research profile of A&S to align with the research profiles of arts & sciences colleges at R1 institutions.**

**Goal 1:** Double external funding in STEM and more than double external funding in the Humanities and Social Science departments.

### Action Steps

- 1.1 Hire more than 100 new and replacement faculty in A&S.



- 1.2 Revise departmental tenure and promotion guidelines in STEM departments to reflect funding expectations comparable with the level achieved by faculty in their disciplines at R1 universities without medical schools.
- 1.3 Revise departmental tenure and promotion guidelines in the Humanities and Social Science departments to increase the number of externally funded fellowships and research grants.
- 1.4 Develop a Five-Year Core Facilities Plan for the Baylor Sciences Building to ensure that growth among research faculty is supported by our infrastructure.

**Goal 2:** Increase the number of external research proposals in the Humanities and Social Science departments by a factor of four.

Action Steps

- 2.1 Include granting expectations in position advertisements for the Humanities and Social Science departments.
- 2.2 Increase resources and support for Humanities and Social Science faculty to identify funding opportunities.

**Goal 3:** Within a decade, double the number of doctorates awarded annually in STEM programs, while increasing the number of Humanities doctorates awarded by one-third and the number of Social Sciences doctorates awarded by one-half.

Action Steps

- 3.1 Collaborate with the Graduate School to increase the pool of doctoral students in existing doctoral programs targeted in areas that have a positive outlook for employment.
- 3.2 Design and launch new Ph.D. programs with interested departments in the Humanities and Social Sciences in areas that have a positive outlook for employment.
- 3.3 Streamline or re-organize graduate offerings to decrease the number of low-enrollment sections and decrease students' time to degree.

## PILLAR 4

### Human Performance in the Arts

A&S has a long tradition of commitment to the arts based on the belief that through experiencing the creative expression of others and expressing one's own creativity, students learn what it means to comprehend the divine and to be fully human. For this comprehension to be complete, students must have opportunities to experience art not only through the lens of their own culture, but also through lens of other cultures. Such an immersion will build empathy in our students, which is vital to preparing them for worldwide leadership. We are dedicated to providing this experience and excellence in the arts through well-established and robust programs in the Department of Art and Art History, the Department of Film & Digital Media, and the Department of Theatre Arts. These departments have an impact on every A&S student through the new core curriculum requirements and majors. As a result of curricular changes recently implemented, all students matriculating in fall 2019 participate in Creative Arts Experiences (CAEs), such as art exhibits, concerts, film viewings, lectures, and theatre productions. These events provide students with an array of artistic expressions ranging from a performance of Sophocles' *Antigone*, to readings by African American poet Evie Shockley and Ogala Lakota poet Layli Long Soldier, to a lecture by Nigerian-born visual artist Njideka Akunyili Crosby, and to a viewing of the South Korean-made film *Parasite*.

Students also benefit from educational opportunities such as the Albritton Art Institute's field studies and the Department of Film & Digital Media's New York Program, which affords students internship opportunities with major media companies.

The three Fine Arts departments in A&S also contribute to the cultural life of the Waco community through film festivals, theatre productions, and art exhibits.

**Vision: A&S will lead the University in attaining nationally recognized awards in painting, theater, literature, film, dance, and design, while also providing an outstanding arts education to all its students.**

**Goal 1:** Provide a Fine Arts program that is on par with those at aspirant universities.

Action Steps

- 1.1 Seek funding opportunities for the renovation and expansion of facilities in the Hooper-Schaefer Fine Arts Center.
- 1.2 Increase the number of top-tier national and international performances, productions, and juried events.
- 1.3 Gain approval for an MFA program in Film & Digital Media.
- 1.4 Explore the possibility of a Baylor in Los Angeles program.
- 1.5 Increase endowed scholarships for all three Fine Arts programs.
- 1.6 Increase faculty participation at high-ability recruiting events.
- 1.7 Provide a comprehensive arts education to all A&S students.
- 1.8 Provide 200 or more events per year to facilitate the CAE requirement of the *A&S Unified Core Curriculum*.

## PILLAR 5

### Fostering Diversity, Inclusion, and Equity

A&S is deeply committed to advancing diversity, equity, inclusion, and multiculturalism within its classrooms, its research spaces, the campus, and the wider community. As Christians and as citizens of a multicultural democracy, we are inspired to promote a culture of care and respect for all people as we confront issues of diversity, inclusion, and equity in America and the world. In research, scholarship, teaching, and service, we are committed to bringing diverse experiences and perspectives to the academic table, knowing that only with an array of voices can we nurture and discover the dynamic, creative, and cutting-edge ideas that help us promote human flourishing and advance better solutions to societal challenges.

**Vision: Build on previous steps in A&S to foster diversity, inclusion, and equity in A&S.**

**Goal 1:** Become more diverse and inclusive across all aspects of A&S, to include improved hiring practices, curriculum enhancement, addressing the needs of under-represented students, targeted research activities, and promotion of special events.

#### Action Steps

- 1.1 Form a committee appointed by the Dean of faculty to study diversity needs unique to A&S and submit recommendations to the A&S Council of Chairs (COC) by their May 2021 meeting.
- 1.2 Receive recommendations from the COC in response to the committee proposal regarding the implementation of key initiatives and/or continue committee activities into the following year, as needed.

# Signature Academic Initiatives

The following *Signature Academic Initiatives* were envisioned and vetted through several pathways and committees at the University during the past few years. They merit consideration for support because they focus on assisting Baylor to achieve the lofty strategic aspirations in *Illuminate*. Further vetting by the University may result in the advancement of only a few of the strategic initiatives outlined here, while other new initiatives may emerge in the future. We need this flexibility in planning for a five-year time interval. Further, each academic department has created a five-year hiring plan that may or may not include the initiatives below.

