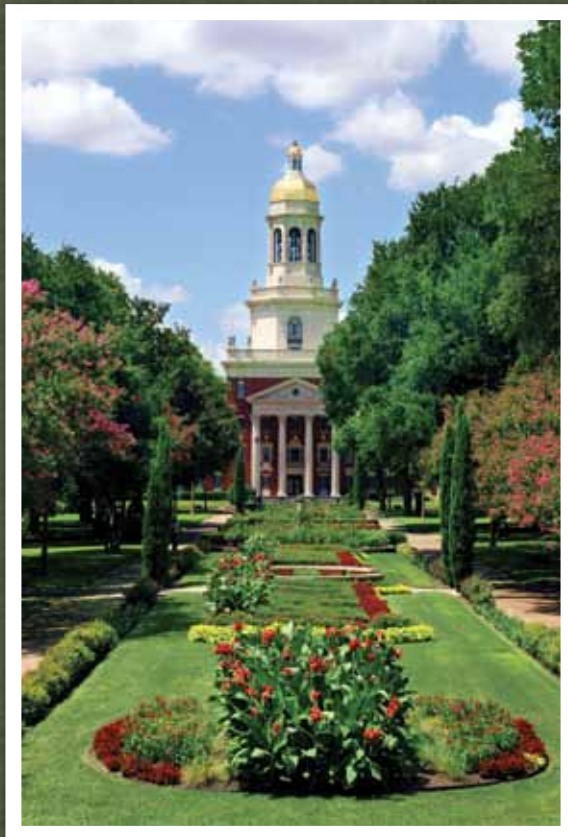


Baylor

Annual Report 2010



BAYLOR
UNIVERSITY



THE MISSION OF BAYLOR UNIVERSITY IS TO EDUCATE MEN
AND WOMEN FOR WORLDWIDE LEADERSHIP AND SERVICE
BY INTEGRATING ACADEMIC EXCELLENCE AND CHRISTIAN
COMMITMENT WITHIN A CARING COMMUNITY.





IN 2002, BAYLOR EMBARKED on an exciting initiative for the future – Baylor 2012. This vision has provided a roadmap leading to success in virtually every area of University life. Each imperative of Baylor 2012 was designed to develop students of integrity and faith, while equipping them to reach the highest levels of academic and educational achievement.

Remarkable and sustained progress toward the attainment of these goals is leading to an institution informed, energized and motivated by a strong Christian identity that compliments the quality of its academic life. In this report you will find a summary of recent progress toward the goals established in each Baylor 2012 initiative.

For more information about Baylor 2012, please visit www.baylor.edu/vision



Baylor

IMPERATIVE I

*Establish an environment
where learning can flourish*



IMPERATIVE I

Establish an environment where learning can flourish

BAYLOR WILL SEEK TO MAINTAIN A CULTURE that fosters a conversation about great ideas and the issues that confront humanity and how a Christian world-view interprets and affects them both. Critical to this learning community is the students' access to faculty. To increase interaction between professors and students, Baylor will seek to provide a student-faculty ratio of 13 to 1. To establish a common body of knowledge and academic experience, Baylor will cultivate the reading and discussion of the world's great texts. Since writing and speaking are pathways to critical thinking, Baylor will develop writing- and speaking-intensive courses to help students communicate with clarity, simplicity and grace.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Critical to this learning community is the students' access to faculty. To increase interaction between professors and students, Baylor will seek to provide a student-faculty ratio of 13-to-1.

For the student-faculty ratio and for all measures of class size, Baylor is on track to meet our 2012 goals.

2. To establish a common body of knowledge and academic experience, Baylor will cultivate the reading and discussion of the world's great texts.

Baylor is making progress. The Great Texts Program has shown considerable growth since its initiation in 2002.

3. Since writing and speaking are pathways to critical thinking, Baylor will develop writing- and speaking-intensive courses to help students communicate with clarity, simplicity and grace.

Many degree programs require writing- and speaking-intensive courses.

Assessment of senior-level oral presentations indicates competence in speaking.

PROGRESS IN DEPTH

GOAL 1

Critical to this learning community is the students' access to faculty. To increase interaction between professors and students, Baylor will seek to provide a student-faculty ratio of 13 to 1.

With 10 percent of all undergraduate classes having 50 or more students, Baylor met this goal only four years into 2012; however, this percentage has fluctuated in the past three years. [Fig. 1.2 and 1.3] Baylor is on schedule in its attempt to reduce to 2.5 percent the percentage of undergraduate classes with enrollment greater than 100. The percentage of classes of this size in 2009-10 was 2.5 percent. [Fig. 1.4]

Fig. 1.1 Student-Faculty ratio

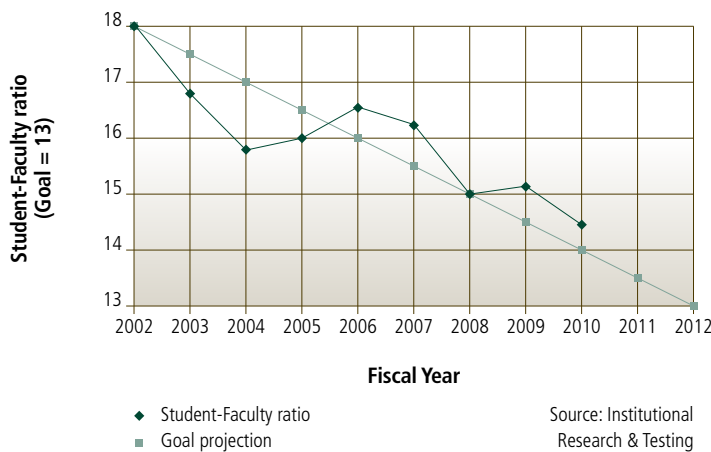


Fig. 1.2 Undergraduate classes with less than 20 students

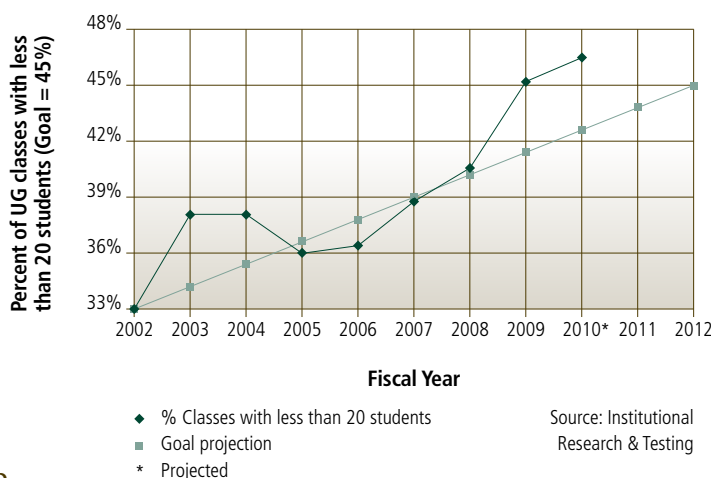


Fig. 1.3 Undergraduate classes with 50 or more students

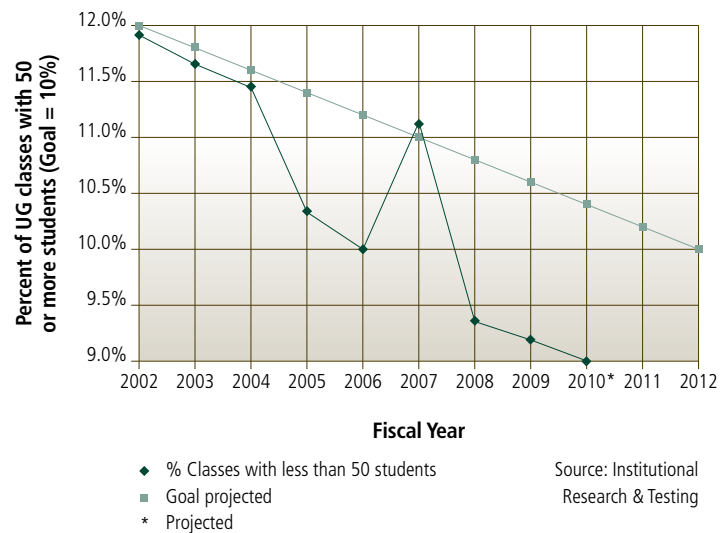
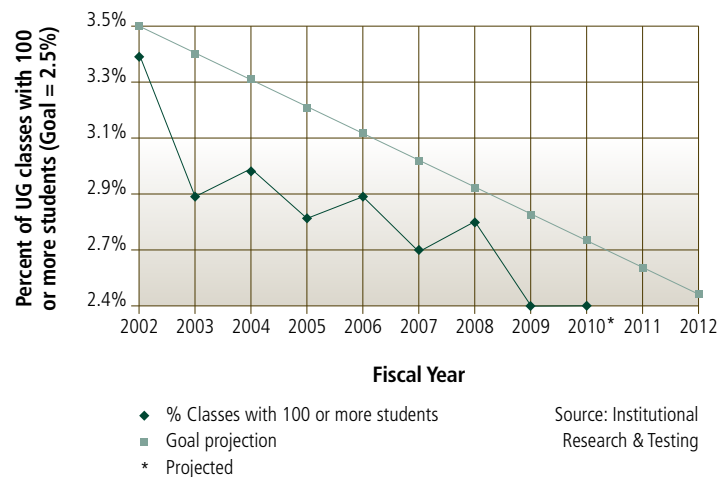


Fig. 1.4 Undergraduate classes with 100 or more students



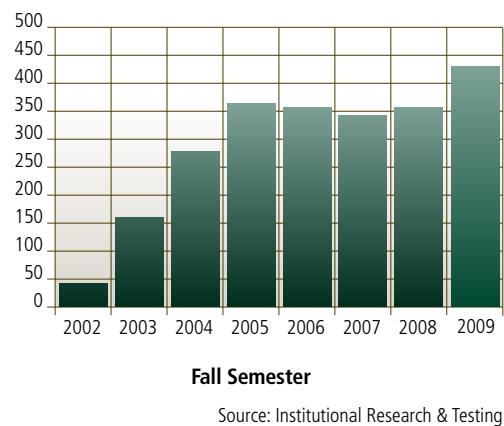
GOAL 2

To establish a common body of knowledge and academic experience, Baylor will cultivate the reading and discussion of the world's great texts.

The Great Texts Program has grown from its initial offering of three sections with approximately 45 students in fall 2002 to 27 sections with 433 students in fall 2009. [Fig. 1.5] During the last year, from the 10 Great Texts faculty, three scholarly

books were authored and published. The faculty also published 16 peer-reviewed articles and book chapters, and they published six other articles in popular, professional and trade publications. They had 19 additional peer-reviewed articles and book chapters accepted for publication. The Great Texts faculty fulfilled 23 scholarly speaking engagements, including four lectures in international venues.

Fig. 1.5 Number of students enrolled in Great Texts courses



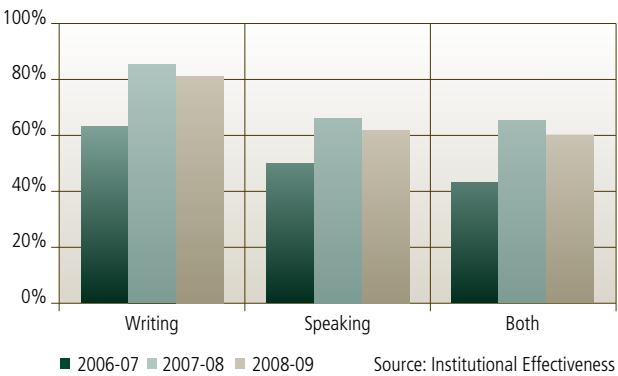
GOAL 3

Since writing and speaking are pathways to critical thinking, Baylor will develop writing- and speaking-intensive courses to help students communicate with clarity, simplicity and grace.

One measure of the development of writing- and speaking-intensive courses is the increasing percentage of degree programs that assess student learning outcomes for writing and speaking. Analysis of the 2008-2009 assessment reports indicates that more than 80 percent of the undergraduate programs

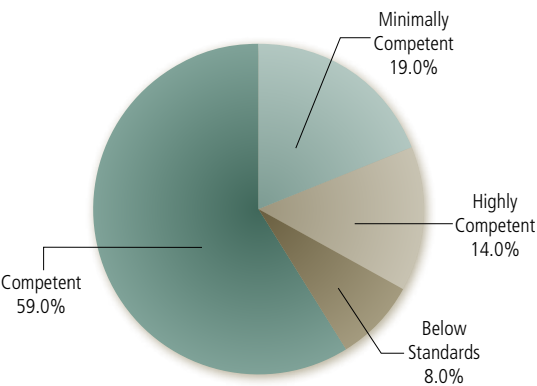
assess their students’ writing ability, and about two-thirds of the programs assess students’ speaking skills. Nearly two-thirds of the undergraduate programs assess both writing and speaking skills. [Fig. 1.6]

Fig. 1.6 Undergraduate programs assessing writing and speaking learning outcomes



In spring 2009, a faculty panel assessed a representative sample of 129 oral presentations prepared for senior-level classes across the University for evidence of skill in speaking. Almost three-fourths (73 percent) of the presentations evaluated met the standard for “Competent” or “Highly Competent” speaking skills. [Fig. 1.7]

Fig. 1.7 Assessment of speaking skills 2009





Baylor

IMPERATIVE II

*Create a truly
residential campus*



IMPERATIVE II

Create a truly residential campus

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. Nine living-learning programs have been implemented. The faculty-in-residence program was initiated and has since grown to eight faculty members residing in apartments within the residential communities. A faculty member from the School of Education also has been selected to serve as faculty-in-residence beginning in fall 2010. The faculty partners program has been implemented. In addition, current residential communities have undergone significant renovations, such as Kokernot Residence Hall and the creation of the Memorial Chapel.

2. Increase Number of Undergraduates Living on Campus

The number and percentage of undergraduates living on campus continues to increase. As of fiscal

year 2010, there are 4,651 beds available (4,849 beds with expanded occupancy when the halls opened in August). By the 12th class day, total occupancy was 4,734 and represented 39 percent of undergraduate students living on campus.

3. Enhance the Social and Relational Environment

Furnishings in the Bill Daniel Student Center were updated to provide inviting spaces for students. Baylor traditions of education and enrichment were 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.

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 three living-learning programs: the Engineering and Computer Science Living-Learning Center, the Outdoor Adventure Living-Learning Center and the Entrepreneurship Living-Learning Center (opened fall 2009). The Fine Arts Living-Learning Center will open in fall 2010. Approximately 350 students will participate 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 renovated 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 gives 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 Centers (LLC)

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 nine different living-learning programs, including Engaged Learning Groups (ELG). Each ELG program comprises students pursuing an engaged educational topic with a team of faculty for three to four semesters. The four Engaged Learning Groups for fiscal year 2010 are Energy and Society, Global Poverty, Hispanic Families-Transition and Science of Society. These living-learning communities attract 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 2008

Living Learning Program	Number of Students	Year Initiated
Engineering & Computer Science	220	2004
Honors Residential College	320	2004
Leadership	150	2005
Outdoor Adventure	20	2007
Brooks Residential College	370	2007
Air Force ROTC	40	2008
Global Community	30	2008
Engaged Learning Groups (2nd Round)	140	2008
Entrepreneurship	72	2009
TOTAL	1,424	

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 current faculty-in-residence/faculty master include Doug and Michele Henry in Brooks Residential College; Julie Sweet in North Village, Texana House; Cindy Fry in North Village, Heritage House; Steven Pounders in North Village, University House; Laine Scales in Kokernot; and Sarah Jane Murray in the Honors Residential College in Alexander/Memorial. Doug Rogers will become the newest faculty-in-residence, serving Allen/Dawson, beginning in fall 2010.

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 successful student transition. Each faculty partner is selected by a community leader, a student in charge of a community of residents in a residence hall comprised of 30 to 50 students. The Faculty Partner 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 continues to increase, from 90 faculty participating in 2005-2006 to 125 faculty participating in 2009-2010 through residential programs as Faculty Partners, Faculty Fellows, Engaged Learning Group Faculty, Faculty-in-Residence and Faculty Masters.

