



II IMPERATIVE

Create a truly residential campus





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THE HEART OF THE BAYLOR EXPERIENCE RESTS in the communion of ideas, experiences and relationships on campus. To facilitate and energize campus life, Baylor will seek to make more desirable residence halls available so that at least 50 percent of Baylor undergraduates are living on campus by 2012. Further, we will develop walking malls along the axes of campus to enhance the total social and relational environment. To complement the physical design of the campus, Baylor will create robust student life programming to enrich the life of the University and to cultivate social skills, leadership and physical fitness; therefore, a full array of opportunities for students to develop lifelong friendships will exist.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Improve Residential Facilities

North Village and Brooks Village have been constructed during the tenure of Baylor 2012. Ten living-learning programs have been implemented. The faculty-in-residence program was initiated and has since grown to 10 faculty members residing in apartments within the residential communities. A faculty partner program has been implemented that engages 60 additional faculty within the residential communities. In addition, current residential facilities have undergone significant renovations, such as Kokernot Residence Hall and the restoration of the Memorial Chapel. At its annual Homecoming meeting in 2011, the Baylor University Board of Regents approved capital improvements, including construction that will be financed through the issuance of bonds for a new 700-bed residential complex and dining facility on the east side of campus to open in fall 2013. Further, students will have a new option for living on campus beginning in August 2012. The University Parks apartment community officially becomes part of the Campus Living & Learning operation over the summer, affording students yet another opportunity to live on campus throughout their Baylor career.

2. Increase Number of Undergraduates Living on Campus

The number and percentage of undergraduates living on campus declined between fall 2010 and fall 2011 due to increased enrollment and decreased housing capacity. As of fiscal year 2011, the total standard capacity is 4,550 beds. (Maximum capacity of 4,745 beds includes expanded occupancy beds.) Overall capacity was reduced by 68 bed spaces between fall 2010 and fall 2011 due to units being taken offline for maintenance or construction purposes and units being re-purposed to house two residents instead of four. Total fall occupancy of 4,472, represents 35.6 percent of the total undergraduate population (12,575).

3. Enhance the Social and Relational Environment

Furnishings in the Bill Daniel Student Center continue to be updated to provide inviting spaces for students. Refurbishment in the Den created additional spaces for student gatherings, student performances, internet access and new dining options. The Baylor Activities Council, Department of Student Activities, Kappa Omega Tau Fraternity,

Baylor Religious Hour Choir and Delta Sigma Theta Sorority, Inc., demonstrate the spirit of the season in their collaboration in presenting expanded activities for Christmas on 5th – an event that presents a live nativity, Christmas Tree Lighting, Christmas Marketplace, cocoa and cookies, carols, New Anthems for an Old Story, Kids’ Creation Station, carriage rides, a petting zoo, pictures with Santa, live concerts by campus organizations and national performers and thematic tree displays through the Bill Daniel Student Center. Immediately after the celebration, Barfield Drawing Room is returned to its original design as a living room where students can retreat for quiet study in preparation for finals.

An area between Rena Marrs McLean Gymnasium and Marrs McLean Science Building was redeveloped during summer 2011 and became the home for the National Pan-Hellenic Council Garden. Dedicated in fall 2011, the garden honors the history and heritage of African-American fraternities and sororities. It includes seven monuments honoring the seven Baylor chapters of the Council’s “Divine Nine” international Greek letter sororities and fraternities.

Baylor traditions of education and enrichment are featured elements of Baylor Line Camps and common spaces on campus continue to be made more appealing. In partnership with Academic Affairs, University 1000 has been redesigned to help nurture all students as they transition from high school to college life or as they move into the Baylor community from another college setting. After the success of a pilot study in 2010, Baylor Greeters, who provide an initial contact with each incoming student during the summer months, are encouraged to serve as the facilitator for the same group throughout University/BU 1000 groups.