## HEALTH

### Cancer Collaborative

Better screening and early detection methods have led to improvements in patient outcomes; however, with new therapeutics and precision treatments, such as small-molecule therapeutics and tumor-specific targeting strategies now on the horizon, Baylor University is positioned with its faculty, staff, students, and facilities to contribute to this important area of health research. Currently, A&S has 10 to 12 faculty working in this broadly defined area of research with the goal to deepen their reach with larger collaborative teams through future faculty hiring. A&S faculty will continue to strengthen their current collaborations with faculty in the School of Engineering and Computer Science (ECS) and the College of Health and Human Sciences (HHS); with scientists and physicians from Baylor Scott and White Healthcare, the Baylor College of Medicine, the Central Texas Veterans Healthcare Administration, UT Southwestern Medical Center, UT Health Science Center in Houston, MD Anderson Cancer Center, St. Jude Children's Hospital, Harvard Medical School, and Columbia University School of Medicine; and with partners in private industry.

The envisioned *Cancer Collaborative* of A&S joins the *Health Signature Academic Initiative* in *Illuminate* in the areas of Environmental Determinants, Biomedical Research, and Undergraduate Health and Medical Education. This initiative will encompass five working groups: Lead Compound Generation, Fundamental Bioscience, Biomarker Discovery, Biological Evaluation, and Bioinformatics. A&S will provide the faculty who are hired as part of the *Cancer Collaborative* with research space in the Baylor Sciences Building.

The infrastructure component of this initiative will allow A&S to hire a full-time histotechnologist and thus eliminate duplication of histological capabilities that exist now within individual faculty research laboratories. Consistent and reliable histological research is

critical to providing structural and quantitative data that supports the application of animal models in cancer research.

A transmission electron microscope (TEM), a mainstream tool for this kind of research, is not currently available in the Center for Microscopy and Imaging (CMI). Updated TEM instrumentation will benefit the research of faculty in the departments of Biology, Chemistry and Biochemistry, Electrical and Computer Engineering, Environmental Science, Family and Consumer Sciences, Mechanical Engineering, and Physics.

Funding for this initiative will provide endowed chairs, endowed professorships, postdoctoral fellowships, graduate fellowships, and specialized research equipment. Within the next five years the *Cancer Collaborative* aims to double the number of Baylor faculty focused on cancer research, primarily in the Department of Biology and the Department of Chemistry and Biochemistry, including joint appointments. For hiring senior level faculty, we will employ the Cancer Preventative Research Institute of Texas (CPRIT) program to bring research leaders in the field to Baylor. These new faculty represent the resources necessary to attract and retain other top faculty, assist in student recruiting and mentoring both undergraduate and graduate students, and bring scholarly prestige and financial stability to the program.

**Goal 1:** Implement the *Cancer Collaborative*.

#### Action Steps

- 1.1 Seek funding opportunities to endow the *Cancer Collaborative* or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand the program incrementally through new faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

## **Global Health Initiative**

Clean water, safe food, and healthy communities are basic human rights that tend to be taken for granted in developed countries. However, rapid population growth, urbanization, and differential delivery of essential health services present urgent challenges within the United States and beyond. The population density in urban areas results in high consumption levels of water, food, and energy that in turn lead to a concentration of chemical use and other potential

threats for human populations and ecosystems. It is not surprising that advancing integrated environment and health is critical to understanding the social determinants of health. Such understanding will promote socioeconomic development and thereby reduce poverty, increase peace, and improve health outcomes.

Baylor is well positioned to initiate a significant integrated global environment and health effort, as described in *Illuminate*. This initiative involves a cohort of A&S faculty in the departments of Anthropology, Biology, Environmental Science, and Geosciences, to name a few. These faculty lead the Global Horizon Scanning Project, which engages scientists and engineers across many of these disciplines, sectors and geographic regions, including Brazil and the United Kingdom. Baylor also leads the Understanding Needs, Challenges, Opportunities, Vision and Emerging Roles in Environmental Health Initiative (UNCOVER-EH) sponsored by the Center for Disease Control and Prevention (CDC) that engages environmental health professionals in state, local, tribal, and territorial levels of government across the United States. UNCOVER-EH exists to identify both the immediate and near-term challenges and to allocate strategic resources to alleviate health disparities in local communities.

Creating a *Center for Integrative Global Environment and Health Research* (InGEHR) will facilitate Baylor's efforts to advance international education and research engagements at the intersection of global environment and health. InGEHR promises to catalyze development of transdisciplinary research teams, visiting scientist opportunities, and graduate education exchanges. InGEHR will complement existing roles at Baylor University by filling niches not currently available, and engaging with faculty and students across departments, colleges and schools; with Baylor Missions and CGE; and with scholars, donors, influencers and decision makers from off campus. Further, InGEHR will deliver training to professionals regionally, nationally, and internationally.

To augment the current cohort of A&S faculty members in the Departments of Anthropology, Biology, Environmental Science, and Sociology currently pursuing research at the environment and health interface, funding for this initiative will provide endowed chairs and endowed professorships, as well as postdoctoral fellowships and graduate fellowships.

**Goal 1:** Implement the *Global Health Initiative*.

#### Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.