Below are the number of community leaders who were eligible for a faculty partner in each of the past six years:

Year	Faculty Partner
2004-2005	77 Faculty partners (out of 100 community leaders)
2005-2006	94 Faculty partners (out of 99 community leaders)
2006-2007	78 Faculty partners (out of 102 community leaders)
2007-2008	103 Faculty partners (out of 122 community leaders)
2008-2009	102 Faculty partners (out of 107 community leaders)
2009-2010	85 Faculty partners (out of 100 community leaders)

GOAL 2

Increase the number of undergraduates living on campus

The number of beds available in residence facilities was 4,651 in fiscal year 2010. [Fig. 2.2] Demand for housing has exceeded current capacity, resulting in most residential communities operating in "expanded occupancy" mode with 4,734 occupants on move-in day. The percentage of undergraduates living on campus remains steady at 39 percent in fiscal year 2010. [Fig. 2.3]

Fig. 2.2 Number of beds available on campus

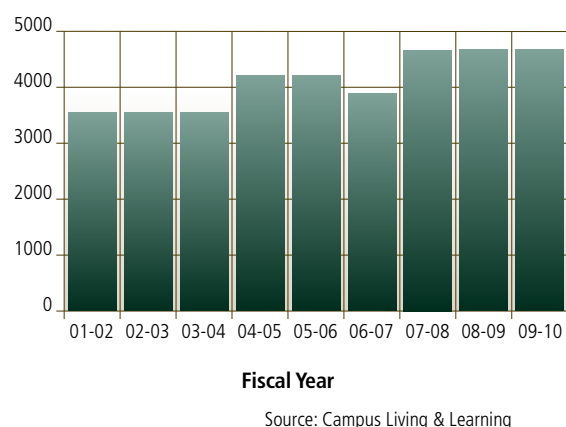
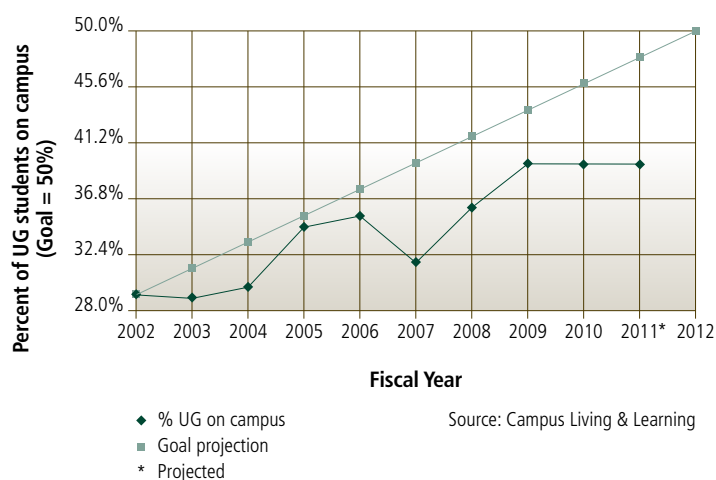


Fig. 2.3 Percentage of undergraduates living on campus



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 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.

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 to 4 p.m. each Tuesday with a weekly attendance of over 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. *Frankly Speaking*, an open forum sponsored by the Department of Multicultural Affairs, offers a weekly opportunity for students, faculty and staff to come together in a comfortable setting to express their opinions and beliefs within a safe environment.

Bobo Spiritual Life Center

The Bobo Spiritual Life Center underwent major renovations in order to open the facilities to the greater Baylor community. Staff facilitate reservations for groups

that want to use the Center and enhance a greater spiritual life presence on campus. The Bobo SLC was used as a staging area for SING participants in rehearsals immediately before they went on stage and provided them with refreshments. As an additional means to facilitate the living-learning experience, snacks are provided throughout the day to students who come to the building to study during finals. Partnerships with New Student Programs helped to provide guidance into areas of vocation, calling and devotional life during Baylor Line Camps and Orientation.

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 retention efforts of the University, Campus Programs works to ensure that students have opportunities to become involved in the Baylor community as first-year students. Throughout the academic year, Campus Programs collaborates with student organizations to make sure that quality programs are planned and produced to engage students and give them opportunities to get to know their peers.
- **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.
- **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.

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.

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. Freshmen are exposed to the story of the Immortal Ten during Mass Meeting, held each fall to kick off Homecoming activities. Traditions posters distributed each year by the Department of Student Activities help ensure that students know specific dates for each of the traditions.

BaylorBound 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.

University 1000

Begun in 2004 as Chapel Fridays and evolving into University 1000 in 2006, this program is designed to provide curricular and co-curricular activities 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.

Beginning with dinner in the home of a faculty member during Welcome Week, students move through weekly essays and discussions around service, humility, attention

and intention, Sabbath, integrity and friendship. In shepherding new students into a new life at Baylor, the goal is to help them with practical things like planning and calendaring but also with more spiritual matters such as how their attitudes toward professors and fellow students will impact the academic journey they are beginning.

Common Spaces

Senior classes have 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, 2005-2009

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	\$30,000
2009	Endowed Scholarship and flame for Immortal Ten Sculpture	\$22,900





Baylor

IMPERATIVE III

Develop a world-class faculty



CHALLENGE IN ITS VISIONS, FACULTY, STAFF, TEACHERS,
SCHOLARSHIP AND IN ITS REPUTATION AS AN INSTITUTION OF LEADER
EDUCATION

INTEGRITY, LEADERSHIP, SERVICE, DIVERSITY, AND TEAMWORK IN
ITS FACULTY, STAFF, AND THE STUDENTS IT SERVES TO THE WORLD

RESPECT AND INNOVATION IN ITS IMPACT MATTER, SCHOLARSHIP,
AND LEARNING OUTCOMES AND

CREATING PRINCIPLES IN ITS FACULTY AND STAFF

FUNCTIONS

- CB
- TSP
- IN
- ENOV
- EDS
- EN
- MLP
- ENGA
- SW
- More Functions...

SECURITY

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- Sec Security
- Security by de (Imp. Code)
- Sec & Security
- Security Screening
- Security Search
- Security Mail Search
- Security Message
- Security Mail Search

SECURITY

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IMPERATIVE III

Develop a world-class faculty

BAYLOR WILL CONTINUE TO RECRUIT FACULTY from a variety of backgrounds capable of achieving the best of scholarship, both in teaching and research. We will recruit high-potential junior faculty as well as highly esteemed senior faculty who embrace the Christian faith and are knowledgeable of the Christian intellectual tradition. Many of these faculty will especially exemplify the integration of faith and learning in their disciplines and in interdisciplinary or collaborative activities. A significant number of Baylor faculty will continue to be recognized as leaders in their respective disciplines and in productive, cutting-edge research.

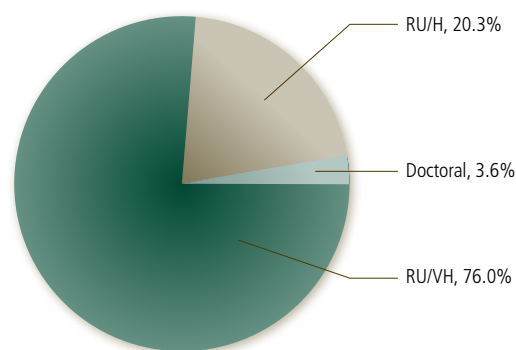
PROGRESS SUMMARY

IMPERATIVE GOALS

The majority of new Baylor faculty graduated from universities with very high research production.

Of the tenured/tenure track faculty hired fall 2002 through fall 2009, more than three-fourths received their degrees from universities characterized by “very high research activity.” [Fig. 3.1]

Fig. 3.1 New tenured/tenure track faculty hires by Carnegie Classification of degree granting institution



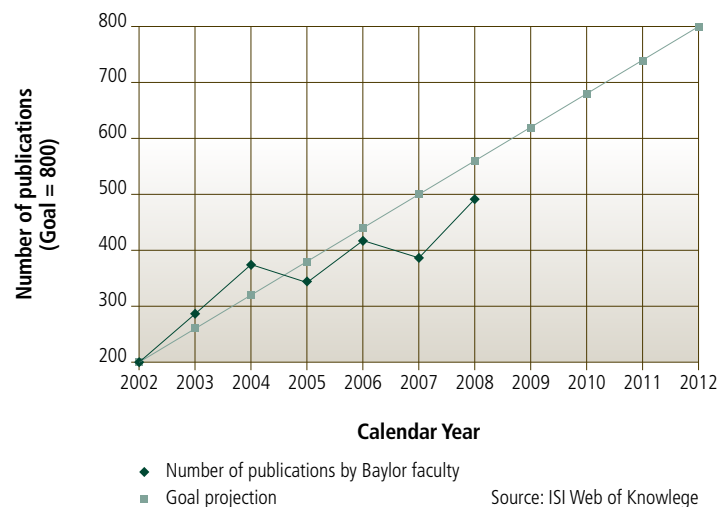
RU = Research University
VH = Very high research activity
H = High research activity

Source: Institutional Research & Testing

We are making remarkable progress in faculty publications.

The number of publications in major journals by Baylor faculty has more than doubled, from 202 in 2002 to 496 in 2008. [Fig. 3.2]

Fig. 3.2 Number of publications authored by Baylor faculty



We are making progress for fiscal support of research.

Research expenditures have grown significantly in the past seven years. External expenditures from grants have increased by approximately \$5 million [Fig. 3.3], while total research and sponsored activity expenditures have grown by \$7 million. [Fig. 3.4] This growth in external support for research has combined with our increases in graduates with research doctorates to produce the new Carnegie classification of “research university” for Baylor.

The increase in research activity described above has resulted in the need for additional research and economic development space. In 2009, Waco business and civic leader Clifton Robinson, his family and H. Bland Cromwell donated the former General Tire facility to the University. In collaboration with its community partners, including city and county governments, institutions of higher education and

economic development organizations, Baylor formally established the Central Texas Technology and Research Park in October 2009. The Baylor Research and Innovation Collaborative (BRIC), housed in the General Tire building, will be the first phase of park development. Funding for the BRIC thus far has been provided by Baylor University (\$10 million), a state appropriation to Texas State Technical College (\$10 million), and grants from Waco-McLennan County Economic Development Corporation (\$5 million) and the Bellmead Economic Development Corporation (\$500,000). Once complete, the BRIC will provide research space and collaborative research opportunities for graduate programs in Baylor’s School of Engineering and Computer Science, selected new and existing interdisciplinary centers and institutes, and for entrepreneur and business development support services from the Hankamer School of Business.

Fig. 3.3 External expenditures from grants

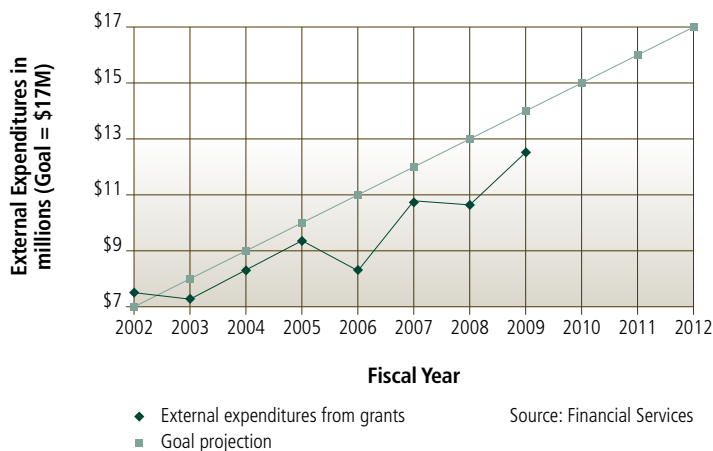


Fig. 3.4 Total research and sponsored activity expenditures



We are on track in being intentional about the integration of faith and learning.

Baylor hires committed Christians and evaluates each individual job candidate’s willingness to be committed to the University’s mission and vision. Each department has submitted to the Provost a statement describing how its faculty integrate faith and learning in their work. All units advocate reflecting Christian values in the ways faculty relate to one another, students and staff. The relation of faith to the content of teaching and research varies widely from discipline to discipline. For example, these issues are intrinsic to the subject matter of some units (e.g., the Department of Religion or George W. Truett Theological Seminary), while other units explore them as they bear on moral and ethical professional conduct, motivation for professional service or the exploration of particular cultural issues.



Baylor

IMPERATIVE IV

*Attract and support a
top-tier student body*



IMPERATIVE IV

Attract and support a top-tier student body

IN COORDINATION WITH RECRUITING AND RETAINING A WORLD-CLASS FACULTY, Baylor will recruit a student body of high academic merit, Christian character, commitment to service, and potential for leadership. We will seek students from a range of backgrounds to enrich our community and, through scholarships and other forms of support, we will further enhance Baylor’s student profile at both the undergraduate and graduate levels.

PROGRESS SUMMARY

IMPERATIVE GOALS

- 1. Baylor will recruit a student body of high academic merit, Christian character, commitment to service, and potential for leadership.**

We are making progress. At both the undergraduate and graduate level, entrance exam scores have been increasing, although SAT scores decreased in fall 2009. Based on data from a survey administered annually to first-time freshmen, we are continuing to attract students who are spiritually and service-oriented. Additionally, Baylor MBA graduates’ strong employment rates and starting salaries demonstrate their high caliber.

- 2. We will seek students from a range of backgrounds to enrich our community.**

We are making progress. The percentage of minority undergraduate and graduate students has been increasing, especially for undergraduate enrollment.

- 3. Through scholarships and other forms of support, we will further enhance Baylor’s student profile at both the undergraduate and graduate levels.**

We are making progress. The number of institutional scholarships and the total amounts of those scholarships accepted by undergraduate students has steadily increased. The number of institutional scholarships and the total amounts of those scholarships accepted by graduate students also has increased.

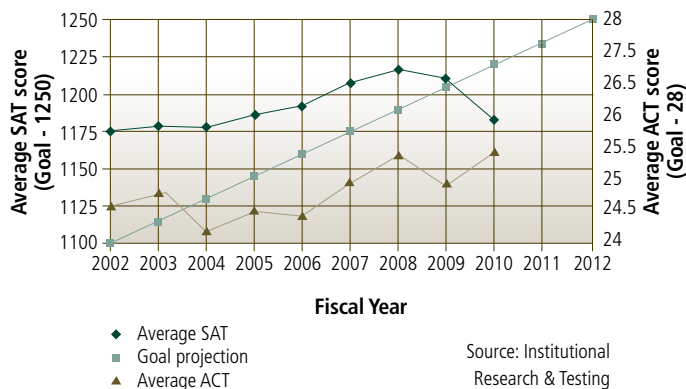
PROGRESS IN DEPTH

GOAL 1

Baylor will recruit a student body of high academic merit, Christian character, commitment to service and potential for leadership.

The average SAT score of first-time freshmen has decreased in the past few years; however, the average ACT score of first-time freshmen has increased. The average SAT score of first-time freshmen was 1190 in fall 2009. The average ACT score in fall 2009 was 25.9. [Fig. 4.1]

Fig. 4.1 Average SAT and ACT scores of first-time freshmen



The average GRE score for graduate students is increasing, and we are on target for reaching the goal of 1220. [Fig. 4.2 and 4.3] The average GMAT score of Hankamer School of Business increased to 606 in fall 2009. [Fig. 4.4] Additional information about MBA employment rates and starting salaries is shown in Figs. 4.5 and 4.6.

