



FIVE-YEAR PLAN FOR *ILLUMINATE FORWARD* (2022-2027)

The Honors College is a dynamic academic unit primed for contribution to *Illuminate Forward*. It directly impacts 1,400 high-ability undergraduates who find support within four programs and a residential college, and who pursue over 80 majors in 17 different degrees across eight other colleges and schools (arts & sciences, business, education, engineering & computer science, health & human sciences, music, nursing, and social work). The Honors College fields a faculty of forty with expertise spanning anthropology, biology, classics, communication, comparative literature, creative writing, English, French, history, medicine, philosophy, political science, and theology. College endowment approaches \$27 million.

Building on a history of honors education stretching back to 1959, the Honors College has a strong foundation and current accomplishment that promise great things in service to Baylor's mission and academic strategic plan.

The Honors College will prioritize initiatives built upon *Illuminate Forward*'s pillars as follows.

Christian Environment

Baylor's Christian mission . . . requires concerted attention and effort. . . . Baylor will continue to recruit and hire the most talented and accomplished faculty who resolutely embrace Baylor's distinctive Christian mission. Likewise, Baylor will continue to offer mission-centric faculty formation programs that shape how faculty envision their teaching, mentoring, and research. . . . [S]tudents will . . . see their education as an opportunity to understand how they are called, each in unique ways, to offer their gifts and talents in the service of God and others. Moreover, Baylor will enhance opportunities for students to grow not only intellectually, but morally and spiritually, both in and out of the classroom. Finally, Baylor will focus on how academic programs and research initiatives might more fully address . . . a world in need and how Baylor, as an expression of its Christian convictions, might meet those needs . . . —*Illuminate*

1. Convene a college-wide retreat in concert with the Institute for Faith and Learning's *Communio* series, thereby encouraging Christian understanding and strengthened bonds of mission-driven collegiality.
2. Underwrite faculty memberships in Christian academic and professional societies in order to facilitate theological reflection on discipline-based teaching and scholarship.
3. Support an annual interdepartmental reading group organized around a topic relevant to faculty development as Christian scholars and teachers.

4. In light of the General Education Committee's document, "The Four C's," complete a self-review that include recommendations for enhancing curriculum in areas of Christian perspective, critical thinking, civic engagement, and communication.
5. Revitalize student participation in community engagement activities, including after-school reading and learning programs, service with Waco Family Medicine, and mentoring support for The Cove, thereby connecting love of God, love of learning, and love of neighbor.
6. Administer faculty and staff searches that build diverse candidate pools, extend generosity toward all applicants, and welcome, orient, and incorporate new hires into an academic community marked by Christian care and concern for each other.

Transformational Undergraduate Education

Baylor will continue to provide transformative undergraduate experiences that combine unwavering Christian commitment, informed engagement, and academic excellence in a way that is unparalleled within higher education. To remain competitive within the rapidly changing landscape of higher education, the University must recruit, retain, and graduate an academically excellent and diverse student body. The most high-achieving prospective students expect academically excellent programs that provide them with undergraduate research opportunities and leadership development possibilities. This quality of student body also provides the type of learning environment that students need as they develop into the leaders each desires to become. — *Illuminate*

1. Renovate and expand Honors Residential College, housed within Memorial and Alexander Halls, to improve recruitment of exemplary undergraduates and to strengthen their academic outcomes through holistic Christian higher education of exceptional quality.
2. Renovate Draper Academic Building space to unite Honors College faculty, facilitate interdepartmental collaboration, improve student access to formal and informal learning and mentoring, and provide an easily accessed, public-facing point of engagement for prospective students and families.
3. Upon formal review and approval, launch B.Phil. degree, thereby providing a distinctive and appealing undergraduate, research-oriented, honors degree that attracts students from among the top one percent of college-bound high school seniors.
4. Expand Getterman Scholars Program applicant pool from 500 to 800 annually with yield of 25%, thus recruiting approximately 200 incoming freshmen from the top one percent of college-bound high school seniors.
5. Initiate undergraduate research assistant program in order to deepen and enlarge the learning experiences of students, extend to them new forms of mentoring, and cultivate their acquaintance with discipline-based research methods.