- 1.2 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

## **Brain, Behavioral, and Mental Health Initiative**

Contemporary healthcare is inexorably tied to behavior: diet, sleep, exercise, addiction, stress and pain management are profoundly behavioral. Existing faculty in the Department of Psychology and Neuroscience conduct world-class research in such areas as sleep, addiction, mind and body integrative health, neurodegenerative disorders/dementia, affective disorders, anxiety, stress and stress-related disorders, and developmental health. We propose a long-range plan of deliberate growth in these research areas, leading to substantial increases in external funding, as well as in the number of doctoral students produced. In addition, we propose a specific research project, the *Baylor Longitudinal Health Study*, to facilitate research among all of our faculty partners. This study aims to recruit 1,000 healthy community adults (ages 25-70) and to follow them over the lifespan with repeated assessments. These participants will serve as a cohort themselves for examining the bidirectional effects of aging and various health, psychological, and neurological factors. The cohort will also serve as a control group for other studies in the Initiative.

*An Initiative for Brain, Behavioral, and Mental Health* will provide the infrastructure necessary for continuing research excellence and augmenting future growth. An emerging field called "Health Neuroscience" fits this component of this strategic plan and dovetails perfectly with our ambition to launch Baylor University to R1 status. This interdisciplinary field takes a brain-based view of physical and mental health, examining bidirectional relationships between health and the brain across the lifespan.

The brain is at the center of mental health and illness; that much is intuitive. However, the brain also reciprocally affects the human experience of physical illnesses, such as cardiovascular health, metabolic disease, chronic pain, and many other health conditions, which cyclically impact brain and mental health. Major federal funding agencies recognize this. For example, a number of National Institutes of Health (NIH) branches all fund research in this area, including the National Cancer Institute; the National Institute of Diabetes and Digestive and Kidney Diseases; the National Heart, Lung, and Blood Institute; the National Institute of Neurological Disease and Stroke; the National Institute for Drug Abuse; the National Institute for Mental Health; and a cross-cutting neuroscience program, NIH's BRAIN Initiative.



**Goal 1:** Implement the *Brain, Behavioral and Mental Health Initiative*.

Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

# MATERIALS SCIENCE

Over the last 50 years, Materials Science has played a pivotal role in defining modern society by improving technologies that make products faster, stronger, and lighter. Composite materials are increasingly used in the aerospace and automotive industries, revolutionizing the way we travel. Materials Science has led to advances in computer technology, smart phones, High Definition (HD) televisions, and other communication systems, as well as enhancing the development of efficient energy storage, solar energy, and electric cars. Materials research extends into the medical field, specifically in the development of artificial implants and nanoscale materials that may offer alternatives for drug delivery in cancer treatments.

ECS and A&S have between 10 and 15 faculty conducting research in this important area. This initiative aims to double the number of faculty in materials research and to move Baylor University toward recognition as an R1 institution. Funding for this initiative will provide endowed chairs, endowed professorships, postdoctoral fellowships, and graduate fellowships. Faculty in the Departments of Chemistry and Biochemistry; Electrical and Computer Engineering; Mechanical Engineering; and Physics will form interdisciplinary materials research teams. These faculty hires represent the resources necessary to attract and retain top faculty, enhance student recruiting and mentoring, and bring scholarly prestige and financial stability to the program. In addition, other Science departments may partner with these research teams according to their areas of specialty, from biology, geosciences, environmental science, mathematics, and statistical science.

Funds dedicated to this initiative will replace TEM in the CMI, as stated in the *Cancer Collaborative* initiative. Updated TEM instrumentation will enable ultrastructural analysis of chemical composition and 3D reconstruction of nanoparticles, composite/polymer materials, and biological structures, including proteins.

It is our mission to make significant contributions to the discovery and dissemination of *Materials Science* knowledge and to develop, within a Christian environment, ethical scholars, skilled professionals, and educated leaders who understand the needs of society.

**Goal 1:** Implement the *Materials Science Initiative*.

## Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.

- 1.2 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of an Institute that is administered by the Office of the Vice-Provost for Research, Dean of A&S, and Dean of ECS.

# HUMAN FLOURISHING, LEADERSHIP AND ETHICS

## Baptist Studies Center for Research

*Pro Ecclesia, Pro Texana.* Those words embody the mission of Baylor University with an emphasis on both the centrality of ever deepening faith and outstanding academic research that will contribute to the body of knowledge throughout the world. The purpose of the Baptist Studies Center for Research (BSCR) is to influence the future of the global community of Baptists by researching the Baptist story and to influence the future of Baylor University by preserving and enhancing the Baptist narrative as part of the University's work. Initiated in the Department of Religion where Baptist historians are already at work, BSCR will be an integral part of A&S in partnership with three academic areas: the Department of History, the Department of Religion, and the J.M. Dawson Institute for Church-State Studies. Faculty in BSCR will collaborate with departments and other academic units across the Baylor campus, including the George W. Truett Theological Seminary, the Diana R. Garland School of Social Work, and the Baylor University Libraries.

Core objectives of the BSCR include sponsoring research in Baptist Studies; promoting a Ph.D. in History and Religion with an emphasis in Baptist Studies; collaborating with Baptist scholarly professional organizations such as the National Association of Baptist Professors of Religion and the Baptist History and Heritage Society; establishing an endowed lecture series focused on Baptist Identity; and sponsoring undergraduate and graduate student travel for research to Baylor sites, as well as other student educational opportunities.

The endowed lecture series on the role of religious liberty and the separation of church and state, as central aspects of Baptist identity, will involve collaboration with the J. M. Dawson Institute of Church-State Studies. BSCR will support the work of visiting scholars who are specialists in various dimensions of Baptist studies in order to facilitate research, enhance the work of Baptist undergraduate and graduate students, and present the historic Baptist witness to the public.