Fig. 4.2 Average GRE score of graduate students

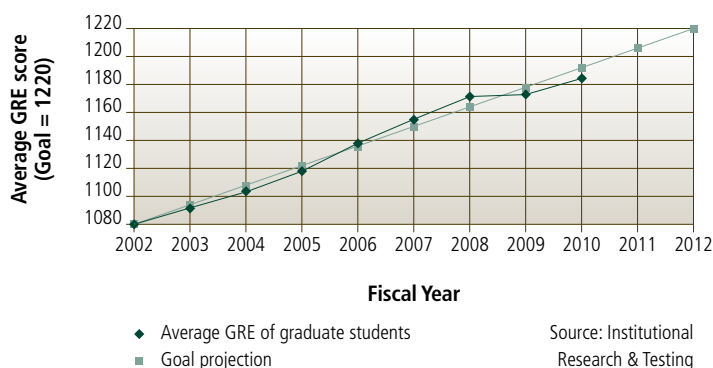


Fig. 4.3 Average GRE of doctoral students

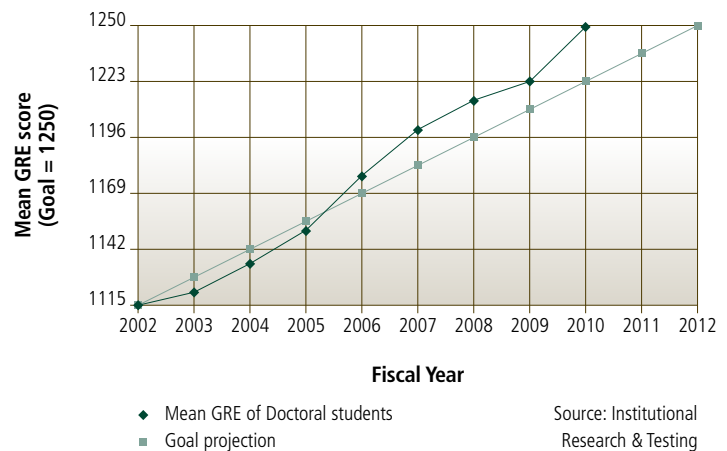


Fig. 4.4 Average GMAT score of MBA students

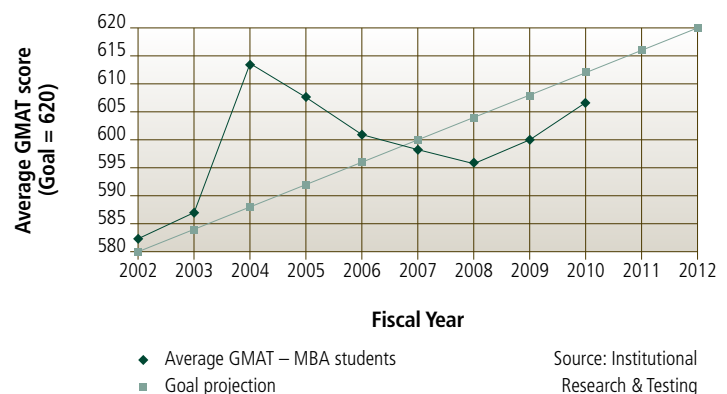


Fig. 4.5 Employment rates of MBA graduates

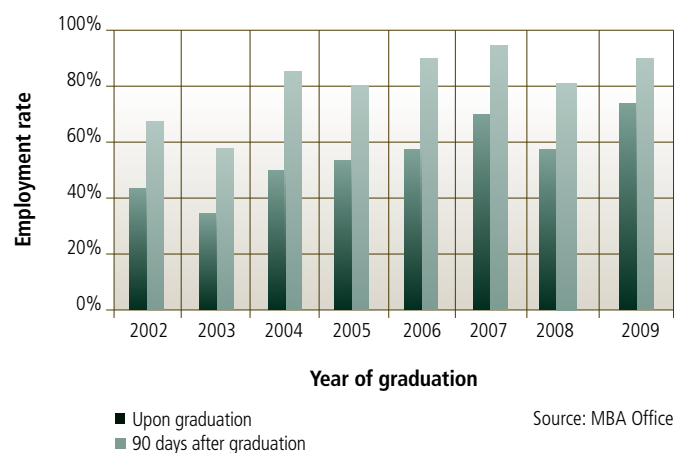
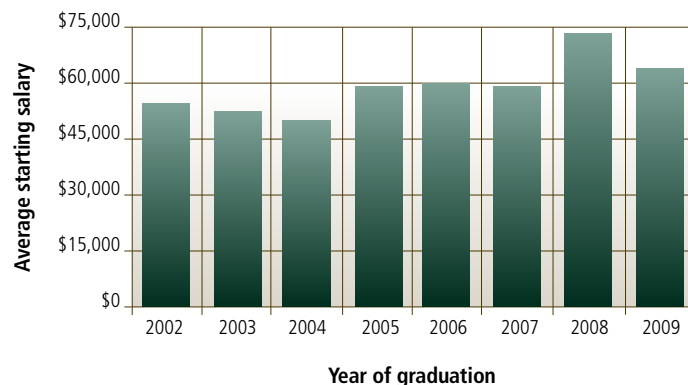


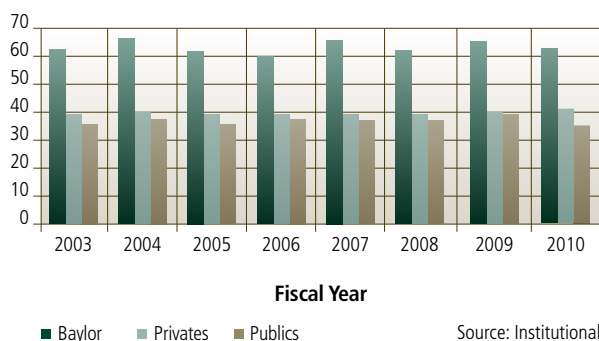
Fig. 4.6 Starting salaries of MBA graduates



Source: MBA Office

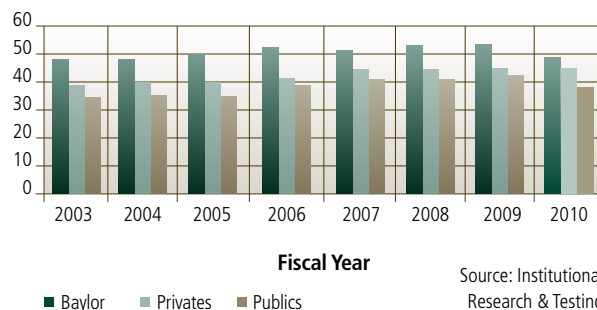
Based on data from the CIRP Freshman Survey, approximately 62 percent of first-time freshman Baylor students rated themselves “above average” or “highest 10 percent” as compared with the average person of his/her age in spirituality. [Fig. 4.7] This percentage far exceeds the percentage of students from private and public universities. Approximately 48 percent of first-time freshman Baylor students indicated that “influencing social values” was an “essential” or “very important objective.” [Fig. 4.8] In comparison, only 39 percent-45 percent of private and public universities students indicated this same conviction. Additional information from the survey is shown in Figs. 4.9, 4.10 and 4.11.

Fig. 4.7 Percentage of first-time students who rated themselves “Above Average” or “Highest 10%” as compared with the average person of his/her age in spirituality



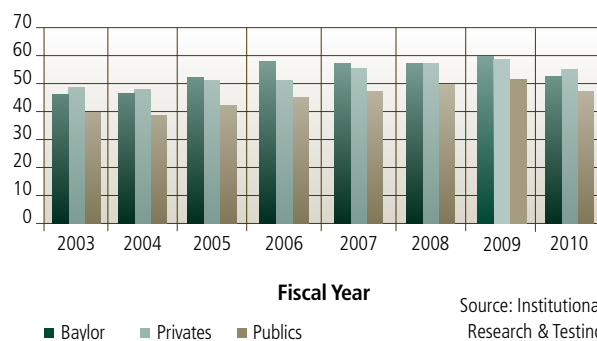
Source: Institutional Research & Testing

Fig. 4.8 Percentage of first-time students who indicated “Influencing Social Values” as an “Essential” or “Very Important” objective



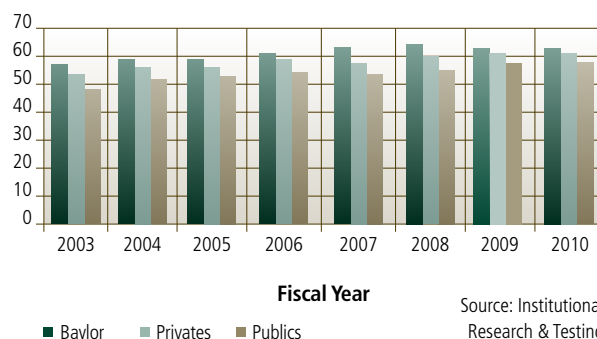
Source: Institutional Research & Testing

Fig. 4.9 Percentage of first-time students who indicated “Developing a Meaningful Philosophy of Life” as an “Essential” or “Very Important” objective



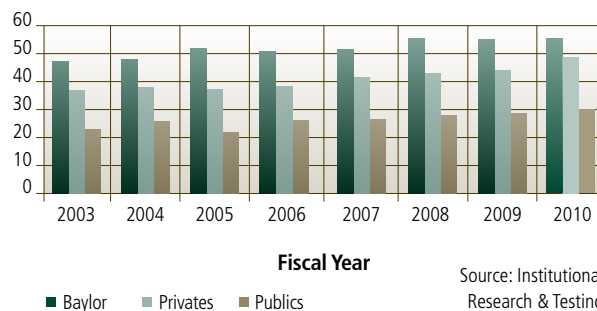
Source: Institutional Research & Testing

Fig. 4.10 Percentage of first-time students who “Frequently” or “Occasionally” performed community service as part of a class during their senior year of high school



Source: Institutional Research & Testing

Fig. 4.11 Percentage of first-time students who indicated chances are “Very Good” they will “Participate in Volunteer or Community Service Work” while in college



Source: Institutional Research & Testing

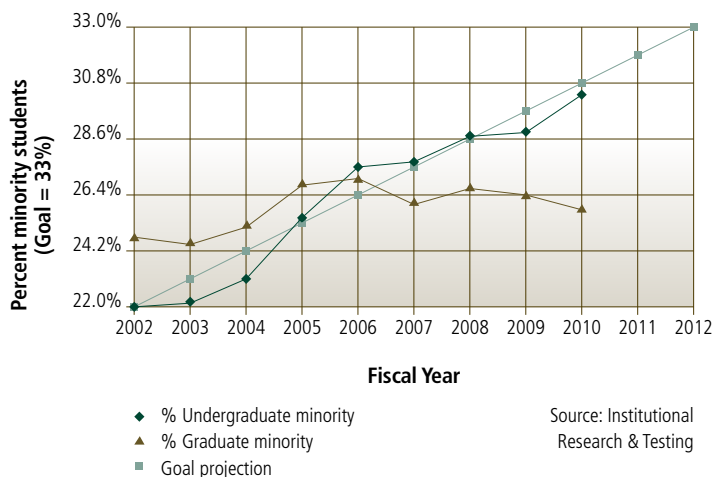
GOAL 2

We will seek students from a range of backgrounds to enrich our community.

The percentage of minority undergraduate students has been increasing over the past several years. The percentage of minority undergraduate students is currently 30.2 percent. [Fig. 4.12]

Although the percentage of minority graduate students had been increasing, the growth slowed in fall 2005. There was a decrease in the percentage of minority graduate students in fall 2006, but the percentage then increased in fall 2007. The percentage of minority graduate students is 26.3 percent. [Fig. 4.12]

Fig. 4.12 Percentage of minority students

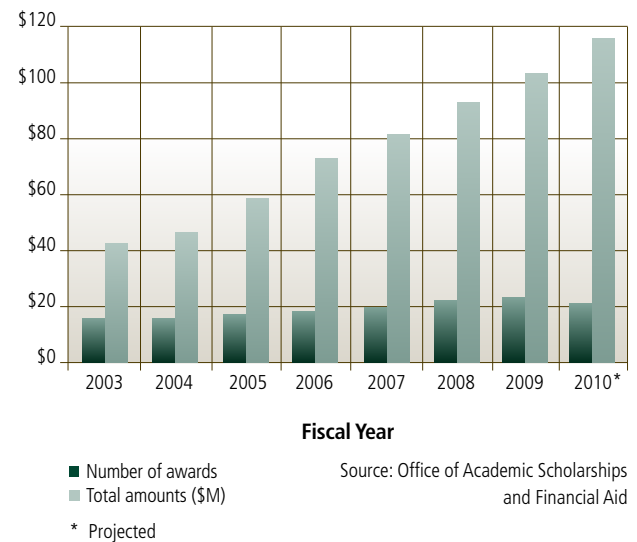


GOAL 3

Through scholarships and other forms of support, enhance Baylor's student profile at both the undergraduate and graduate levels.

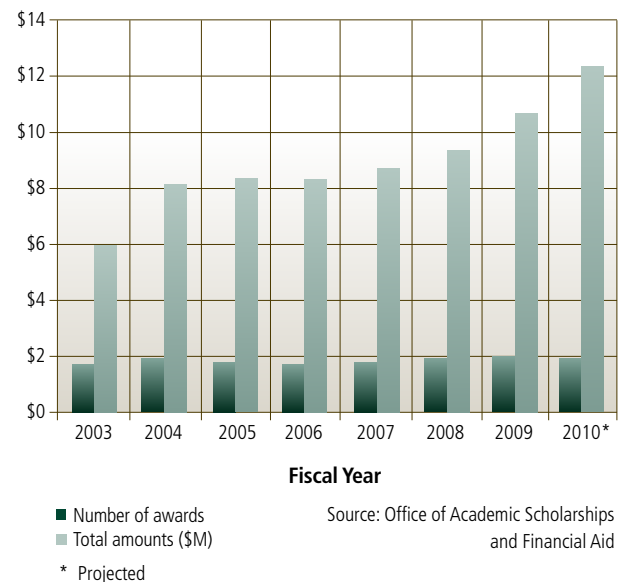
The number of institutional scholarships accepted by undergraduate students has increased from 14,388 in 2002-2003 to 21,646 in 2009-2010. The total amount of institutional scholarships accepted by undergraduate students has increased from \$41,657,382 in 2002-2003 to \$114,824,516 in 2009-2010. [Fig. 4.13]

Fig. 4.13 Institutional aid – undergraduate scholarships
Number of awards and total amount (\$Millions)



The number of institutional scholarships accepted by graduate students has increased from 1,657 in 2002-2003 to 1,855 in 2009-2010. The amount of institutional scholarship accepted by graduate students has increased from \$5,944,920 in 2002-2003 to \$12,377,635 in 2009-2010. [Fig. 4.14]

Fig. 4.14 Institutional aid – graduate scholarships
Number of awards and total amount (\$Millions)





Baylor

IMPERATIVE V

*Initiate outstanding new
academic programs in
selected areas*



IMPERATIVE V

Initiate outstanding new academic programs in selected areas

TO CHALLENGE STUDENTS WITH EXCEPTIONAL ACADEMIC POTENTIAL, Baylor will create an Honors College. The College will house an expanded Baylor Honors Program, provide a home for an enhanced University Scholars Program, serve as a location for the Baylor Interdisciplinary Core Program and facilitate the administration of other exceptional academic programs and services. We will also establish a comprehensive School of Communication that will encompass the University's journalism, speech communication and telecommunication programs. We will enhance Baylor's reputation and the currency of Christian ideas on campus by increasing the quality, size and visibility of selected graduate programs. While our undergraduate programs should be comprehensive, at the graduate level we must focus on niches that fit our mission and afford the greatest opportunities for national success, including ethics in the professions and the intersection of religion with law, economic development, politics, literature and the arts. Accordingly, by 2012, Baylor will feature at least 10 doctoral programs in the social sciences and humanities, including a new PhD in philosophy and three others from areas such as history, classics, social work, economics and political science. Further, Baylor will enhance its long-standing tradition of professional education in law, business, nursing, engineering, music, theology and education through selective program development and growth. The number of total PhD programs will thus grow from 14 to at least 20, the number of graduate students will increase by 25 percent, and the number of doctoral students will increase by at least 30 percent.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. **To challenge students with exceptional academic potential, Baylor will create an Honors College. The College will house an expanded Baylor Honors Program, provide a home for an enhanced University Scholars program, and serve as a location for the Baylor Interdisciplinary Core (BIC) program.**

The Honors College has been created and has grown to include approximately 1,260 students with increasingly high SAT scores.

2. **We will also establish a comprehensive School of Communication that will encompass the University's journalism, speech communication, and telecommunication programs.**

A major strategic proposal to establish a School of Communication was submitted for review by the Strategic Planning Council in spring 2007. After deliberations by the Strategic Planning Council and the Executive Council, it was approved for revision and then submission to University Development for possible inclusion in a comprehensive campaign.

PROGRESS SUMMARY

3. We will enhance Baylor's reputation and the currency of Christian ideas on campus by increasing the quality, size, and visibility of selected graduate programs. Accordingly, by 2012 Baylor will feature at least 10 doctoral programs in the social sciences and humanities. The number of total doctoral programs will thus grow from 14 to at least 20. The number of graduate students will increase by 25 percent, and the number of doctoral students will increase by at least 30 percent.

We are on track to meet our 2012 graduate program goals. The number of doctoral programs in the social sciences and humanities has grown to 12 since 2002. The total number of doctoral programs has grown to 23. The total number of PhD students has increased by approximately 32 percent, and the average GRE score of PhD students has increased by 135 points.

PROGRESS IN DEPTH

GOAL 1

To challenge students with exceptional academic potential, Baylor will create an Honors College. The College will house an expanded Baylor Honors Program, provide a home for an enhanced University Scholars program and serve as a location for the Baylor Interdisciplinary Core (BIC) program.