PROGRESS IN DEPTH

GOAL 1

Improve residential facilities

North Village and Brooks Village

The North Village Residential Community, opened in fall 2004 to house 573 primarily upper-division men and women and three faculty-in-residence, holds seven living-learning programs: the Leadership Living-Learning Center (opened fall 2004), the Global Living-Learning Center (opened in 2008), the Engineering and Computer Science Living-Learning Center, the Outdoor Adventure Living-Learning Center, the Entrepreneurship Living-Learning Center (opened fall 2009), AFROTC Living-Learning Center (opened fall 2008) and the Fine Arts Living-Learning Center (opened fall 2010). By the 12th class day, 753 students were participating in these living-learning programs. Brooks Village, with 687 beds, opened in fall 2007. The village consists of two distinct programs: Brooks Residential College and Brooks Flats.

Kokernot Residence Hall

The renovation of Kokernot Residence Hall makes it the perfect home for Engaged Learning Groups. The facility provides 107 women and 80 men separate living sections that are connected by remodeled study and conference rooms. In addition, a faculty member lives in the faculty-in-residence apartment, encouraging student-faculty engagement outside of the classroom.

Memorial Chapel

Symbolizing the integration of faith and learning at Baylor, the restored chapel in Memorial Residence Hall provides faculty, staff and students of the Honors Residential College – and beyond – a place to gather in worship or to pray in solitude daily and serves as a venue for special events such as Student Life’s end-of-the-semester worship led by the chaplains in Spiritual Life.

Living-Learning Programs

Campus Living & Learning creates vibrant, active, spiritual learning communities in the residence halls by positively supporting students' educational and social experiences at Baylor. The creation of learning communities within the residence halls has been a foremost priority for the department. Living-learning programs have a direct partnership with a specific academic program, a separate admission process, common courses among residents and other academic services that are provided on site, such as classrooms, faculty offices and enhanced academic programming opportunities.

More than 1,400 students reside in 10 different living-learning programs, including two residential colleges, Honors Residential College and Brooks Residential College. Additionally, Engaged Learning Groups (ELGs) are comprised of students pursuing an engaged educational topic with a team of faculty for three to four semesters. The Engaged Learning Group for fiscal year 2011 is Hispanic Families in Transition. This type of living-learning community attracts a diversity of students who find an academic home within a living-learning program. [Fig 2.1]

Fig. 2.1 Living-Learning Program enrollment, fall 2011

Living-Learning Program	Number of Students	Year Initiated
Engineering & Computer Science	262	2004
Honors Residential College	323	2004
Leadership	149	2005
Outdoor Adventure	16	2007
Brooks Residential College	364	2007
Air Force ROTC	45	2008
Global Community	55	2008
Engaged Learning Groups	52	2008
Entrepreneurship	66	2009
Fine Arts	108	2010
TOTAL	1,440	

East Village and University Parks

With the goal of enriching the Baylor experience, the Division of Student Life has embarked upon the development of the East Village. A change to the footprint of the University, this new venue will provide

housing for 700 students in two communities. Further, Baylor University students will have a new option for living on campus beginning in August 2012. The University Parks apartment community will officially become part of the Campus Living & Learning operation over the summer affording students yet another opportunity to live on campus throughout their Baylor career. The gated community, which is comprised of 11 buildings of 172 apartments that will house 520 students in single bedrooms, is located within walking distance of the campus on University Parks Drive. With a workout facility, pool, hot tub and basketball and sand volleyball courts, there will be no shortage of opportunities to build community among residents.

Faculty Involvement

The Faculty-In-Residence program furthers Baylor's commitment to integrating learning in and out of the classroom. It encourages and maximizes the quality and quantity of faculty-student interaction by having faculty members, along with their families, living in apartments located within the residence halls. Faculty in the program have a unique perspective on student life and opportunities to interact with students in learning outside the classroom. This faculty involvement leads to community building, intellectual discussion and growth, career and idea exploration, creative thinking and practice in lifelong and seamless learning. Students living in these halls have the opportunity to develop friendships and mentoring relationships with interesting and popular faculty members and their families.