Although the current ecclesial and academic setting is not friendly to denominational causes, the Baptist story has contributed in a significant manner to the Christian church, cultures, and human flourishing through the centuries. "The preservers of history are as heroic as its makers." Thus proclaims the lettering on Pat Neff Hall. The BSCR will use the resources of the present to preserve the past, the history of more than 400 years of Baptist tradition, and in so doing contribute to the future of Baptist life. A significant aspect of ensuring that the history and mission of Baylor University continues is to endow a chair in Baptist Studies.

The world of church and Baptist life keeps changing, but the move to the future must be informed by history and theological tradition. Research supported by the BSCR will inform that present and future life by providing the logical context for this work. The endowed chair and a vibrant BSCR will ensure an ongoing Baptist voice at Baylor and contribute to both *Ecclesia* and *Texana*.

**Goal 1:** Implement the *Baptist Studies Center for Research*.

#### Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand this program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

## **Center for Ethics**

The theme of ethical decision-making is represented in each of *Illuminate's Signature Academic Initiatives*, from research on health and the environment; use of data and development of materials; and creation of systems where humans can flourish in the United States, in Latin America, and throughout the world. Consistently exhibiting ethical behavior allows us to organize our actions and pursuits to a particular end, distinguishing between good and evil, right and wrong, or virtue and vice. Baylor University as a Christian institution is openly and self-consciously invested in seeking to do good in all aspects of its existence as it strives to serve the church and the world—*Pro Ecclesia, Pro Texana*.

The *Center for Ethics* initiative will use three complementary strategies to achieve success: developing ethical literacy; cultivating research and creative activity; and expanding outreach and community engagement.

To develop ethical literacy, the *Center for Ethics* will incorporate ethics into the curriculum at both the undergraduate and graduate levels by offering a collection of undergraduate minors in ethics, offering a graduate certificate in ethics (effectively a minor/concentration), creating an MA in Bioethics, and creating a Certificate in Clinical Ethics. To cultivate transdisciplinary research and creative activity, efforts will be classified into six motifs: Ethical Theory, Virtue,

and Character; Health and Bioethics; Aesthetics and Ethics; Science and Environmental Ethics; Military Ethics; and Race, Religion, and Civic Life.

Furthermore, outreach and community engagement by the *Center for Ethics* will involve the development of ethics resources, cultivating international relationships, and supporting the Fellowship of Protestant Ethicists. In order to support current faculty, funding for this initiative will enable A&S to hire seven additional faculty who possess training and expertise in ethics and who are capable of leading conversation in the research motifs.

Funds dedicated to this initiative will provide a competitive ethics research fellowship to enable a researcher to join the *Center for Ethics* for a semester. In partnership with the ATL, the Center will create team-led Faculty Seminars in the summer to provide current faculty time and assistance in refining courses appropriate for inclusion in an ethics minor. These seminars will facilitate networking among faculty who share the interests and goals inherent in this initiative and lead to on-going collaborations by the faculty fellows.

Postdoctoral Fellowships are high-profile research positions with significant independence and resources to attract some of the best young scholars who will interact closely with faculty and students. To provide continual enrichment of ethics research and teaching on campus and to equip select Ph.D. graduates from around the world who possess unique skills and experiences that will enable subsequent placement in R1 faculty positions, the Initiative will hire one new postdoctoral fellow each year. A prospective postdoctoral fellow can apply to work within any of the six research areas and will teach in the department most closely aligned the fellow's research specializations. These fellowships provide stipends, along with travel funds, supplies, and other resources to help with their research.

The research programs that develop around human flourishing and ethics will provide a single venue dedicated to addressing the ethical, social, and technological challenges facing the contemporary world. Baylor will support bold and distinctive cooperation between a variety of academic disciplines and methodologies charged with advancing teaching, research, and application in the broad aspects of human flourishing and ethics.

**Goal 1:** Implement the *Center for Ethics*.

#### Action Steps

- 1.1 Form a committee of faculty and staff to identify strategic areas of academic strength.

- 1.2 Seek funding opportunities to endow the collaborative or to endow components of it through endowed chairs by using the University match program.
- 1.3 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.4 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

# BAYLOR IN LATIN AMERICA

Conversations are ongoing about possible initiatives related to *Baylor in Latin America*. The expectation is that during the next 5 years a strategic initiative will likely emerge as A&S has many faculty across disciplines teaching and researching in this important region.

**Goal 1:** Identify one or more areas of emphasis within the 5-year window of this strategic plan.

## Action Steps

- 1.1 The A&S Director of the Office of Interdisciplinary Studies, in consultation with other interested parties, will vet various initiatives from the Department of Modern Languages and Cultures, Office of Global Engagement, and other areas of the University.
- 1.2 Seek funding opportunities to endow the Center, or various programs within this initiative.



# DATA SCIENCES

A&S is naturally poised to be a major player in any forthcoming initiatives in the University related to *Data Sciences*. Faculty in the Department of Statistical Science work on problems related to Data Sciences every day. Moreover, the emerging field of *Digital Humanities* will engage our interested faculty in the humanities departments in research under the umbrella of *Data Sciences*. While we are not pursuing a specific initiative or strategic plan related to the *Data Sciences* at this time, we hope that during the five-year window of this strategic plan a robust *Data Sciences* initiative will take shape and gain broad support across the University with A&S faculty from statistics, mathematics and the humanities playing a strong role.

**Goal 1:** Collaborate on the design and implementation of a broad *Data Sciences* Initiative.

## Action Steps

- 1.1 Collaborate with other interested parties within the College and in other academic units to design and refine a broad *Data Sciences* Initiative with a *Digital Humanities* component. The Associate Dean for Research and the Associate Dean for the Humanities will lead this collaboration.
- 1.2 Seek funding opportunities to endow the Initiative and its various programs.