Honors College (which includes the Honors program, BIC program, and academic majors in the Honors College) has a total enrollment of 1,261 students in fall 2009 with an average SAT of 1334. [Fig. 5.1]

Enrollment in the BIC program has been declining in recent years, from 758 in fall 2003 to 559 in fall 2009. [Fig. 5.2]

Fig. 5.1 Average SAT of honors college students

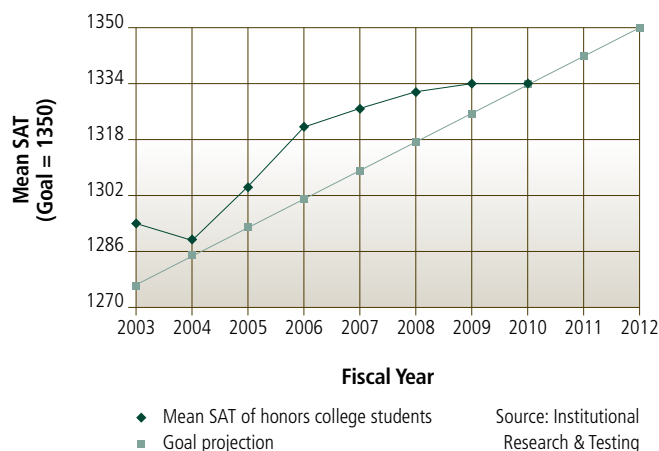
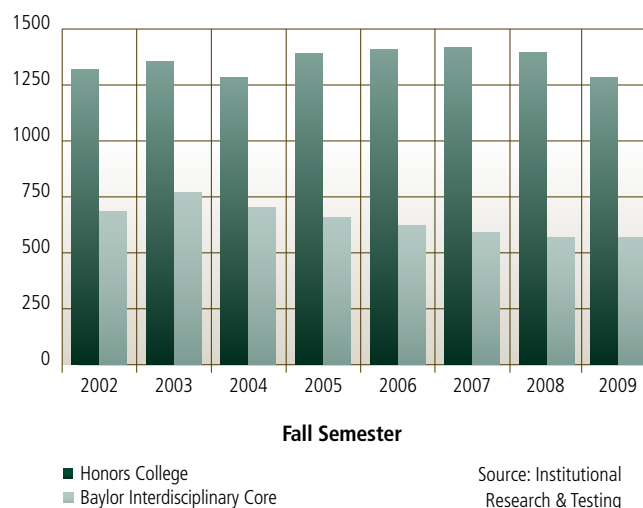


Fig. 5.2 Number of Honors College and Baylor Interdisciplinary Core students



GOAL 2

We will also establish a comprehensive School of Communication that will encompass the University's journalism, speech communication and telecommunication programs.

A major strategic proposal to establish a School of Communication was submitted for review by the Strategic Planning Council in spring 2007. After deliberations by the Strategic Planning Council and the Executive Council, it was approved for revision and then submission to University Development for possible inclusion in a comprehensive campaign.

GOAL 3

We will enhance Baylor's reputation and the currency of Christian ideas on campus by increasing the quality, size, and visibility of selected graduate programs. Accordingly, by 2012 Baylor will feature at least 10 doctoral programs in the social sciences and humanities. The total number of doctoral programs will thus grow from 14 to at least 20. [Fig. 5.3 and 5.4]

PhD Programs include:

- Biology
- Biomedical Studies
- Chemistry
- Church-State Studies*
- Curriculum and Teaching*
- Ecological, Earth and Environmental Sciences
- Educational Psychology*
- English *
- Exercise, Nutrition and Preventive Health
- Geology
- Information Systems
- Mathematics
- Philosophy*
- Physics
- Political Science*
- Psychology
- Religion*
- Religion, Politics and Society*
- Social Work*
- Sociology*
- Statistics

Other Doctoral degrees:

- Doctor of Education*
- Doctor of Psychology*

**Humanities or Social Sciences*

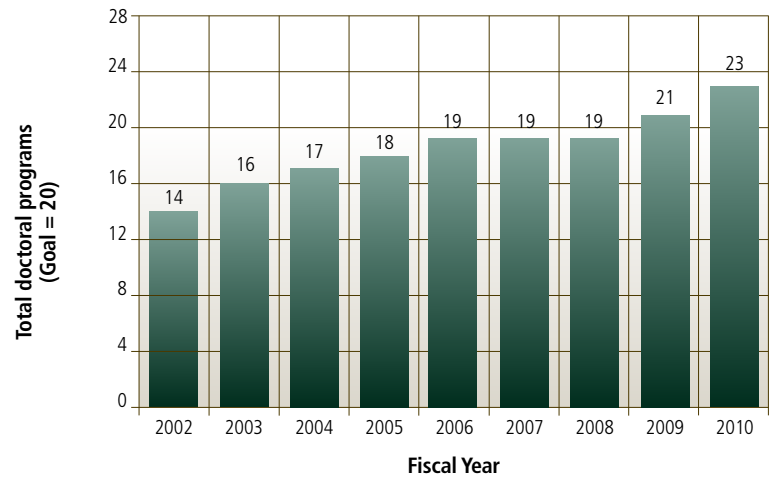
Among the programs proposing a doctoral degree offering are:

- Church Music
- History

Not included in this count are Baylor doctoral degrees in:

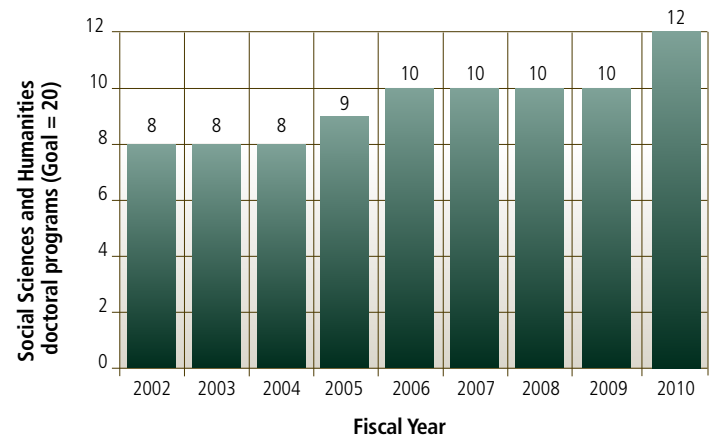
- Ministry (DM)
- Physical Therapy (DPT)
- Law (JD)
- Science (DScPT, DScPA)
- Nursing Practice (DNP)

Fig. 5.3 Total number of doctoral programs



Source: Graduate School

Fig. 5.4 Total number of doctoral programs in the social sciences and humanities



Source: Graduate School

A new research-oriented PhD program in electrical and computer engineering reflects the University's commitment to the Central Texas Technology and Research Park and the park's first project, the Baylor Research and Innovation Collaborative (BRIC). The doctoral program will provide a significant boost to the University's collaborative and interdisciplinary research base, as well as the level of externally generated research funding. The degree will focus on areas related to electrical and computer engineering disciplines; however, it also provides the possibility of strong collaboration with Baylor faculty members in mechanical engineering, biomedical engineering, computer science, mathematics, statistics and the physical sciences.

The number of graduate students will increase by 25 percent, and the number of doctoral students will increase by at least 30 percent.

As of fall 2009, we have increased graduate student enrollment by 5.4 percent. [Fig. 5.5] There was sharp decline in the number of graduate students in fall 2005. Decreases in enrollments in the Hankamer School of Business and School of Education graduate programs accounted for 56 percent of the total decrease in graduate student enrollment. In addition, the School of Social Work became an independent unit in fall 2005. Although the graduate student enrollment has not risen as desired, the mean GRE score of these students has increased by 100 points since fall 2002. [Fig. 5.6]

As of fall 2009, we have increased doctoral student enrollment by 31.7 percent. Doctoral student enrollment has increased steadily since fall 2002. [Fig. 5.7] Along with an increase in doctoral student enrollment, the mean GRE score for these students has increased by 135 points.

Fig. 5.5 Number of graduate students

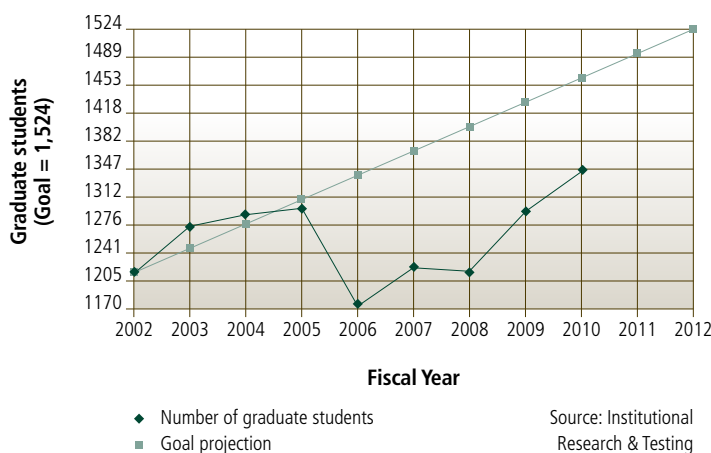


Fig. 5.6 Average GRE of graduate students

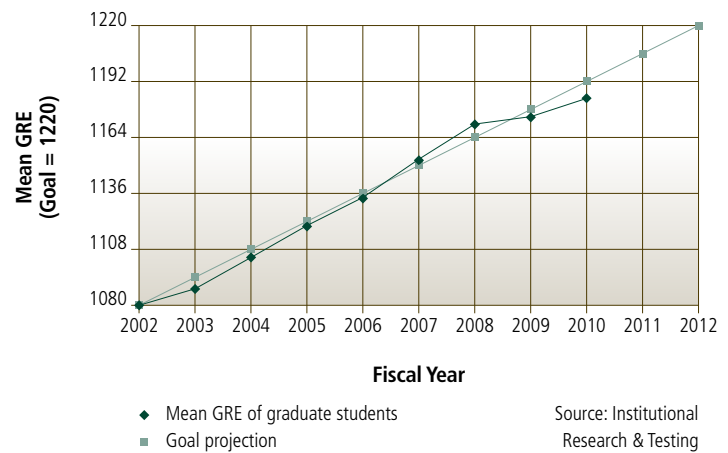


Fig. 5.7 Number of doctoral students

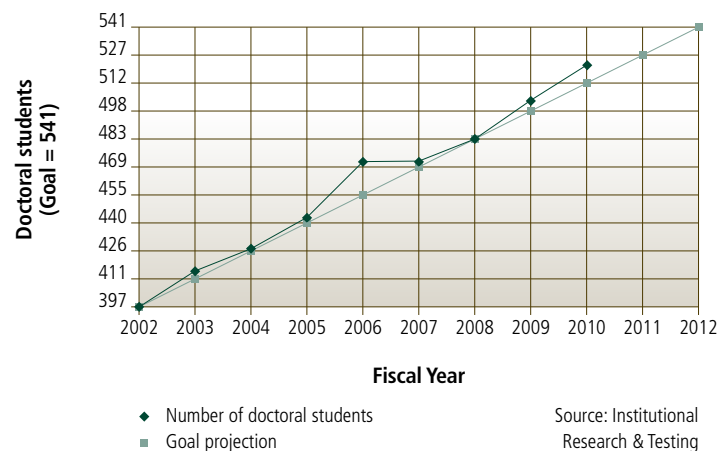
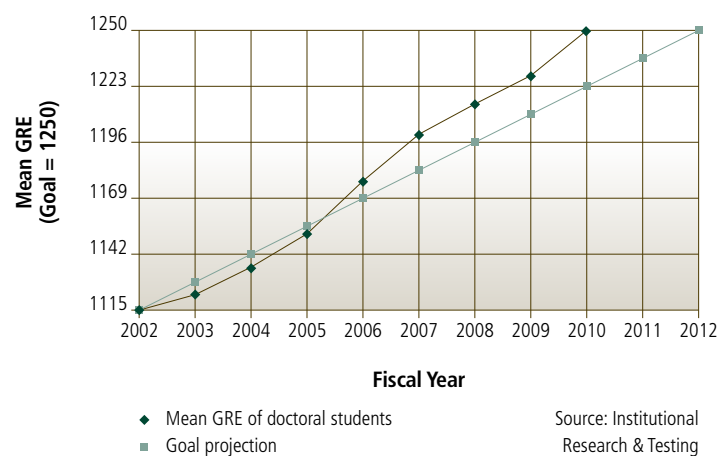


Fig. 5.8 Average GRE of doctoral students





Baylor

IMPERATIVE VI

*Guide all Baylor students
through academic and student
life programming to understand
life as a stewardship and work
as a vocation*



IMPERATIVE VI

Guide all Baylor students through academic and student life programming to understand life as a stewardship and work as a vocation

BAYLOR'S UNDERGRADUATE PROGRAMS EMPHASIZE the central importance of vocation and service in students' lives and help them explore their value and role in society. At a Christian university questions such as "Who am I?" and "How should I best use my talents?" should be taken seriously and should guide students as they make life's key decisions. To assist students in addressing such issues, Baylor will develop multiple opportunities, both curricular and co-curricular, for students to discern and understand their life work as a calling and all of life as a stewardship of service.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Life Work as a Calling

Several programs have been implemented or expanded to help students understand their life work as a calling. Baylor received a \$2 million Theological Exploration of Vocation grant from the Lilly Endowment. The resident chaplain program and Chapel programming have both been expanded along with strength presentations. The Academy for Leader Development and Civic Engagement was established in 2004 and is currently proposing a minor in leadership. The number of undergraduates expressing an interest in vocational ministry remains strong.

2. Stewardship of Service

Several programs have been implemented to help students understand life as stewardship of service. These programs include discipline- and vocation-specific missions, University Missions, Baylor Line Camp, community ministries and academic partnerships, student organization leadership development, community service and other campus programs. The Baylor Interdisciplinary Poverty Initiative was established in June 2007. In 2008, Baylor was selected as the first Campus Kitchen in the state of Texas. In 2009, Baylor Interim President David Garland joined Texas Campus Compact, a national coalition that promotes service-learning and civic purposes of higher education. In fall 2009, Baylor hosted its first AmeriCorps*VISTA in the Division of Student Life.

PROGRESS IN DEPTH

GOAL 1

Life Work as a Calling

Resident Chaplains

The resident chaplain program, initially funded through a Lilly grant, has grown from an initial 2001 cohort of five chaplains into a permanent ministry team. [Fig. 6.1] Since fall 2007, 12 George W. Truett Theological Seminary students have lived in residence and ministered to Baylor undergraduates. These seminarians play an instrumental role in providing pastoral care to students and integrating Christian spiritual formation into the fabric of university student life. Resident chaplains also create opportunities and experiences for spiritual formation through small group studies and worship experiences. Overall leadership for the program continues to be provided through a partnership between Campus Living & Learning and Spiritual Life. Staff in these areas provide one-on-one supervision and necessary resources for the resident chaplains to carry out their responsibilities.

Fig. 6.1 Resident chaplain program

Year	Number	Location
2001	5	Allen-Dawson, North Russell, South Russell, Martin, Quadrangle
2002	8	Added Brooks, Collins, Penland
2003	9	Added Alexander; moved Quadrangle to Arbors
2004	9	Changed Alexander to Memorial-Alexander, added North Village; eliminated Allen-Dawson
2005	10	Added Kokernot
2006	9	Eliminated Brooks position
2007	12	Added Brooks College and Brooks Flats; restored Allen-Dawson
2008	12	No changes made
2009	12	No changes made

Source: Student Life

Chapel Programming

As the oldest tradition in American higher education and at Baylor University, Chapel has been a part of life for students and faculty alike since 1845. The standard for Chapel speakers has been greatly influenced by Student Life’s central organizing principle of “calling.” Today, Chapel is an opportunity to worship together and learn from scholars, social activists, preachers, musicians, scientists and others who excel in their callings as an expression of their commitment to Christ.

In fiscal year 2010 students who have completed 30 Baylor credit hours and have completed one semester of traditional Chapel may petition to fulfill their second semester requirement through one of the following alternatives: afternoon prayer services, spiritual formation practices, evening worship services, and university-specific mission trips. These alternate experiences will enable students to engage in more in-depth programming.

Academy for Leader Development and Civic Engagement

Established in 2004, the Academy for Leader Development and Civic Engagement offers students curricular and co-curricular opportunities that prepare them for lives of service. [Fig. 6.2] Students are offered courses, service opportunities, mentor groups and guest speakers that engage them in critical thinking so as to discern their call to influence the world for good and noble purposes. The model followed helps prepare students for lives of service by engaging them in service opportunities and offering them opportunities for reflection as they consider experiences that helped shape their lives.