Baylor's faculty-in-residence/faculty masters for fiscal year 2011-12 include Todd Buras in the Honors Residential College in Alexander/Memorial; Ian Gravagne in North Village, Heritage House; Doug and Michele Henry in Brooks Residential College; Steven Pounders in North Village, University House; Doug Rogers in Allen/Dawson; Laine Scales in Kokernot; Julie Sweet in North Village, Texana House; and Jonathan Tran in Brooks Flats.

Faculty Partners

The ultimate goal of the Faculty Partners Program is to connect residents with faculty so they may begin to develop meaningful partnerships that will assist in maintaining residents’ positive collegiate experience. Each Faculty Partner is selected by a Community Leader, a student who serves on the hall’s residential staff.

The Faculty Partners Program began in fall 2004 along with the first living-learning centers. Faculty partners volunteer to maintain consistent interaction with residents over the course of the academic year, intentionally allocating time and effort to aid students in their collegiate experiences. Campus Living & Learning reports the number of faculty participating in its residential programs has increased from 92 faculty participating in 2004-05 to 120 faculty participating in 2010-11 through residential programs such as Faculty Partners, Faculty Fellows, Engaged Learning Group Faculty, Faculty-in-Residence and Faculty Masters.



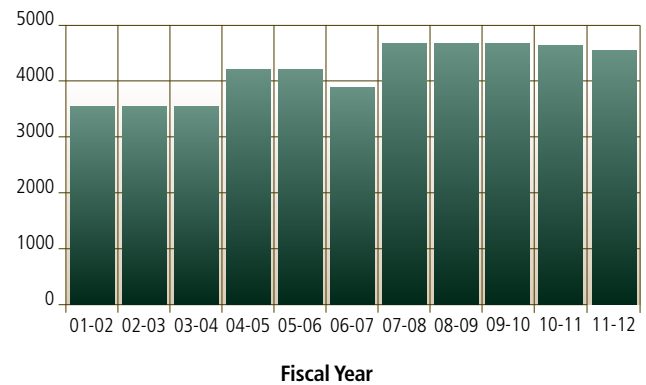
GOAL 2

Increase the number of undergraduates living on campus

For the first time in three years (fall 2007, 91.24 percent), overall occupancy fell below 100 percent for the opening of a fall semester. The decrease (6.1 percent) was due in part to adjustments in both the number of planned bed spaces for incoming freshmen (adjusted downward from 3,150 in November to 3,050 mid-summer) [Fig. 2.2] and a lower-than expected freshmen enrollment (3,033 incoming freshmen). The decrease in available applicants was slightly mitigated, however, by a 38.5 percent increase in the number of transfer students accommodated (up 45 residents from fall 2010).

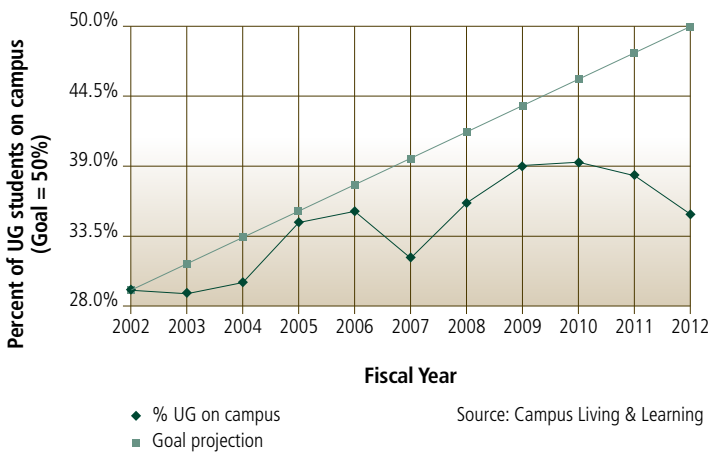
The percentage of undergraduates living on campus declined to 35.6 percent in fiscal year 2012. [Fig. 2.3]