# Financial Model

The University budget model is changing from a centralized to a more decentralized approach, facilitated by reorganization of the administrative structure. Historically, the A&S operational budget has been allocated from one year to the next, including resources distributed annually from the University for faculty and staff hiring. Occasionally A&S has been able to secure additional resources from the University for facilities projects, equipment, and basic operational enhancements.

Future A&S budgets will continue to include the allocation of operational budgets from one year to the next, with the expectation that a greater proportion of the growth in operations will be covered by alternative revenue streams at both the College and departmental level. In essence, we will derive financial support for the aspirations articulated in this *Five-Year Strategic Plan* through University-sponsored operations, alternative revenues streams generated by A&S, and fundraising.

**Goal 1:** Create a five-year budget plan to meet the financial needs of the *Five-Year Strategic Plan*.

## Action Steps

- 1.1 Determine total expenses required to implement the *Five-Year Strategic Plan*.
- 1.2 Establish the baseline A&S operational budget.
- 1.3 Determine potential revenues from professional masters programs.
- 1.4 Determine potential revenues from certificates.
- 1.5 Determine potential fundraising revenues through endowments and annual giving.
- 1.6 Determine potential revenues from salary buyouts.
- 1.7 Determine potential revenues from the Facilities and Administrative (F&A) rate.
- 1.8 Explore possible budgetary reallocations.

# Appendix:

## Vision Statements, Goals and Action Steps

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### *The Five Pillars of the College of Arts & Sciences*

#### **PILLAR 1 – THE CHRISTIAN EDUCATIONAL ENVIRONMENT**

**Vision:** A&S will provide the leadership to advance Baylor University's Christian educational and research environment.

**Goal 1:** Fully implement the Unified Core Curriculum and improve undergraduate curricular opportunities. See *Pillar 2, Transformational Undergraduate Education*, for the action steps that maintain and advance the University's Christian mission.

**Goal 2:** Establish a *Center for Ethics*. See the *Signature Academic Initiatives* section, *Human Flourishing, Leadership, and Ethics*, for the action steps that advance the University's unique leadership role in Christian Ethics in higher education in America and the world.

**Goal 3:** Establish a Baptist Studies Center for Research. See the *Signature Academic Initiatives* section, *Human Flourishing, Leadership, and Ethics*, for action steps that solidify Baylor's role as the premier Baptist institution of higher education in the world.

#### **PILLAR 2 – Transformational Undergraduate Education**

##### **Unified Core Curriculum**

**Goal 1:** Fully implement the *Unified Core Curriculum*.

##### Action Steps

- 1.1 Assist all other Baylor colleges and schools as they “map on” to the A&S core curriculum.
- 1.2 Implement and populate the *Creative Arts Experience* (CAE) opportunities.
- 1.3 Develop a *Core Fellows Program*.
- 1.4 Develop and implement civic engagement opportunities.

**Goal 2:** Improve undergraduate curricular opportunities.

##### Action Steps

- 2.1 Increase A&S faculty participation in University Chapel.
- 2.2 Work with campus partners, including the Academy for Teaching and Learning (ATL) and the Institute for Faith and Learning (IFL), to develop opportunities for A&S faculty to design or redesign core courses.
- 2.3 Establish a Core Curriculum Diversity Advisory Group to increase resources for faculty as they design courses with cultural competency components in mind to celebrate our increasingly diverse student body.

## Goal 2 (continued)

### Action Steps

#### 2.4 Assess the Core:

In Year 1 develop and approve an assessment plan and begin the assessment of the core according to the assessment plan (yearly task with report going to Core Curriculum Advisory Committee [CCAC] at the end of each year); and by Year 5, the Office of the Core will conduct a meta assessment of the core curriculum and provide a report to the Dean. The Director of the Core will work with the Provost's Office, the chairs of the Core Curriculum Diversity Advisory Group, and the chairs of the A&S Diversity Taskforce in assessing the extent to which the diversity requirements of the Core are being implemented.

#### 2.5 Increase visibility and access to interdisciplinary majors and minors through Web presence.

#### 2.6 Work with departments and A&S Curriculum Committee to refine existing interdisciplinary majors and minors (especially Medical Humanities and Area Studies). This work will be done by the Director of the Core and the Director of Interdisciplinary Programs.

#### 2.7 Work with departments and A&S Curriculum Committee to develop and implement new interdisciplinary minors and certificates. This work will be conducted by the Director of the Core and the Director of Interdisciplinary Programs.

#### 2.8 Increase the number of students pursuing double and secondary interdisciplinary majors.

#### 2.9 Increase the number of students pursuing an interdisciplinary minor and certificates.

#### 2.10 Work with departments and A&S Curriculum Committee to develop five interdisciplinary certificates.

#### 2.11 Increase courses with a cross-cultural element to prepare students better for "worldwide leadership and service."

#### 2.12 Populate the Grand Challenges in the Science Distribution List of the unified core curriculum with four interdisciplinary courses.

#### 2.13 Establish a *Humanities Fellows* Program.

#### 2.14 Establish a Social Sciences Fellows Program.

## **Enrollment Plan**

**Goal 1:** Retain 89.8% of freshmen.

### Action Steps

- 1.1 Implement enrollment practices as outlined by the Academic Capacity Committee's 2020-2022 solutions document for the departments of Biology, Chemistry and Biochemistry, and Psychology and Neuroscience for the incoming classes of 2020, 2021, and 2022.
- 1.2 Study and identify retention patterns by demographic subgroups and establish intervention programs for the identified groups.
- 1.3 Increase the percentage of A&S freshmen enrolled in a credit-bearing New Student Experience (NSE) course from 75% to 90%.