Fig. 6.2 Number of students served per academic year

Academic Year	LEAD-LLC	Course Enrollment	Fellows Program	Student Organizations	Total Number of Students
2004	31	363	0	110	504
2005	49	309	0	82	440
2006	80	376	11	84	551
2007	108	393	13	68	582
2008	154	450	14	121	739
2009	143	349*	27	149	667

*Numbers are lower in fiscal year 2009 due to LDS courses not being required for business students and the Great Texts class was not offered.

Source: Student Life

Strengths Presentations

Student Life staff continually receive training to prepare them for conversations with students about leveraging strengths to accomplish goals. These conversations begin in orientation programs when strengths presentations are offered daily to students and their families. The small group curriculum for Baylor Line Camp and Welcome Week also includes activities for new students to reflect on their strengths, while appreciating the diversity of strengths found in a community. Student leaders for each program are trained how to facilitate these discussions.

GOAL 2

Stewardship of Service

Discipline-Specific Missions

Originating under the title of vocation-specific missions, this program began providing opportunities for Baylor students to engage in missionary work while making use of their discipline-based education, training and professional giftedness in 2002. The program aims to see students accompanied by faculty mentors on trips abroad, where they serve indigenous populations by offering basic health care (premed, prenursing students), literacy (education and social work students), technological infrastructure (business, engineering and computer science students) and religious education (preministry students), among other efforts. As a part of the trip, designated readings, shared discussions and personal journaling are used to ensure thoughtful reflection about the missions experience. By helping students see how their specific abilities and interests may be of service to others and how Christians are called to loving responsiveness to those in need, the program aspires to help inform a long-term sensitivity to a Christian calling, whether in the context of professional or lay ministry. [Fig. 6.3]

Fig. 6.3 Discipline-specific mission trips, 2002-2008

Mission Area	Number of Students, Faculty and Staff	Trip Emphasis
Honduras		
2009	12	Engineering
2008	49	Medical missions, deaf education, education and engineering
2007	23	Medical missions, deaf education, education and engineering
2006	17	Medical missions and deaf education
2002	8	Medical missions and deaf education
Kenya		
2009	72	General ministry, edical/public health
2008	0	Cancelled due to civil unrest
2007	96	Administration, ministry, music, seminary
2006	104	
2005	145	Engineering, music, medical, leadership and ministry
Armenia		
2007	12	Engineering, business, general ministry
2006	4	Exploration of future mission projects
South Africa		
2002	4	General ministry
Rwanda		
2009	35	Business, engineering, social work
2008	32	Social work, religion, ministry and sports
2007	7	Administration and seminary
Ghana		
2008	17	General ministry (residence hall)
New York		
2008	10	Psychology
New Orleans		
2008	35	Disaster relief
Czech Republic		
2008	10	Seminary – youth ministry
Argentina		
2009	24	Music
Uganda		
2009	17	Accounting

Source: Student Life

University Missions

In addition to discipline-specific missions, this department includes programs focused on global missions, local missions and missions awareness. Local mission teams include hospital, special needs, children's tutorials (two teams) and kids' clubs (two teams). Each week Baylor students volunteer with partner organizations around the city to provide ministry to specific groups.

Participation at the Freshman Retreat increased from 40 students in fiscal year 2009 to 127 freshmen and 30 staff and non-freshmen students in fiscal year

2010. A post-retreat assessment indicated that students experienced the retreat as a meaningful time where they explored spiritual formation as they began college.

Baylor Line Camps

Begun in 2004, Baylor Line Camp is a program that equips new students in their transition to Baylor while emphasizing their personal strengths. Baylor Line Camp generates enthusiasm and excitement for all new students while encouraging the Baylor spirit in campus activities, traditions and athletic events.

Student Life staff evaluated the program and identified barriers that prevented larger numbers of incoming students from participating. By reducing the cost significantly and offering more sessions to avoid conflicts with students’ other summer activities, the percentage of students participating has increased significantly, to the point that more than one-third of the entering class now attends a line camp. [Fig. 6.4]

Fig. 6.4 Baylor Line Camp attendance 2004-2009

Year	Number Attending
2004	272
2005	309
2006	175
2007	649
2008	1,025
2009	1,240

Source: Student Life

Community Ministries and Academic Partnerships (CMAP)

With the reorganization of Spiritual Life in summer 2008, the area of Spiritual Formation is now fully integrated and intentionally positioned to develop further the spiritual lives of students in cooperation with students, faculty and staff across the University. With the employment of a full-time director, coordinator, administrative assistant, three ministry associates (seminary students) and two graduate apprentices, the Formation/Baptist Student

Ministries area is in a unique position to provide primary leadership for these formational initiatives:

- More than 3,500 students were served dinner and more than 1,100 students completed interest cards for the various ministries of Spiritual Life at Spiritual Life-Welcome Back Dinner, an event during Welcome Week on the first day of classes.
- Small group offerings have been expanded to 13 in fall 2009 in an attempt to meet the developmental needs of students. Traditional biblical book study, graduate student small group, specific Bible study for freshmen and book studies from thoughtful Christian authors challenge and stretch students to think and explore their faith in new ways.
- The exploration of gifts, calling and vocation is facilitated by increased practical opportunities for Youth Ministry Team members to lead in local churches and increased training opportunities from Baylor faculty. Since fall 2008, Youth Ministry teams have traveled to 42 churches around the state to assist with youth programs.
- Cultural exchange has been the focus in international ministry, where weekly dinners averaging 100 students per night last year have grown to about 150 students per night this year.
- Greek chaplains have responded to regular gatherings designed for intentional relationships, training and resources with the student chaplains in Baylor Greek Life.
- Christian Formation Practices is offered as an alternative Chapel program to promote meaningful formation and faith development for students beyond their first-year experience.

Student Organization Leadership Development

While leadership development occurs within many of the campus programs, internships and other opportunities provided on campus, Student Activities views student organizations as a substantial vehicle for meaningful student development. Students’ ongoing

leadership development through student organizations includes the development of Leadership Core Competencies such as vision, integrity, organization, communication and faith development. The secondary mission of the department as it concerns student organizations is to build organizational structures that will enhance these five values: respect all persons, be vision- and purpose-minded, do no harm, demonstrate good stewardship and intentionally influence.

With more than 83 percent of Baylor's students involved in at least one student organization, the Department of Student Activities offers a variety of leadership development workshops and seminars. Further, the University is legally obligated to provide risk management training to all student organizations, so risk management training is provided through mandatory attendance of officers and advisors during the Student Organization Summit and Student Organization Advisor Summit.

Community Service

The Department of Student Activities facilitates meaningful service opportunities for students in order to develop and foster leadership in areas of social responsibility. The ultimate goal of service and service learning is to instill the spirit of volunteerism and service-learning into the lifestyles of students so they will continue to be committed to the value of service after they leave the University setting. Learning outcomes fostered by these community service endeavors include civic engagement, social responsibility, understanding the world outside self, personal/organizational obligation to larger community, stewardship, value for diversity, faith development, leadership, communication skills and service learning. Programs such as the Poverty Summit (initiated as an annual event in fall 2008), Steppin' Out, Baylor Buddies, Santa's Workshop, and Baylor Relay for Life help instill these learning outcomes within Baylor students and the surrounding community.

In addition to the programming offered by the Department of Student Activities, hundreds of individuals are matched with volunteer and ongoing

service opportunities throughout the Waco community by staff members. Department of Student Activities staff members work with more than 150 local service agencies and local churches to help meet the needs of the Waco community with the strength, heart and service of thousands of students each semester.

Baylor Interdisciplinary Poverty Initiative

Established in 2007, the Baylor Interdisciplinary Poverty Initiative is a partnership between Academic Affairs and the Division of Student Life. More than 250 Baylor students, 17 outside speakers and five community members gathered for Baylor University's second annual Poverty Summit, held in October 2009. The Summit aims to create honest dialogue about the issues surrounding poverty and included 12 breakout sessions, a panel discussion, a world hunger banquet, a reflective prayer time and a social justice film screening.

The keynote speaker, David Johnson, is a photographer and executive director of Silent Images. Heidi Curry, founder of the first nonprofit community high school in Belize who led a breakout session on the role of education in poverty prevention. Jimmy Dorrell of Mission Waco also led a breakout session on holistic ministry to poor. In addition, three graduates of the Lyndon Baines Johnson School of Public Affairs at the University of Texas facilitated a breakout session on social capital and public policy.

In 2008, Baylor was selected as the first Campus Kitchen in the state of Texas. Managed by student volunteers, Campus Kitchen's mission is to recover food, prepare and deliver meals, and provide nutrition education for economically disadvantaged populations. During spring 2009, students served 1,682 meals.

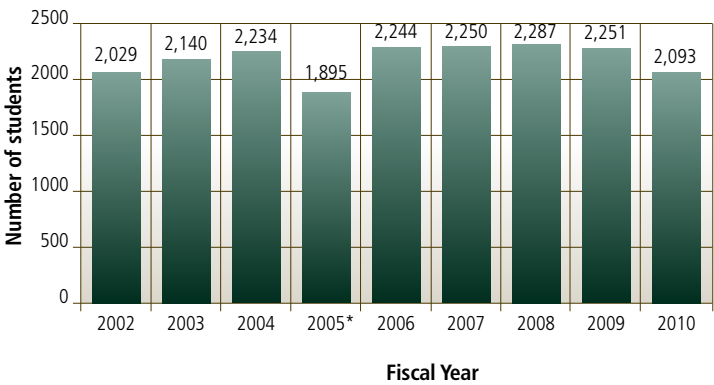
In 2009, Baylor Interim President joined Texas Campus Compact (TXCC), a national coalition that promotes service-learning and is committed to the civic purposes of higher education. As a program of the Corporation for National and Community Service, TXCC advocates for responsible citizenship skills, develops collaborative campus-community partnerships and supports faculty who integrate

service-learning into their research and curricula. In conjunction with TXCC membership, Baylor was chosen to host an AmeriCorps*VISTA member in the Division of Student Life for fiscal year 2010.

Ministry Student Enrollment

The number of undergraduate students who have indicated a vocational Christian ministry interest remains strong. Please note that the data for fall 2004 (fiscal year 2005) had errors due to migration to a new system. [Fig 6.5]

Fig. 6.5 Undergraduate students with an interest in vocational Christian ministry



* The data for fall 2004 (fiscal year 2005) had errors due to migration to a new system.

Source: Institutional Research & Testing





Baylor

IMPERATIVE VII

*Provide outstanding
academic facilities*



IMPERATIVE VII

Provide outstanding academic facilities

UNDERSTANDING THAT ACADEMIC EXCELLENCE RELIES in part on superior facilities, Baylor will construct a world-class science building that will host a full complement of natural science teaching, research and experimentation on campus. Our undergraduate and graduate programs in Museum Studies will find a permanent home in the Harry and Anna Jeanes Discovery Center. Baylor will design an Academic Success Center, located prominently on campus, which will house a program aimed at increasing both student retention and graduation rates by 10 percent by the year 2012. Further, Baylor will augment its Fine Arts Programs by completing Phase II of the Music Building Project and, secondly, improve Engineering and Computer Science facilities by providing upgraded space for laboratories.

PROGRESS SUMMARY

IMPERATIVE GOALS

- 1. Construct a world-class science building**

The Baylor Sciences Building was opened in fall 2004. The building was nominated for *R&D Magazine’s* 2005 Laboratory of the Year Award.
- 2. Harry and Anna Jeanes Discovery Center**

The Mayborn Museum Complex opened in May 2004, bringing together the resources of the Sue and Frank Mayborn Natural Science and Cultural History Museum Complex with the Harry and Anna Jeanes Discovery Center.
- 3. Paul L. Foster Success Center**

The first floor and basement wings of the Sid Richardson Building were remodeled and reopened in fall 2007 to house the Paul L. Foster Success Center. The Department of Mathematics is housed on the second and third floors of the building.

- 4. Phase II of the Music Building Project**

The next phase of the McCrary Music Building has moved through the strategic planning process and is now being considered for inclusion in a comprehensive campaign.
- 5. Improve Engineering and Computer Science facilities**

Spaces in the Rogers Engineering and Computer Science Building have been repurposed for research and classroom use as required by additional faculty and expanded academic programs.

Exciting opportunities for the School of Engineering and Computer Science developed with the October 2009 announcement creating the Central Texas Technology and Research Park and the park’s first project, the Baylor Research and Innovation Collaborative (BRIC).

PROGRESS SUMMARY

6. Other academic facilities

Morrison Hall was renovated and rededicated in fall 2002. The Moody Memorial Library facilities have been enhanced through the creation of the Prichard Information Commons and the conversion of the Garden Level of the library into 24-hour study space. The first floor of Cashion Academic Center has been renovated to create three learning labs. The Simpson Athletics and Academic Center opened in fall 2008.

The building has 143,000 square feet and brought together three previously separate entities: the Strecker Museum, Ollie Mae Moen Discovery Center and the Gov. Bill and Vara Daniel Historic Village.

In addition to the Jeanes Center, the Mayborn Museum Complex continues to curate the excavated material and oversee scientific research at the Waco Mammoth Site, which opened to the public in December 2009. The site is a collaborative effort between the City of Waco, Baylor and the Waco Mammoth Foundation.

PROGRESS IN DEPTH

GOAL 1

Construct a world-class science building

The Baylor Sciences Building opened in fall 2004. With more than 500,000 square feet of space, 33 classrooms, more than 160 faculty offices and more than 150 teaching and research labs, the building houses the Departments of Biology, Chemistry, Geology, Physics and Psychology/Neuroscience.

The building design exceeded by more than one-third the energy-saving requirements of the 2000 International Energy Conservation Code, which required a variety of approaches for an environmentally responsible design.

GOAL 2

Harry and Anna Jeanes Discovery Center

The Mayborn Museum Complex was opened in May 2004, bringing together the resources of the Sue and Frank Mayborn Natural Science and Cultural History Museum Complex with the Harry and Anna Jeanes Discovery Center.

GOAL 3

Paul L. Foster Success Center

The first floor and basement wings of the Sid Richardson Building were remodeled to house the Paul L. Foster Success Center, which occupied the space in fall 2007.

The second and third floors of the building were refurbished and once again house the Department of Mathematics.

GOAL 4

Phase II of the Music Building Project

The next phase of the McCrary Music Building has moved through the strategic planning process and will be considered for inclusion in a comprehensive campaign.

GOAL 5

Improve Engineering and Computer Science Facilities

The School of Engineering and Computer Science has reorganized to add a third department for mechanical engineering and renovated offices to accommodate the additional faculty. Other spaces in the Rogers building have been repurposed for research and classroom use as required by additional faculty and expanded academic programs.

Exciting opportunities developed with the October 2009 announcement creating the Central Texas Technology and Research Park and the park's first project, the Baylor Research and Innovation Collaborative (BRIC). The park, to be housed in the former General Tire facility on South Loop Drive in Waco, will provide graduate research space for the School of Engineering and Computer Science and for select Baylor interdisciplinary research centers and institutes. In February 2010, Baylor Regents approved a research-oriented PhD program in electrical and computer engineering program to launch in tandem with the park, which was established to develop, promote and market science and engineering technologies, university research and advanced technology training and workforce development.

GOAL 6

Other academic facilities

Morrison Hall

In fall 2002, Morrison Hall was rededicated after a year of renovations. The renovated space houses the Departments of Classics and Philosophy, along with faculty from the Department of Modern Foreign Languages.

It also is home for the Institute for Faith and Learning, the Graduate School and the Honors College, including three of its components: the Baylor Interdisciplinary Core, University Scholars and Honors Program.

Libraries

The University Libraries have been enriched through the creation of the Prichard Information Commons, a soft-seating area with computers for student use, and offices have been added and remodeled. Computers in labs have been upgraded.

In summer 2008, approximately one-third of the current library study space was abated and updated with new finishes. The conversion of the Garden Level of Moody Memorial Library into 24-hour study

space was completed in fall 2009. Library stacks and private study carrels were removed, finishes were upgraded and new furniture was purchased to create a more collaborative study space.

In summer 2008, the Ray I. Riley Digitization Center was completed. Located on the Garden Level of Moody Memorial Library, the Ray I. Riley Digitization Center includes renovated workspace and offices for staff who digitize and preserve rare manuscripts, books, maps and audio recordings. With the print and audio digitization functions of Baylor's Electronic Library now in one location, the process will be much more efficient and centralize the University's digital preservation efforts.