6. Unite undergraduate honors research internships under coordinated administrative leadership, to include partnerships such as those with M.D. Anderson Cancer Research Center, Fred Hutchinson Cancer Research Center, Colorado Hospital Association, Methodist Hospital San Antonio, and Baylor Scott & White Temple.
7. Create a central advising office in which undergraduate honors students receive high-quality academic support whether in the Baylor Interdisciplinary Core, Great Texts Program, Honors Program, or University Scholars Program.
8. Increase participation rates of Honors College students in study abroad programs by at least 10% through faculty leadership, improved outreach, and additional scholarship support.
9. Strengthen faculty leadership and student learning in select study abroad programs, including Baylor in Greece and Turkey (summer), Baylor in Italy (summer), Baylor in Oxford/Oriel College (semester), and Baylor in St. Andrews (semester).
10. Re-establish regular faculty-led international mission initiatives, including HRC spring break programs in Latin America and summer programs in Greece or Kenya.

Research and Scholarship Marked by Quality, Impact, and Visibility

Following Christ's example of serving others, we will grow in our support of academic programs, research and creative endeavors that increase human knowledge, explore artistic frontiers and address real-world concerns. . . . Professors who are active scholars and creative artists bring that experience and knowledge into their classrooms, labs and studios, thereby augmenting undergraduate education. Today's undergraduates come to Baylor expecting to have opportunities to engage in research and discovery as college students. In turn, Baylor faculty members are eager to directly involve undergraduates in their research and provide the kind of inspiring mentorship that has long been a part of the Baylor experience. —*Illuminate*

1. Identify and appoint the inaugural holder of the Jim and Sharon Harrod Endowed Chair in Christian Thought.
2. Upon completion of funding, identify and appoint the inaugural holder of the James Robert Parker Endowed Chair in Health Science and Leadership.
3. Develop college-level guidelines to clarify expectations for the Annual Faculty Performance Review, including norms for unsatisfactory, marginal, effective, noteworthy, and exceptional ratings in the area of research and creative work.
4. Incentivize faculty application for external grant support by matching funded summer salary, with each grant-funded summer month matched by a dean-funded summer month.
5. Create a faculty research travel fund to support faculty who deplete departmental travel allowances, especially for international projects.

6. Incorporate faculty involvement of undergraduates in research programs as a substantive element of annual faculty activity reports and planning for the year ahead documents.
7. Elevate the impact and visibility of faculty scholarship and creative work through feature stories and interviews published within Honors College newsletters and social media, and when appropriate University-level forums.
8. Provide decanal sponsorship and funding of faculty book panels that celebrate and reflect upon colleagues' newly published scholarly books.

Judicious Stewardship

Baylor will be a community recognized for judicious stewardship, where the value generated by and derived from a Baylor experience is supported through a diversity of revenues, prudent management of our resources and risks, and the pursuit of outstanding quality and character in every area of university life. *–Pro Futuris*

1. Expand *Accelerate* dual-credit courses to students at such schools as British International School of Houston, Valor Christian HS (CO), and others identified by Admissions, thereby sustaining or increasing \$60,000/year in net revenue to Honors College.
2. Pilot a dual credit curriculum for the Academy of Classical Christian Studies (OKC), offered through site-based, distance, and/or Waco campus coursework (net revenue TBD).
3. Raise \$13 million in individual donor and foundation gifts to underwrite capital project encompassing Memorial/Alexander Halls and Draper Academic Building.
4. Raise \$2-3 million in endowed gifts in support of two new professorships or chairs.
5. Increase endowed scholarship funds from 33 totaling \$13 million to 50 totaling \$15 million.