**Goal 2:** Achieve 70% four-year and 80.3% six-year graduation rates.

### Action Steps

- 2.1 Identify and assist at-risk populations by student classification.
- 2.2 Seek opportunities to reduce financial barriers to success, such as lowering the cost of textbooks.
- 2.3 Initiate a campaign to increase the number of students who have earned 30 hours at the beginning of their sophomore year.
- 2.4 Increase A&S offerings for summer online instruction, offering a limited number of online opportunities in fall and spring semesters for high-demand prehealth courses.
- 2.5 Explore opportunities for alumni to assist in A&S student-success efforts.
- 2.6 Collaborate with University Advisement (UA) to help A&S undecided majors select an appropriate major.
- 2.7 Offer an online Wintermester pilot program for 2020-21 and 2021-22 and provide an analysis of the pilot for the Dean and COC.
- 2.8 Offer a Maymester Baylor in Taos pilot program in May 2022.

**Goal 3:** Create an A&S Enrollment Advisory Group to develop a draft of a 2022-2027 A&S Undergraduate Enrollment Plan (EP).

### Action Steps

- 3.1 Draft and submit for Council of Chairs' approval a *2022-2027 A&S Undergraduate Enrollment Plan* (EP) targeting recruitment, retention and graduation goals stated in this section.
- 3.2 Research enrollment management plans at peer and aspirant institutions to guide the development of the EP.
- 3.3 Explore new markets for recruiting students, paying particular attention to enrolling a student population that better mirrors state and national demographics.

## **Prehealth Programs**

**Vision:** Prepare and support students aspiring to careers in healthcare through collaborations with the Baylor academic community and professional healthcare partners so these students may live out Baylor's mission of worldwide leadership and service.

**Goal 1:** Increase first-year freshman retention rate for A&S prehealth students overall (as of Fall 2019, 88.4%) and for each of the under-represented subpopulations (e.g., as of Fall 2019, 86.6% for minority students) to the A&S target of 89.8% by Year 5.

### Action Steps

- 1.1 Determine the first-year freshman retention rate, through a collaboration between the A&S Director of Information Analysis and the Office of Institutional Research (IR), of under-represented populations, according to gender, ethnicity, first-generation college students, and other appropriate demographics for prehealth students in A&S.
- 1.2 With the leadership of OPHS, form the Prehealth Freshman Retention and Intervention Committee (PFRIC) with representation from the College of Arts and Sciences Advisement (CASA), UA and Enrollment Management. The committee charge is to (a) identify prior to orientation potentially at-risk prehealth students and (b) design a program of intervention offering study-skills and advising.
- 1.3 Design, through the PFRIC, interventions (such as parallel plans of advisement) for students who (a) have received two or more academic warnings or who have been identified through poor academic performance, or (b) whose GPA and credit accumulation subsequently qualify them for the premedical, predentistry and preveterinary medicine (PMDV) designation at the end of their freshman year.
- 1.4 In collaboration with the Robbins College of Health and Human Sciences (HHS), assess the nature and effectiveness of programming currently provided to PMDV students, to determine acceptance rates into professional programs, and to make recommendations to improve outcomes. This step will ensure that students are aware of allied health options and pathways to admission to these programs. This collaboration will be led by the PFRIC.
- 1.5 Monitor the progress of intervention and parallel advising plans, as described in Action Step 1.3 above. The PFRIC will conduct this monitoring.

**Goal 2:** Increase the six-year graduation rate of all A&S prehealth students (as of Fall 2018, 76.5%) to equal or exceed the graduation rate of all A&S students (as of Fall 2018, 80%) by Year 5.

### Action Steps

- 2.1 Identify, through CASA and the Office of Degree Certification and Curriculum Development, A&S prehealth students who are not progressing at rates to graduate in four years and provide advising to these students for degree completion in four years or with minimal time beyond four years.
- 2.2 Assess progress annually through collaborative efforts of Directors of OPHS, Enrollment Management, and CASA.

**Goal 3:** Continue to increase the overall acceptance rate of Baylor A&S students who apply to medical, dental, and veterinary schools.

Action Steps

- 3.1 Explore and potentially develop 4+1 BS/MS degree and other bridge year programs that allow students to effectively distribute the prehealth curriculum throughout their undergraduate career.
- 3.2 Provide and promote additional opportunities for students to develop interpersonal skills of ethics, compassion, and empathy through courses that have a cultural competency component to further these skills. Such courses may be electives or required courses in the major and minor fields, as well as in certificate programs.
- 3.3 Continue to develop Medical College Admission Test (MCAT) and Dental Admission Test (DAT) programs and workshops to support students' readiness and preparation for these tests.
- 3.4 Continue to develop alumni mentoring and shadowing programs.
- 3.5 Expand the professional internship programs with regional healthcare and dental partners.
- 3.6 Coordinate with campus partners to expand leadership development programs coordinated by the Division of Student Life, the Prehealth Chapel Alternative coordinated by the Bobo Spiritual Life Center, and medical mission trip opportunities coordinated by the Baylor Missions Office.

**Engaged Learning**

**Vision:** A&S will help Baylor students discover pathways to maximize their education through learning beyond the classroom, encouraging them to discover “the life that really is life,” where they maximize their own potential and apply it toward the flourishing of their neighbor and the world.

**Goal 1:** Increase the number of students competing for major scholarships and awards to 100 annually and diversify both the applicant pool and the awards sought.