Cashion Academic Center

A significant portion of the first floor of the Cashion Academic Center has been renovated to create three learning labs: the Southwest Securities Financial Market Center, the CNL Real Estate Learning Lab and the Curb Learning Lab for Music and Entertainment Marketing. These learning labs support the active learning mission of the Hankamer School of Business.

Simpson Athletics and Academic Center

As part of the Alwin O. and Dorothy Highers Athletics Complex, the state-of-the-art Simpson Athletics and Academic Center opened in fall 2008. The 96,300-square-foot facility is the first of its kind for Baylor. It houses – all under the same roof – innovative athletic training equipment, academic programs specifically designed to support all student-athletes and the staff members who serve them.



Baylor

IMPERATIVE VIII

*Construct useful and
aesthetically pleasing
physical spaces*



IMPERATIVE VIII

Construct useful and aesthetically pleasing physical spaces

BAYLOR IS MAKING IT A PRIORITY TO ENHANCE COMMUNITY by improving the physical environment. In addition to creating green spaces and walking malls along the axes of campus, Baylor will renovate the Student Union Building to provide more appropriate meeting venues for student groups, build the Stacy Riddle Forum, construct a new intramural fields complex for recreational activity and create a prayer garden suitably located within our campus perimeter. We will give increased attention to the aesthetic value of the campus, renovating the façades of buildings whose designs are dissonant with the rest of the campus and ensuring that the major entries to the campus, as well as streets, walking plazas, landscaping and works of art form a place that promotes community. In further recognition of the importance of physical space, parking facilities will be constructed at the perimeter of the campus to move vehicles more toward the edges of activity. To provide service to the local community and increase interaction across generations, Baylor will further develop for leisure and academic use the corridor along both sides of the Brazos River and construct a Baylor Retirement Village. Finally, Baylor will continue to develop venues that enhance life on the campus and provide for major sports and other student life events.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Create green spaces and walking malls

Beginning in summer 2004, a number of parking lots were closed around campus to create more green space.

2. Renovate the existing Student Union Building or construct a new Student Union Building

A proposal for the renovation and restoration of the Bill Daniel Student Center that will expand the building in its present location was submitted to the Strategic Planning Council. After deliberation, other alternatives such as the construction of a new student union building also are being considered.

3. Build the Stacy Riddle Forum

The Stacy Riddle Forum opened in fall 2003 and is home to Baylor sororities.

4. Construct a new intramural fields complex

The intramural fields complex was completed and ready for use in fall 2003.

5. Create a prayer garden

Three prayer gardens have been established on campus to date.

6. Renovate façades of buildings

This project has yet to be initiated.

7. Increased attention to landscaping and works of art

A number of green spaces have been added in recent years. Attention has been given to landscaping on all of the new major construction projects on campus. Colorful banners have been installed on campus to identify University spaces and support a sense of community.

PROGRESS SUMMARY

8. **Construct parking facilities at the perimeter of the campus**

The third of three new parking garages opened in fall 2007.

9. **Further develop the leisure and academic corridors along both sides of the Brazos River**

In summer 2009, construction was completed by the City of Waco on an extension of the Brazos River Walk from under U.S. Interstate 35 to the Ferrell Center.

10. **Construct a Baylor Retirement Village**

This project has yet to be initiated.

11. **McMullen-Connally Faculty Center**

The 10,900-square-foot facility, opened in fall 2008, showcases the McMullen-Connally Family Collection.

12. **Jay and Jenny Allison Indoor Practice Facility**

The Jay and Jenny Allison Indoor Practice Facility was completed in August 2009.

A landscape architect was hired to design a master plan for Fifth Street and Fountain Mall, to improve the landscaping in these areas. We anticipate having a plan approved in 2010, with portions of the work to be phased in over the coming years.

GOAL 2

Renovate the existing student union building or construct a new student union building

The proposed renovation/restoration of the Bill Daniel Student Center at Baylor University would expand the building in its present location and the outdoor paving and public gathering areas would be enhanced around the building.

After consideration by the University Strategic Planning Council, an alternative plan calls for the construction of a new building across from the McLane Student Life Center and reassigning the space in the Bill Daniel Student Center to other academic or student life purposes.

GOAL 3

Build the Stacy Riddle Forum

The two-story Stacy Riddle Forum opened in fall 2003 and is home to Baylor sororities. The 51,000-square-foot building contains nine sorority suites/meeting rooms, a computer lab, a chapel and prayer room and an apartment for the resident manager.

GOAL 4

Construct a new intramural fields complex

The intramural fields complex was completed and ready for use in fall 2003. It is located on LaSalle Avenue directly across from the Ferrell Center.

PROGRESS IN DEPTH

GOAL 1

Create green spaces and walking malls

In summer 2004 a number of parking lots were closed around campus to create more green space.

During fall 2008, business structures between Martin Hall and I-35 were razed and allowed for the creation of additional green space. These areas have been planted with grass and trees and have created an attractive view of Brooks, which was formerly obstructed by buildings.

GOAL 5

Create a prayer garden

Three prayer gardens have been established on campus: the Hulme Family Prayer Garden in the North Village Residential Complex; the Erica Cummings Memorial Prayer Garden near the Baylor Sciences Building; and the Wilson-Jones Memorial Garden, which is a gift from the 2005 senior class and is found near the Marrs McLean Gymnasium.

GOAL 6

Renovate façades of buildings

There are no plans at the present time to renovate the façades of buildings.

GOAL 7

Increased attention to landscaping and works of art

Much attention is given to landscaping on all new major construction projects on campus.

The Immortal Ten statue was installed in summer 2007 and dedicated at Homecoming that fall. As part of this project various landscaping elements (lighting, walls, paving, etc.) were included to enhance the sculpture.

A new sculpture and landscape garden has been designed and installed next to the Carlile Geology Research Building.

Colorful outdoor banners were installed on lampposts along high-traffic pedestrian and driving routes to add to the beauty, pageantry and community identity of campus. Banners represent each school/college and the University were located along Fountain Mall, the northwest public entrance to campus (University Parks Drive and Dutton Avenue) and the Wiethorn Visitors Center's entrance and parking area.

The remodeling of Waco Hall and the recognition of the 80th anniversary of the building's dedication

presented an opportunity to reinforce the Baylor-Waco connection and improve the aesthetics of the building's lobby. Large graphic posters were designed and installed in four strategic locations in the lobby to showcase the community's involvement in the construction of the building and the rich history shared by Baylor and the City of Waco. These durable poster displays can be updated every few years to showcase different aspects of the Baylor-Waco partnership.

GOAL 8

Construct parking facilities at the perimeter of the campus

The Dutton Avenue office and parking facility was completed and opened for use in fall 2003. Located at one corner of campus (University Parks and Dutton Avenue), it has a parking capacity of 1,194 vehicles.

The East Campus parking facility was completed and opened for use in fall 2004. Located at the corner of Third Street and Daughtrey Avenue, it has a parking capacity of 1,167 vehicles.

The Eighth Street parking garage was completed and opened for use in fall 2007. Located directly behind the Stacy Riddle Forum, it has a parking capacity of 780 vehicles.

GOAL 9

Further develop the leisure and academic corridors along both sides of the Brazos River

An extension of Waco's existing Brazos River Walk from under I-35 to the Ferrell Center was completed in summer 2009. The State of Texas is seeking funding to complete the last section of river walk from the Ferrell Center to the intramural fields. This project is dependent on funds from the State of Texas.

GOAL 10

Develop a Baylor Retirement Village

There are no plans at the present time for the construction of a Baylor Retirement Village.

GOAL 11

McMullen-Connally Faculty Center

Faculty can enjoy the work of significant artists from the California School of Watercolor, as well as selected works by Eastern and Texas watercolor artists. The personal collection has more than 300 pieces of art and artifacts.

The main dining room, with capacity for 120 guests and courtyard dining with 20 additional seats, offers

daily lunch service for faculty and executive staff, as well as prospective faculty candidates and visiting speakers. In addition, faculty and visitors may enjoy the Great Room, a relaxed atmosphere conducive to conversation and growing together as an academic community.

GOAL 12

Simpson Athletics and Academic Center

The Jay and Jenny Allison Indoor Football Practice Facility was completed in August 2009. With this 74,000-square-foot indoor facility, weather conditions will no longer result in cancelled practices. The synthetic playing surface complements the two natural grass practice fields adjacent to the facility and allows Baylor teams to prepare for all playing conditions.





Baylor

IMPERATIVE IX

*Enhance involvement of the
entire Baylor family*




1ST		2ND		3RD		4TH	
TOL	4	POSS	4	TOL	4		
TFLS	5	BONUS	4	TFLS	4		
#	Player	F	P	#	Player	F	P
2	Smith	0	18	4	Acy	1	8
5	Plumlee	1	2	13	Udeh	2	9
12	Singler	2	1	22	Walton	0	0
21	Plumlee	2	4	24	Dunn	2	15
30	Scheyer	1	12	45	Carter	0	10











IMPERATIVE IX

Enhance involvement of the entire Baylor family

TO INVOLVE THE ENTIRE RANGE OF GROUPS with ties to the University in meaningful relationships with Baylor, we will use emerging technologies to facilitate increased on- and off-campus events, conferences and outreach programs not only for students, faculty and staff, but also for key off-campus constituent groups. Included in the groups with whom Baylor will interact on a regular and concerted basis are prospective students and their parents, alumni, the Central Texas community, Baptists and other Christians, government and other regulatory bodies and members of the higher education community of institutions. Baylor will strengthen and focus its recruiting efforts to introduce a wider audience to the University at a younger age through the effective use of campus facilities.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. **Use emerging technologies to facilitate increased on- and off-campus events, conferences and outreach programs not only for students, faculty and staff, but also for key off-campus constituent groups.**

The Web, Twitter, and Facebook are utilized to communicate information about events and programs of interest to on- and off-campus constituents.

2. **Included in the groups with whom Baylor will interact on a regular and concerted basis are prospective students and their parents, alumni, the Central Texas community, Baptists and other Christians, government and other regulatory bodies and members of the higher education community of institutions.**

Targeted communication to these and other audiences continues to be a major focus of the Marketing and Communications division through electronic, print and earned media channels.

3. **Strengthen and focus recruiting efforts to introduce a wider audience to the University at a younger age through the effective use of campus facilities.**

A broad range of programming provides numerous opportunities to introduce prospective students, their families and other visitors to the University.

PROGRESS IN DEPTH

GOAL 1

Use emerging technologies to facilitate increased on- and off-campus events, conferences and outreach programs not only for students, faculty and staff, but also for key off-campus constituent groups.

Marketing and Communications

To introduce prospective students and others to the campus, the Division of Marketing and Communications launched a Baylor Virtual Tour that utilizes still photography and a helicopter video tour of campus. The Council for Advancement and Support of Education (CASE) awarded the Baylor Virtual Tour a Circle of Excellence Silver for Creative Uses of Technology and New Media.

The official Baylor Facebook page launched in August 2009 and achieved 13,720 fans by the end of the calendar year. The page continues to grow in popularity.

Baylor Network

The Baylor Network Web pages were redesigned and updated to allow easy navigation among the various networks and cities as well as easy access to event registration.

The Baylor Virtual Career Network site, which offers alumni access to jobs in various fields and career development, is being developed with a spring 2010 projected launch date.

Office of Community Relations

The Office of Community Relations used the Web, Twitter and Facebook to communicate information about events and programs, including the Heart of Texas Community Tailgate Party, the release of a major water quality study and the announcement of the Baylor Research and Innovation Collaborative (BRIC) to be housed in the former General Tire facility on South Loop Drive in Waco.

Conference and Event Management (CEM)

To streamline campus conference and event requests and to increase the effectiveness and efficiency of the logistical planning for those events, Baylor's Conference and Event Management (CEM) reworked software, integrated it with Baylor's Web pages, and uploaded resources and information. This upgraded system provides a user-friendly online event request form for constituents and aids the CEM staff in identifying available resources and confirming usage with constituents much faster than in previous years.

CEM's Audio Visual Services department has improved its ability to provide technical, logistical, and physical support for Baylor and the Baylor community in all facilities across campus by increasing its inventory of technical equipment and by setting up multiple systems to support the technological needs of Baylor students, faculty, staff and off-campus constituents groups.

CEM created a system of digital signage for the McMullen-Connally Faculty Center that allows for instant daily notifications, digitally displayed menus, and event time/welcome/status notifications for each meeting room.

GOAL 2

Included in the groups with whom Baylor will interact on a regular and concerted basis are prospective students and their parents, alumni, the Central Texas community, Baptists and other Christians, government and other regulatory bodies, and members of the higher education community of institutions.

Prospective Students

The Office of Campus Visits reports the following numbers of prospective students attending various recruiting events:

Event	2007-2008	2008-2009
Daily Tours	9,635	9,287
Sic'em Days (five each year)	838	816
Premieres (Fall, Winter, & Spring)	3,710	3,961
Invitation to Excellence	78	96
Know Where You're Going	413	355

CEM welcomes a myriad of summer programs in June and July each year that bring 7,500 to 12,000 youth and prospective students to campus. There were 61 such programs in summer 2009.

Prospective students are the target of a collaborative flow of communication from Marketing and Admissions. New items of significance include:

- Reshaping of recruitment and image advertising designs for ads placed in national publications such as *Time*, *Newsweek*, *U.S. News & World Report*; as well as national and regional radio advertising.
- Restructuring and repositioning Invitation to Excellence, an on-campus recruitment event for high-ability students.
- Completed a thorough review of the daily visit experience resulting in the design of new printed materials, tour route and script, new tour buses, pre- and post-visit communication and recommendations for visit center renovations to enhance the on-campus experience.
- The fall 2009 class is the first recruited class to have utilized a new admissions website and goBAYLOR system launched in summer 2008. The goBAYLOR system, designed and developed in conjunction with ITS Internet Services, Admissions and Marketing's Electronic Communications, is the central system for communicating with prospective students and routing them through the steps to become a Baylor student.

Parents of Students

- The Parents League co-hosted a parents-only dinner with the Division of Student Life each evening of summer orientation June 9-25. More than 1,600 parents of incoming freshmen and transfer students attended the dinners at which the Parents League program was presented and a panel of parents of current students responded to questions from new parents to the University community.
- A total of 50 student send-off parties, which serve as an opportunity for students and parents to meet other

Baylor families in their hometowns, were held across the nation during July and August 2009 involving more than 2,600 incoming and returning students and their parents, alumni and friends of the University.

- In addition to the 50 Student Send-Off Parties, more than 224 Parents League sponsored events and meetings were held involving more than 4,700 parents and students. These events included chapter meetings, 1st Call to Prayer group gatherings, leadership meetings and Bear Care packaging parties.
- A University calendar was mailed to 11,700 parent households on August 1, 2009.
- Activities for Parents Weekend (September 18-19, 2009) included a leadership/volunteer appreciation breakfast attended by more than 55 parents and recognition of Gretchen and Sandy McCormack as Parents of the Year.
- *Perspectives*, the Parents League newsletter, was converted from its previous printed and mailed paper format to an online publication and sent via email to parents of enrolled undergraduate students for whom email addresses are available in Banner. Two positive outcomes have been the ability to communicate with parents more often and helping to save our natural resources by "going green."
- The Parents Fund received \$115,813 in gifts and pledges from parents of current students.
- The Student Emergency Fund provided 148 students awards totaling \$98,908. This total reflects \$48,000 awarded to victims of Hurricane Ike.
- The Parents' Helpline received and responded to more than 900 emails and telephone calls.

Alumni

Communication with alumni has been enhanced through the continued work across all sections of Marketing and Communications.

- Baylor Proud initiated the collection of "alumni proud" stories in spring 2009 to generate leads for great stories that could be told about alumni within Baylor Proud and *Baylor Magazine*.
- The Winter 2009 edition of *Baylor Magazine* included a Class Notes section, one of the most popular

features of most alumni magazines. The section will be a regular feature of *Baylor Magazine*.