Fig. 2.2 Number of beds available on campus



Source: Campus Living & Learning

Fig. 2.3 Percentage of undergraduates living on campus



Source: Campus Living & Learning

GOAL 3

Enhance the social and relational environment

Bill Daniel Student Center

Since spring 2003, improvements have been made to the Bill Daniel Student Center (BDSC) to help meet current needs of students. The additional space for IFC (Interfraternity Council) and Baylor's various multicultural organizations created on the third floor has enhanced interactions, provided resources and improved the overall development of these groups and generated more traffic in this central location of campus. A partnership with the Department of Art in the College of Arts and Sciences resulted in an art gallery for student artists to display their work while providing the building with revolving exhibits that draw interest from the entire Baylor community.

In fall 2012 the Bear Market Food Court and Den lounge area of the student center introduced new dining options. The Den houses an Einstein Bros. Bagels store, stage and televisions for student use. Further, in the Bear Market Food Court, a more inviting entrance welcomed diners into an expanded space for Chick-Fil-A and Ninfá's, joined by a new Mooyah hamburger restaurant. Quiznos moved into the lobby.

The BDSC remains an important gathering location for the entire University. Dr Pepper® Hour, a campus tradition for more than 50 years, is held in the building from 3-4 p.m. each Tuesday with a weekly attendance of more than 700 faculty, staff and students. In addition, the BDSC is the location for countless other student programs, meetings, events, conferences and symposia.

In an effort to increase accessibility to students, the Department of Multicultural Affairs continues to hold or assist multicultural student organizations with implementation of on-campus events. A resource guide and *The MA Times* newsletter are distributed to streamline campus resources. Three interns for the department contribute to retention and to introducing undergraduates to the field of student affairs.

Bobo Spiritual Life Center

The Bobo Spiritual Life Center is a multifunctional space that can accommodate large and small groups but also strives to provide a space for individual students. Comfortable spaces are convenient for both group and individual study. Coffee is available throughout the week as hospitality to students, faculty and staff using the space or passing through. The renovated TV room also serves as a classroom and meeting facility by providing multimedia equipment, a large dry-erase board, couch seating and a table workstation. Office staff facilitate reservations for groups seeking to use the Bobo Spiritual Life Center. Partnerships with New Student Programs and Residence Life have increased use of the space. Each weekday afternoon at 3:30 p.m. the Baylor community gathers in the Bobo chapel for vespers, a service of prayer and worship. Midday prayer services are offered for the entire Baylor community Thursdays at 12:20 p.m.

Campus Programs and Academic Partnerships

Campus Programs, the late night and evening programming initiative, consistently provides students, faculty and staff access to high quality programming designed to achieve the following purposes:

- **Retention.** In order to support the University's retention efforts, Campus Programs works to ensure that students have opportunities to become involved in the Baylor community during their first year. Throughout the academic year, Campus Programs collaborates with student organizations to make sure that quality programs are planned and produced to engage students and provide opportunities to get to know their peers. Annual programs offered during 2011 included Late Night, Bed Races and Chili Cook-Off, Fright Nights and Traditions Rally.
- **Create a greater sense of community among Baylor students, staff, faculty and administration.** Programs are purposefully planned to create and support school traditions and allow for personal growth through socialization opportunities. Campus Programs seeks to foster an institutional commitment by planning activities that generate new friendships, a sense of

belonging and personal development. Christmas on 5th Street consistently draws large numbers of student and community participants annually.

- **Continued involvement.** Campus Programs strives to continue diversifying and educating Baylor's campus through a variety of programming initiatives that offer beneficial experiences for the community as a whole throughout the academic year. Fish Fry Festival, Fright Night, Bed Races and Chili Cook-off, Chinese New Year, Salsa Fest, Gateway to India and Fiesta! have proven successful in drawing the Baylor community together for inspirational programs that also educate the community.