Action Steps

- 1.1 Develop a tracking database of awards sought annually by Baylor students.
- 1.2 Overhaul the website, including a searchable database, that better equips students to match their academic and professional interests with compatible fellowships and awards.
- 1.3 Increase the Ampersand Society cohort sizes in order to identify prospective applicants in their first year.
- 1.4 Begin to host interest sessions and workshops, both in-person and virtual, to reach wider student audiences.
- 1.5 Host interest sessions and workshops specifically designed for students from underrepresented backgrounds.
- 1.6 Pilot a for-credit class for the Ampersand Society that presents national scholarship and other engaged learning opportunities to students.

**Goal 2:** Assess current undergraduate research activity, potential capacity, and opportunities for growth, while simultaneously increasing the number and diversity of students participating in faculty-led research.

Action Steps

- 2.1 Collaborate with the Registrar's Office to create a uniform course number for undergraduate research courses in all departments across the College.
- 2.2 Design certificates in research for undergraduate students.
- 2.3 Design and develop a curricular platform that helps students learn basic research literacy and discover research opportunities while connecting faculty to undergraduate research initiatives.
- 2.4 Develop survey instruments to measure the campus-wide undergraduate research appetite and interests.
- 2.5 Apply for grants to establish and fund research opportunities for underrepresented students.

**Goal 3:** Increase the number of faculty and graduate students who mentor undergraduates in research.

Action Steps:

- 3.1 Create a certificate program for doctoral students in mentoring undergraduate research.
- 3.2 Support the development of Research Experiences for Undergraduates (REUs) as part of National Science Foundation (NSF) grants in order to allow undergraduate participation in major NSF-funded research.
- 3.3 Implement and expand the Elizabeth Vardaman Award for Undergraduate Mentoring.
- 3.4 Develop a formal research program for the academic year that shares elements of the Baylor Transdisciplinary Research Undergraduate Experience (BTRUE) program.
  - 3.4.1 Establish Career Development Seminars during the academic year.
  - 3.4.2 Increase the number of on-campus opportunities for research presentations throughout the academic year, for example, linking these to high-ability recruitment events and to development/alumni/parent activities.

**Goal 4:** Implement a Civic Engagement (CE) course requirement in the Unified Core Curriculum for all A&S students.

Action Steps

- 4.1 Work with the CCAC and the Registrar's Office to develop a plan to phase-in the Civic Engagement Core requirement, including the establishment of a searchable "CE" designation for civic engagement courses.
- 4.2 Increase the number of CE courses, both through the Philanthropy & Public Service Program and through CE courses embedded in academic disciplines.
- 4.3 Identify faculty champions/pioneers in the Humanities, Social Sciences, and Sciences to mentor future faculty.



**Goal 4 (continued)**

- 4.4 Educate faculty about new opportunities for CE courses.
  - 4.4.1 Work with the ATL to host training opportunities.
  - 4.4.2 Meet with the Undergraduate Program Directors (UPDs) across A&S departments to explore CE courses imbedded in disciplines.
- 4.5 Work with community partners to establish pathways for student service.

**Goal 5:** Develop partnerships that empower students and faculty to contribute substantially to the Solid Gold Neighbor initiative in Waco.

Action Steps

- 5.1 Offer a Philanthropy & the Public Good in partnership with the Office of External Affairs, making grants to support Waco-area nonprofits.
- 5.2 Explore options to designate Waco as a community host site for the Shepherd Higher Education Consortium on Poverty.

**Goal 6:** Develop strategies to fund and administer 50 national or international internships annually for Baylor students, especially in the areas of research and public service.

Action Steps

- 6.1 Recruit high-achieving students to our existing internship programs in prehealth, research, and the Shepherd Higher Education Consortium on Poverty.
- 6.2 Work with UA and the A&S Board of Advocates to generate new funding for summer internships in traditionally underfunded areas of strategic importance.

**Goal 7: Increase the percentage of Arts & Sciences students studying abroad.**

Action Steps

- 7.1 Collaborate with the Center for Global Engagement (CGE) to build support for programming.
- 7.2 Monitor the number of A&S students studying abroad annually.
- 7.3 Work with UA to cultivate new funding sources aimed at facilitating study abroad opportunities for A&S students.

**Goal 8:** Develop new programs that integrate engaged learning opportunities with study abroad.

Action Steps

- 8.1 Pilot research and internship opportunities through existing study abroad programs.
- 8.2 Work with CGE and A&S faculty to determine which existing study abroad programs are poised to integrate new engaged learning dimensions.
- 8.3 Explore new study abroad sites that show promise for integrated engaged learning opportunities.
- 8.4 Pursue grant funding for engaged learning activities abroad.

### **PILLAR 3 – Research**

**Vision: Elevate the research profile of A&S to align with the research profiles of arts & sciences colleges at R1 institutions.**

**Goal 1:** Double external funding in STEM and more than double external funding in the Humanities and Social Science departments.

#### Action Steps

- 1.1 Hire more than 100 new and replacement faculty in A&S.
- 1.2 Revise departmental tenure and promotion guidelines in STEM departments to reflect funding expectations comparable with the level achieved by faculty in their disciplines at R1 universities without medical schools.
- 1.3 Revise departmental tenure and promotion guidelines in the Humanities and Social Science departments to increase the number of externally funded fellowships and research grants.
- 1.4 Develop a Five-Year Core Facilities Plan for the Baylor Sciences Building to ensure that growth among research faculty is supported by our infrastructure.

**Goal 2:** Increase the number of external research proposals in the Humanities and Social Science departments by a factor of four.