- “Welcome Home,” a special Homecoming publication, provided the University with a strong and positive voice to alumni returning for Homecoming. The publication was distributed through area hotels, the Baylor Bookstore, the football game, at a variety of events and kiosk locations on campus.
- *Baylor Magazine* enhanced the alumni content with features about successful alumni along with stories describing how students continue to be engaged in life-changing events, mission trips and lives of service to others.
- Placed news stories in Waco media market and educational trade publications that accurately conveyed Baylor’s proposal to merge the alumni association with the University and the subsequent rejection/withdrawal of the proposal.
- Placed news stories in the *Houston Chronicle* and other Houston-area news media that highlighted the life’s work of alumna, former Houston City councilwoman and former regent Eleanor Tinsley at the time of her death.
- Placed news stories in Waco media market on Homecoming 2008 to support efforts in generating attendance.
- Created a new Alumni Web page that serves as the foundation for future enhancements as the University rolls out an alumni relations effort.
- Distributed the annual University Christmas eCard to 75,193 unique email addresses (alumni and current students) in December of 2009. Unique individuals opening the eCard in 2009 reached 7,187 compared to just under 6,500 the previous year.
- Developed and launched an official Facebook page for Baylor University. The page was made available to the general public in fall 2009. As of mid-December, the number of

fans of the page was almost 14,000. The age breakdown for fans of the site is as follows:

Age Range	% of Population
13-17	10%
18-24	30%
25-34	27%
35-55	17%
45-54	11%
55+	5%

The Baylor Network continues to strive to achieve the mission to develop an extensive network of constituents.

- From June 1, 2008, through May 31, 2009, we brought more focus to events and hosted 576 events with approximately 18,000 attending. This number is up from 555 events in 2008 and 507 events in 2007.
- These events were hosted in 56 cities in Texas up from 55 communities in Texas in 2008, up from 52 communities in Texas for 2007.
- The Network focused on 50 cities outside of Texas in 2009 compared to 54 in 2008 and 48 in 2007.
- The Network focused on 23 states in 2009 compared with 24 states in 2008. Nevada was the only state dropped this year.
- A total of 16,309 attendees were captured in the EPIC (event system) for 2009. It is estimated that an additional 2,000 attended events such as young graduate activities, game-watching parties, and some women’s group activities which do not require payment or registration.
- The Baylor Business Network again focused on cities with viable numbers of alumni and friends and added an important emphasis on careers. The business network hosted 76 events in 2009 and had 3,108 attend compared with 75 events with 2,218 attendees in 2008.
- The Global Network continued to build strong relationships within the Baylor international student and faculty population in Waco, as well as broadening and developing ties with Baylor around the globe in collaboration with the Center for International Education, Career Services, University

Ministries and numerous other “global-thinking” offices, both academic and administrative. Global Network events were held in four countries this year as well as numerous encounters on the campuses of partner international universities and businesses.

- The 13 women’s networks continued to offer a variety of opportunities for social interaction and fund-raising for their scholarship goals. They hosted 61 events and had 2,705 attend in 2009 compared to 86 events with 2,368 attendees in 2008.
- The growth of the Baylor Sports Network spotlights the cooperative effort among the Baylor Sports Network, Baylor Bear Foundation, “B” Association and the Baylor Athletic Department. This Network hosted 62 events with 4,532 attending in 2009 compared to 47 events with 4,267 sports fans attending in 2008 and 39 events with 2,905 attending in 2007.
- A Virtual Career Network for alumni is in the final stages of development. It will include tips for job search, job postings, testimonies from satisfied alumni, links to Baylor Network events, other career tips and job postings, podcasts and webinars. Target date for implementation is February 2010.
- The Baylor Network increased the focus on career support for alumni who are looking for jobs as a result of the economy. This program includes the Career Advancement Network taken to Houston, Dallas and Fort Worth in 2009. Experienced career counselors conducted workshops for the attendees in these cities.
- In conjunction with the National Day of Prayer, the Baylor Network continued to host “The Baylor Day of Prayer” in Dallas. Alumni volunteers in the communities recruit others to pray for our national leaders, state/local leaders, educators, military, Baylor administration and faculty and Baylor students.
- Diadeloso continues to bring families together for a relaxing and fun day in the three major areas in Texas: Dallas/Fort Worth, Houston and San Antonio/Austin.

- Singspiration at Homecoming continues to be a highlight of the weekend. With direction by the Baylor Network, Singspiration has become the reunion of all who love church music through the ages. It was standing-room-only in the sanctuary of 7th and James Baptist Church for this event, which focused on missionaries as a theme, guest singers and spokespersons.

The Baylor Network also began a new program in 2009, designed to inform students about the Baylor Network and the opportunities provided for them after graduation. This Future Alumni Network utilizes already existing activities involving students and provides an added dimension.

- Sponsored the dinner prior to the Bear-athon hosted by Student Foundation.
- Sponsored a Dr Pepper® Hour for business students hosted by Business Network Volunteers.
- Hosted tables at the annual Hankamer School of Business Awards Banquet in spring 2009.
- Provided speakers to the Introduction to Business courses and to the Baylor Business Women’s organization.

Central Texas Community

Activities coordinated by a variety of Baylor offices to engage the Central Texas community included:

- Conducted a survey of Waco/McLennan County residents to gauge community perceptions about the University; key findings showed that 82 percent of the area’s residents view themselves as “very” or “somewhat familiar” with Baylor and 89 percent rate Baylor “very” or “somewhat favorably.”
- Launched coordinated print and billboard advertising to strengthen the message that Baylor and Waco are partners in the success of Waco.
- Placed community events ads each week in the *Waco Tribune-Herald* inviting guests to attend educational and entertainment events on campus.
- Coordinated the Heart of Texas Community Tailgate Party and increased attendance from 563 to 863 in one year.

- Coordinated the University's participation as host of the Cen-Tex African-American Chamber of Commerce Annual Meeting, attended by 300 community leaders.
- Placed news stories throughout the year in Waco market news media that focused on the strengths of Baylor University as a high-quality higher educational institution, a growing comprehensive research university and a contributing member of the Waco community.
- Welcomed many community groups such as the Waco Cotton Palace, One Book One Waco, high school graduations, children's musicals and the Waco Symphony Orchestra.

Baptists and Other Christians

The outreach to Baptists has been strengthened through a presence at major Baptist convention events and leadership in celebrating 400 years of the Baptist denomination.

- Took a lead role in the celebration of the 400th anniversary of Baptists. Baptist 400 events were advertised across the country in publications such as *Christian Century*, *Christianity Today* and multiple state papers. Earned media stories were placed in support of the anniversary. Events developed for Baptist 400 were also highlighted on a Web page. Audio and video files of the event speakers' presentations remain available on the Web to those who could not attend Baptist 400 events.
- Represented at the Cooperative Baptist Fellowship, Hispanic Baptist Convention and Baptist General Convention of Texas with staff manning booths in the exhibit halls and materials distributed to participants.
- Partnered with the *Baptist Standard* to present the Texas Baptist Ministry Awards to honor three outstanding examples of ministry – pastoral ministry, lay ministry and lifetime ministry achievement.
- Placed news stories about Baylor clergy sexual misconduct research and resources for

congregations in *Washington Post*, *Baltimore Sun*, *Chicago Tribune*, *NPR*, *Associated Press*, *The Lutheran*, Black Christian News Network and about 70 other news media outlets nationwide. Placed news stories about Baylor research into incidence of depression among clergy members in *Christianity Today*, *Christian Century* and *Biblical Recorder*.

- Placed news stories about Baylor's Texas Hunger Initiative and Texas at the Table event in Baptist, Christian and secular news media, including a mention on the White House blog.
- Partnered with Conference and Event Management, Baylor's Spiritual Life department, and the BGCT's Missions, Evangelism and Ministry division to attract the annual Congreso event to Baylor's campus for the second year in a row. Congreso is the largest annual gathering of Hispanic Baptist students in North America and brings more than 4,000 teens and young adults to Baylor's Ferrell Center for worship, preaching and small group training.

Government and other regulatory bodies, and members of the higher education community

The Marketing and Communications division:

- Coordinated the news conference to announce the creation of the Central Texas Technology and Research Park and its first project, the Baylor Research and Innovation Collaborative, with a total of 11 governmental, educational and economic development organizations; news coverage was garnered in all Waco media, Austin television channel News8Austin and the *Chronicle of Higher Education*.
- Worked with the City of Waco in the opening of the Waco Mammoth Site and placed news stories in Dallas-Fort Worth's Fox4 News, Austin's KXAN-TV and News8Austin and Associated Press. These resulting stories were distributed nationwide in media markets such as Tucson, Las Vegas, New Orleans and Baltimore, among others, and in all major Texas metros such as Dallas-Fort Worth, Houston, San Antonio, Austin, El Paso, Corpus Christi and others.

Higher Education Community of Institutions

The announcement of Baylor's Robert Foster Cherry Award to national media continually strengthens the message that Baylor is committed to excellent teaching. Print ads were modified this year to increase the focus on Baylor's role in the awards.

Earned national news stories about the research conducted at Baylor:

- The presence of pharmaceuticals and personal care products in fish: Associated Press, NPR.
- The resurgence of junk bonds as an investment: *The Wall Street Journal*.
- Family businesses during the recession: *The New York Times*.
- Shoppers placing less reliance on credit card use: *San Francisco Chronicle*.
- Learning from investment losses: *Baltimore Sun*.
- New chemical additive to make old antibiotics efficacious again: *Popular Science*.
- Holiday shopping predictions: *USA TODAY*, Associated Press.
- Potential to achieve warp speed: *Science Daily*, ABC News, MSNBC.
- The effect of peer pressure on teen boys' perceptions of their appearance: *Science Daily*, UPI.
- Discovery that deadly algae is more toxic than previously thought: *Science Daily*.

Earned national news stories about the educational enterprise at Baylor:

- The Robert Foster Cherry Awards for Great Teaching: *The Wall Street Journal*, *Chronicle of Higher Education*.
- Baylor students' work to prevent suicide among their peers: *The New York Times*, *Washington Post*.
- A profile of Baylor's overall academic excellence: *Christianity Today*.

Donors

The Marketing and Communications division:

- Contributed to efforts to recognize donors and to encourage potential donors to give by:
 - placing news stories in Waco media market and San Francisco media on the gift to establish the Mark Hurd Tennis Center.

- placing news stories in Waco media market on gifts to establish the Allison Indoor Practice Facility and the Gettermann Softball Facility.
- placing a news story in the *Waco Tribune-Herald* on the 50th anniversary of the partnership between Baylor and the Waco Foundation.
- Created the "Go" video in support of fundraising for missions with a purpose and a number of other multimedia tools for use with large and small donor groups.
- In conjunction with ITS Internet Services and University Development, launched a more robust online giving system. More than \$700,000 in total pledges, payroll deductions and credit card payments were received for calendar 2009 (thru mid-December). This represents a sizeable increase over prior years.

Faculty and Staff

The Marketing and Communications division:

- Redesigned *BaylorNews*, the quarterly newsletter distributed to faculty and staff, to include more news briefs, shorter features and a more user-friendly size while maintaining a focus on grants received, research progress and publications earned by faculty.
- In fall 2008, launched a Web page especially for faculty and staff. By 2009, this page is one of the most highly trafficked Web pages on the entire Baylor website. The page is populated with a range of useful information for this highly valued portion of the Baylor family.

Current Students

The Marketing and Communications division:

- In collaboration with Campus Living & Learning, launched a new series of postcards, posters, and emails designed to highlight the benefits of living on campus. A printed brochure was redesigned this year to assist new students in identifying their best living-learning option.

- Developed and implemented a revised procedure for working with the *Lariat* that resulted in better use of Media Communications staff time as well as helped increase the quality of *Lariat* stories about the University.
- Launched a specific message-driven Web page for current students. The page and communications strategy were developed with representatives from a number of administrative departments, including student life and Paul L. Foster Success Center, and using the input of students from focus group. While all results are preliminary, initial response seems to be favorable. In the first two months after the page was launched traffic to the new page climbed approximately 15 percent to 20 percent over prior years.

GOAL 3

Strengthen and focus recruiting efforts to introduce a wider audience to the University at a younger age through the effective use of campus facilities.

General use of facilities for camps, conferences, and meetings

Baylor's Conference and Event Management (CEM) works with more than 70 summer programs for youth and adults each year during June and July. Groups range in size from 30 to 1,700 focusing on various program areas, such as academics, athletics, leadership, research and Christian worship. Campus facilities are filled to capacity in an effort to offer an experience on Baylor's campus for as many prospective students as possible.

CEM also hosts the Region II-5-A University Interscholastic League (UIL) each spring, bringing nearly 2,000 of Texas' elite academic and athletic high school students to campus for regional competition.

Waco Hall is a unique venue on campus and in Waco and is used specifically for recruiting prospective students during the Winter, Spring and Fall Premieres. Major student life programming also occurs in Waco Hall throughout the year, including Chapel services and events for Orientation, Welcome Week, After Dark, Pigskin, Homecoming, and Greek and multicultural student groups. Additionally, Waco Hall is used for a variety of special events and civic performances, drawing in an audience beyond the campus community.





Baylor

IMPERATIVE X

*Build with integrity a winning
athletic tradition in all sports*



IMPERATIVE X

Build with integrity a winning athletic tradition in all sports

BAYLOR RECOGNIZES BOTH the vital role of athletics in the life of the collegiate institution and the potential for harm from misplaced priorities. Pursuant to the goal of creating a winning tradition with complete integrity, Baylor will participate across the full spectrum of men’s and women’s athletics and will strive to be competitive in every athletic venue in which it participates. We will achieve graduation rates comparable with the very finest Division I schools and integrate student-athletes into the full range of student life.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Pursuant to the goal of creating a winning tradition with complete integrity, Baylor will participate across the full spectrum of men’s and women’s athletics and will strive to be competitive in every athletic venue in which it participates.

We are maintaining our challenging goals, and we continue to strive to establish a winning tradition in all areas of competition.

2. We will achieve graduation rates comparable with the very finest Division I schools and integrate student-athletes into the full range of student life.

The NCAA Graduation Success Rate for Baylor student-athletes was 77 percent in fiscal year 2009.

PROGRESS IN DEPTH

GOAL 1

Pursuant to the goal of creating a winning tradition with complete integrity, Baylor will participate across the full spectrum of men's and women's athletics and will strive to be competitive in every athletic venue in which it participates.

For the past few years, we have met or exceeded our goal having at least 12 teams participate in NCAA post-season play (with the exception of 2008). [Fig. 10.1] We met our goal of having 10 teams ranked in the Top 20 in the nation in 2005. We had nine teams ranked in the Top 20 in the nation in 2009. [Fig. 10.2]

We met our goal of finishing 25th in the NACDA Directors' Cup standings in 2005. In 2009, we finished 33rd in the Cup standings, which is the third highest ranking in Baylor athletic history. [Fig. 10.3]

Fig. 10.1 Athletic teams in post-season play

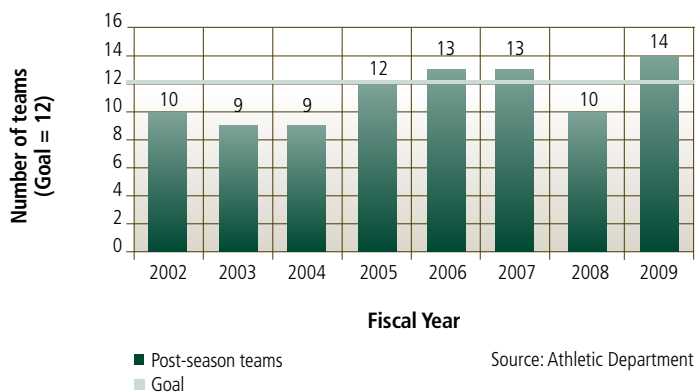


Fig. 10.2 Athletic teams ranked in Top 20 in nation

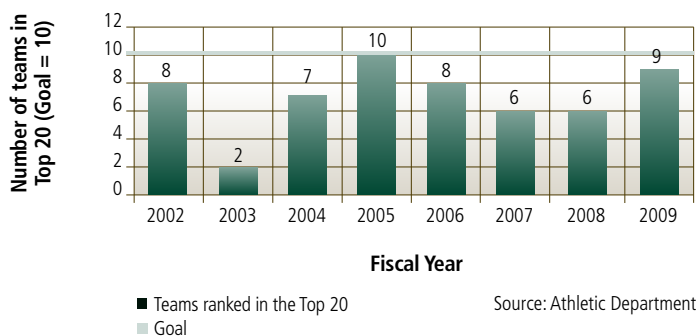
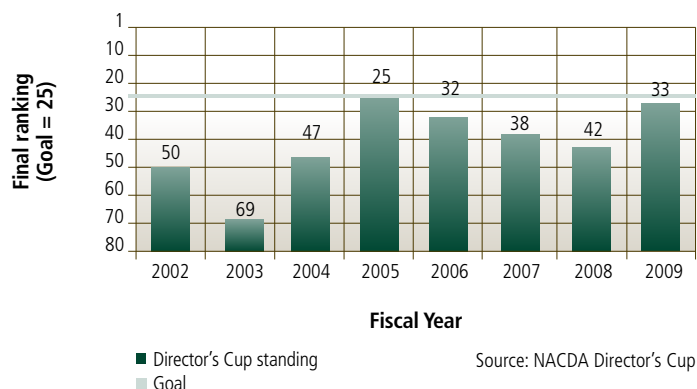


Fig. 10.3 NACDA Directors' Cup standings



GOAL 2

We will achieve graduation rates comparable with the very finest Division I schools and integrate student-athletes into the full range of student life.