The Baylor Rising Artist Network (BRAN), established in 2003 as a partnership with the Baylor Hankamer School of Business music and entertainment marketing program, serves two purposes. Acknowledging that there is a great deal of musical talent on the Baylor campus, BRAN's primary purpose is to connect talented students to performance opportunities and, second, to provide Baylor students with enjoyable music and access to talented students. By 2008, BRAN initiated a partnership with students from the music and entertainment marketing program to form Uproar Records, which serves as the record label to help produce and promote student musicians on campus. The options for student musicians are endless. Annual events such as Acoustic Café, Chalk Talk, Comedy Nights and photo contests continue to entertain and build community while helping students find a place to develop and hone their talents.

Traditions Education and Enrichment

In addition to Campus Programs events, freshman students learn cheers, enjoy an open-air concert, meet the Baylor football team and receive their Baylor Line jerseys and traditional slime caps during the Traditions Rally. New initiatives sponsored by the Baylor Chamber of Commerce and the Department of Student Activities increased participation in the Baylor Line by 38 percent (700

additional participants) from 2010. Freshmen are exposed to the story of the Immortal Ten during Mass Meeting, held each fall to kick off Homecoming activities. Homecoming 2011 featured Friday Night Flashback, featuring historic displays for each of the components associated with Homecoming (Bonfire, Pigskin, the Line, the Parade, etc.).

The New Student Experience helps entering new and transfer students with their transition into Baylor. Through Orientation, Baylor Line Camps and Welcome Week, students move through activities that help them make connections with upperclassmen and faculty, reinforce their individual strengths, begin to assume leadership roles, receive answers to their many questions and participate in activities that provide information about the traditions and mission of the University. Summer 2011 recorded 1,549 participants in Line Camp (eight on-campus sessions and an Outdoor Adventure option). This record high attendance represented 50 percent of the entering class.

University 1000/BU 1000

Begun in 2004 as Chapel Fridays and evolving into University 1000 (for first-year students)/BU 1000 (for transfer students) in 2006, this program provides curricular and co-curricular experiences to help students make seamless transitions into Baylor while establishing and nurturing relationships with faculty and other entering students. Students are provided opportunities at all levels to discern and understand life as a calling and work as both a stewardship and a calling.

Summer 2011 marked the first time faculty, serving as Baylor Greeters, were assigned the same group of students for University/BU 1000 groups. Beginning with dinner in the home of a faculty member during Welcome Week, students move through weekly essays and discussions around expectations, success, time management, academic life, life beyond the classroom and making the most of a Baylor education. In shepherding new students into a new life at Baylor, the goal is to help them with practical things, like planning and calendaring, and

with more spiritual matters, such as how their attitudes toward professors and fellow students will impact the academic journey they are beginning. For that reason in fall 2011, 30 upper-class students, who had completed a for-credit leadership class, served as peer leaders to assist in teaching University 1000 classes.

Common Spaces

Each year the graduating class (the Senior class) has chosen to unite in fellowship for a common cause while providing opportunities for future students to grow in fellowship from their Baylor legacy. The table [Fig. 2.4] below provides information about recent gifts from graduating senior classes.

Fig. 2.4 Senior Class Gifts, 2005-2011

Class	Gift	Amount
2005	Prayer garden in honor of Dr. Ray Wilson and Prof. Bob Jones	\$80,000
2006	Bear Park	\$25,000
2007	Draper/Old Main Courtyards	\$16,500
2008	Endowed Scholarship to support classmates	\$30,000
2009	Endowed Scholarship and flame for Immortal Ten Sculpture	\$22,900
2010	Endowed Scholarship Fund, The President's Scholarship Initiative	\$23,985
2011	Endowed Scholarship Fund, The President's Scholarship Initiative	\$26,518