#### Action Steps

- 2.1 Include granting expectations in position advertisements for the Humanities and Social Science departments.
- 2.2 Increase resources and support for Humanities and Social Science faculty to identify funding opportunities.

**Goal 3:** Within a decade, double the number of doctorates awarded annually in STEM programs, while increasing the number of Humanities doctorates awarded by one-third and the number of Social Sciences doctorates awarded by one-half.

#### Action Steps

- 3.1 Collaborate with the Graduate School to increase the pool of doctoral students in existing doctoral programs targeted in areas that have a positive outlook for employment.
- 3.2 Design and launch new Ph.D. programs with interested departments in the Humanities and Social Sciences in areas that have a positive outlook for employment.
- 3.3 Streamline or re-organize graduate offerings to decrease the number of low-enrollment sections and decrease students' time to degree.

#### **PILLAR 4 – Human Performance in the Arts**

**Vision: A&S will lead the University in attaining nationally recognized awards in painting, theater, literature, film, dance, and design, while also providing an outstanding arts education to all its students.**

**Goal 1:** Provide a Fine Arts program that is on par with those at aspirant universities.

##### Action Steps

- 1.1 Seek funding opportunities for the renovation and expansion of facilities in the Hooper-Schaefer Fine Arts Center.
- 1.2 Increase the number of top-tier national and international performances, productions, and juried events.
- 1.3 Gain approval for an MFA program in Film & Digital Media.
- 1.4 Explore the possibility of a Baylor in Los Angeles program.
- 1.5 Increase endowed scholarships for all three Fine Arts programs.
- 1.6 Increase faculty participation at high-ability recruiting events.
- 1.7 Provide a comprehensive arts education to all A&S students.
- 1.8 Provide 200 or more events per year to facilitate the CAE requirement of the *A&S Unified Core Curriculum*.

#### **PILLAR 5 – Fostering Diversity, Inclusion, and Equity**

**Vision: Build on previous steps in A&S to foster diversity, inclusion, and equity in A&S.**

**Goal 1:** Become more diverse and inclusive across all aspects of A&S, to include improved hiring practices, curriculum enhancement, addressing the needs of under-represented students, targeted research activities, and promotion of special events.

##### Action Steps

- 1.1 Form a committee appointed by the Dean of faculty to study diversity needs unique to A&S and submit recommendations to the A&S Council of Chairs (COC) by their May 2021 meeting.
- 1.2 Receive recommendations from the COC in response to the committee proposal regarding the implementation of key initiatives and/or continue committee activities into the following year, as needed.

## ***Signature Academic Initiatives***

### **Health**

#### **Cancer Collaborative**

**Goal 1:** Implement the *Cancer Collaborative*.

Action Steps

- 1.1 Seek funding opportunities to endow the *Cancer Collaborative* or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand the program incrementally through new faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

#### **Global Health Initiative**

**Goal 1:** Implement the *Global Health Initiative*.

Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

#### **Brain, Behavioral and Mental Health Initiative**

**Goal 1:** Implement the *Brain, Behavioral and Mental Health Initiative*.

Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

## **Materials Science**

### **Goal 1: Implement the Materials Science Initiative.**

#### Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of an Institute that is administered by the Office of the Vice-Provost for Research, Dean of A&S, and Dean of ECS.

## **Human Flourishing, Leadership and Ethics**

### **Baptist Studies Center for Research**

#### **Goal 1: Implement the *Baptist Studies Center for Research*.**

#### Action Steps

- 1.1 Seek funding opportunities to endow the initiative or to endow components of it through endowed chairs by using the University match program.
- 1.2 Seek University support to expand this program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.3 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

### **Center for Ethics**

#### **Goal 1: Implement the *Center for Ethics*.**

#### Action Steps

- 1.1 Form a committee of faculty and staff to identify strategic areas of academic strength.
- 1.2 Seek funding opportunities to endow the collaborative or to endow components of it through endowed chairs by using the University match program.
- 1.3 Seek University support to expand the program incrementally through faculty and staff lines, including startup and facilities costs.
- 1.4 Depending on the success of the program, consider the formation of a Center that includes an administrative structure.

## **Baylor in Latin America**

**Goal 1:** Identify one or more areas of emphasis within the 5-year window of this strategic plan.

### Action Steps

- 1.1 The A&S Director of the Office of Interdisciplinary Studies, in consultation with other interested parties, will vet various initiatives from the Department of Modern Languages and Cultures, Office of Global Engagement, and other areas of the University.
- 1.2 Seek funding opportunities to endow the Center, or various programs within this initiative.

## **Data Sciences**

**Goal 1:** Collaborate on the design and implementation of a broad *Data Sciences* Initiative.

### Action Steps

- 1.1 Collaborate with other interested parties within the College and in other academic units to design and refine a broad *Data Sciences* Initiative with a *Digital Humanities* component. The Associate Dean for Research and the Associate Dean for the Humanities will lead this collaboration.
- 1.2 Seek funding opportunities to endow the Initiative and its various programs.

## ***Financial Model***

**Goal 1:** Create a five-year budget plan to meet the financial needs of the *Five-Year Strategic Plan*.

### Action Steps

- 1.1 Determine total expenses required to implement the *Five-Year Strategic Plan*.
- 1.2 Establish the baseline A&S operational budget.
- 1.3 Determine potential revenues from professional masters programs.
- 1.4 Determine potential revenues from certificates.
- 1.5 Determine potential fundraising revenues through endowments and annual giving.
- 1.6 Determine potential revenues from salary buyouts.
- 1.7 Determine potential revenues from the Facilities and Administrative (F&A) rate.
- 1.8 Explore possible budgetary reallocations.