Until 2009, Baylor had ranked first in NCAA Graduation Success Rate (GSR) among all Big 12 institutions.

In 2009, Baylor's rank dropped to second in the Big 12, but still led Texas' Big 12 universities. [Figs. 10.4 and 10.5] The GSR adds to the first-time freshmen cohort, those students who entered midyear, as well as student-athletes who transferred into an institution. In addition, the GSR will subtract students from the entering cohort who are considered allowable exclusions (those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a church mission), as well as those who would have been academically eligible to compete had they returned to the institution.

Fig. 10.4 Big 12 NCAA Graduation Success Rate ranking

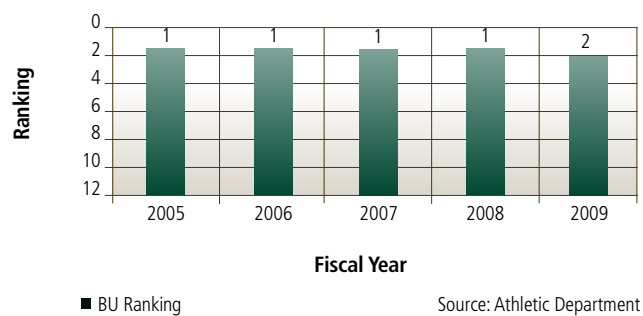
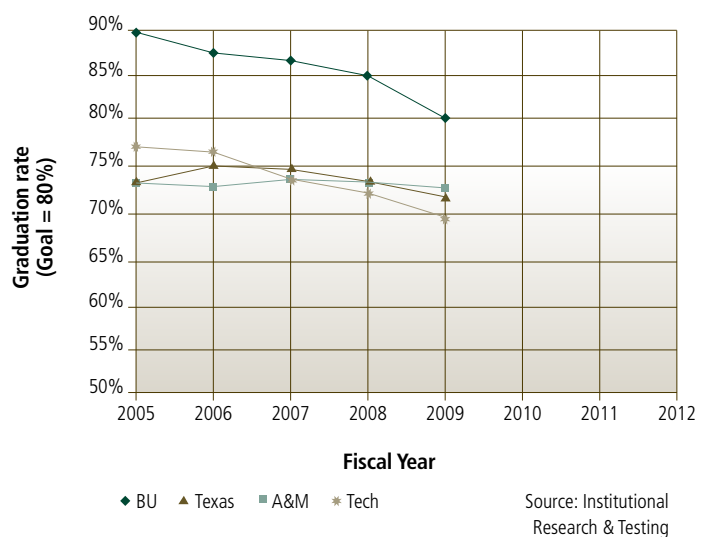


Fig. 10.5 NCAA Graduation Success Rate for Texas' Big 12 institutions





Baylor

IMPERATIVE XI

Emphasize global education



IMPERATIVE XI

Emphasize global education

RECOGNIZING THAT ITS SPHERE OF CHRISTIAN INFLUENCE is the world itself, Baylor must prepare its graduates to enter a pluralistic and global society. To strengthen our efforts in international education, we will increase the number and quality of Baylor's international programs, raise the level of participation by students in study-abroad programs and the percentage of international students on campus, expand international opportunities for faculty and graduate students, enrich the quality and application of the study of modern foreign languages and gather an ethnically diverse faculty and student body.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Increase the number and quality of Baylor's international programs.

The number of Baylor's international programs has increased, from 50 programs in fiscal year 2002 to 89 programs in fiscal year in 2009.

2. Raise the level of participation by students in study abroad programs.

The level of participation by students in study abroad programs has fluctuated between fiscal year 2003 and fiscal year 2009. There was a decline in participation between fiscal year 2002 and fiscal year 2003 which can be attributed to the events of September 11, 2001.

3. Increase the percentage of international students on campus.

The percentage of undergraduate international students on campus has remained relatively constant since fiscal year 2005. The percentage of international graduate students has declined between fiscal year 2005 and 2009.

4. Expand international opportunities for faculty and graduate students.

The number of international programs has increased from 50 in fiscal year 2002 to 89 in fiscal year 2009. This increase has expanded opportunities for faculty and students.

PROGRESS IN DEPTH

GOAL 1

Increase the number and quality of Baylor's international programs.

The number of international programs at Baylor has been steadily increasing since fiscal year 2002. [Fig. 11.1]

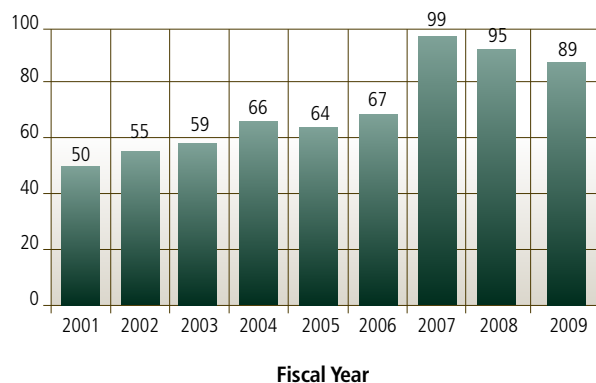
All programs are available on-line for review and consideration by parents and students.

Safety and security procedures have been implemented by Baylor based upon consultation with third-party experts.

Pre-departure orientation and information sessions are provided to assist students in preparing for their international experience.

A new program (BearsAbroad) to track all elements of the study abroad program has been adopted and is online.

Fig. 11.1 Number of international programs



Source: Center for International Education

GOAL 2

Raise the level of participation by students in study abroad programs.

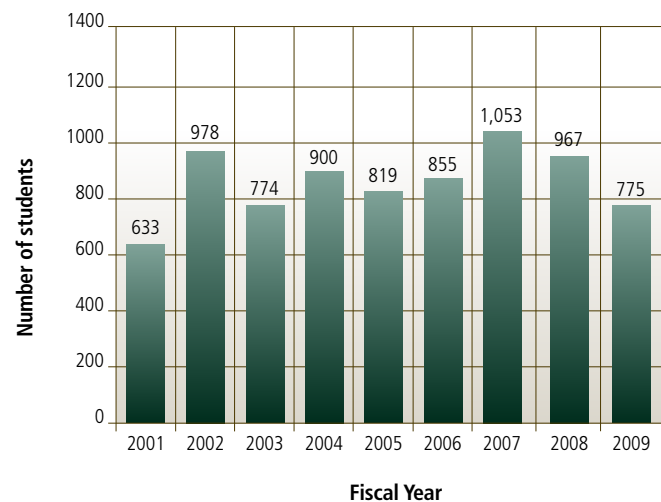
The number of students participating in study abroad programs has been increasing since fiscal year 2003. There was a decline in student participation between 2002 and 2003. This decline can be attributed to the effects of the events of September 11, 2001. An audit

conducted by the Office of International Programs in December 2009 corrected some counting errors for study abroad programs for 2007-2009. The decline in student participation in 2009 can be attributed to the economy.

The number of students participating in study abroad programs has increased by 22 percent from fiscal year 2001 (prior to 9/11) to fiscal year 2009. In fiscal year 2009, Baylor had 89 study abroad programs and sent a total of 775 students abroad for academic credit. [Fig. 11.2] In addition, many students have traveled abroad on mission trips but receive no academic credit (177 in 2007, 105 in 2008 and 110 in 2009).

In fiscal year 2009, the Goodrich Scholarship was awarded to 77 Baylor students. The total amount in scholarships was more than \$200,500. This scholarship is awarded on the basis of need and merit for participation in study or research abroad programs.

Fig. 11.2 Number of students enrolled in international programs



Source: Center for International Education

GOAL 3

Increase the percentage of international students on campus.

The percentage of undergraduate international students decreased in fiscal years 2004 and 2005. For the past three years, however, this percentage has risen to nearly 4 percent. [Fig. 11.3]

The percentage of graduate international students peaked in fiscal year 2005. The current percentage of graduate international students is 14 percent. [Fig. 11.4]

According to the "Open Doors" report published by the Institute of International Education, international students represented 4.3 percent of total U.S. higher education enrollment in 2001-2002 (2.8 percent of total undergraduate students and 13.7 percent of total graduate students). In 2008-2009, the percentage of international students declined to 3.7 percent of total U.S. higher education enrollment (1.7 percent of total undergraduate students and 10.5 percent of total graduate students).

Fig. 11.3 Percent of international undergraduate students

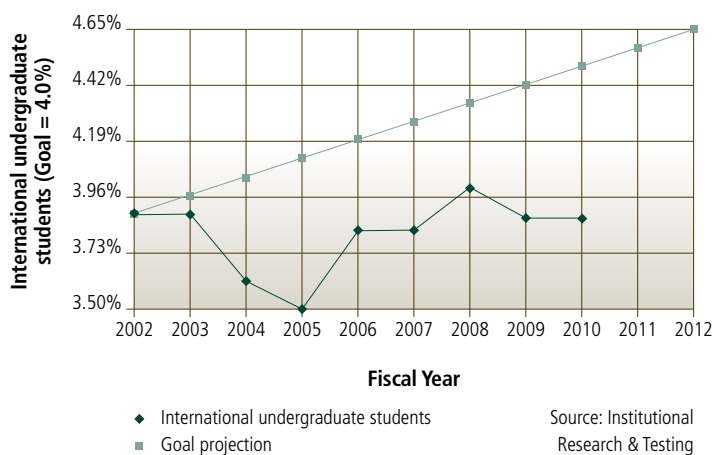
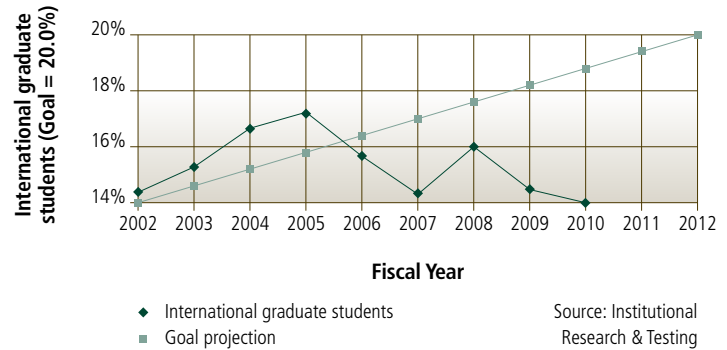


Fig. 11.4 Percent of international graduate students



GOAL 4

International opportunities for faculty and graduate students.

The number of international programs has increased from 50 in fiscal year 2002 to 89 in fiscal year 2009. [Fig. 11.1]





Baylor

IMPERATIVE XII

*Achieve a \$2 billion
endowment*



OFFICE OF THE ATTORNEY GENERAL
PRO TEXAS

IMPERATIVE XII

Achieve a \$2 billion endowment

TO SUSTAIN A STRONG STUDENT SCHOLARSHIP PROGRAM, to create excellence in academic and student life programming, to provide support for key academic chairs and professorships and to enable the other imperatives of this 10-year vision, Baylor will build an endowment with a corpus of \$2 billion by 2012. Through successful fund-raising, shrewd asset management and responsible stewardship, Baylor will develop endowed resources on par with some of the nation's top-tier universities.

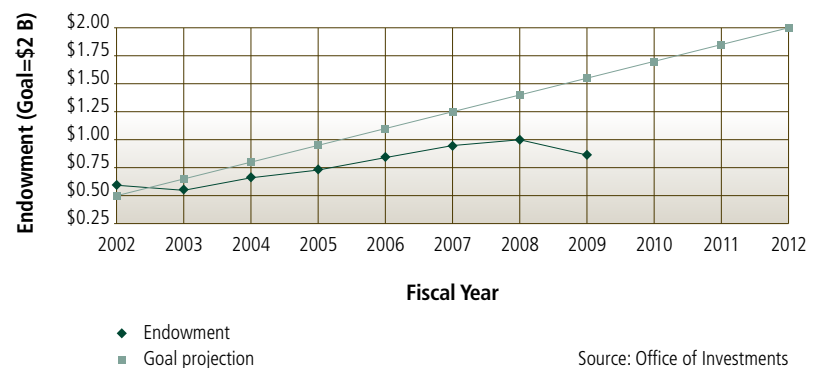
PROGRESS SUMMARY

IMPERATIVE GOALS

We are making progress, although we believe a fund raising campaign with heavy emphasis on gifts earmarked for endowment would greatly enhance our progress toward achievement of Imperative XII by 2012.

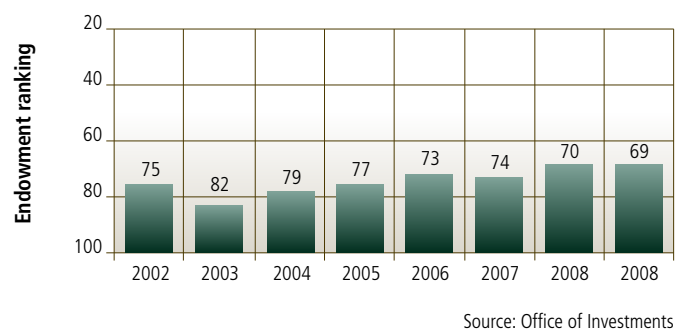
The worldwide economic downturn has impacted universities across the country. The National Association of College and University Business Officers (NACUBO) reports market value losses of up to more than 30 percent among its members. Although lagging behind 2012 projections, the market value of Baylor's endowment declined only 17.7 percent. [Fig. 12.1] After steady gains over the past five years, the market value of the University endowment is \$880 million as of May 31, 2009.

Fig. 12.1 Endowment



The NACUBO rank of total endowment has been steadily increasing since fiscal year 2003. Baylor achieved a national rank of 69th in fiscal year 2009. This indicates a slight improvement in rank from 2008 to 2009 despite a decline in overall endowment market value in 2009. [Fig. 12.2]

Fig. 12.2 NACUBO endowment ranking



The endowment per student full-time equivalent (FTE) has been increasing. There was a decline in fiscal year 2009 to \$61,263; however, the NACUBO ranking of endowment per FTE among private universities increased to 171 – the best rank that Baylor has achieved to date. [Figs. 12.3 and 12.4]

Fig. 12.3 NACUBO endowment per student FTE

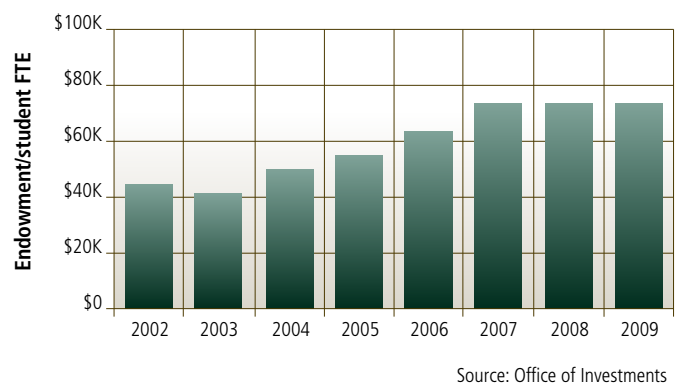
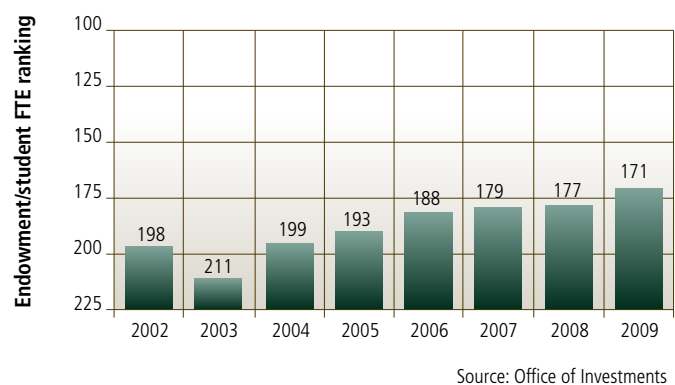


Fig. 12.4 NACUBO endowment per student FTE ranking







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