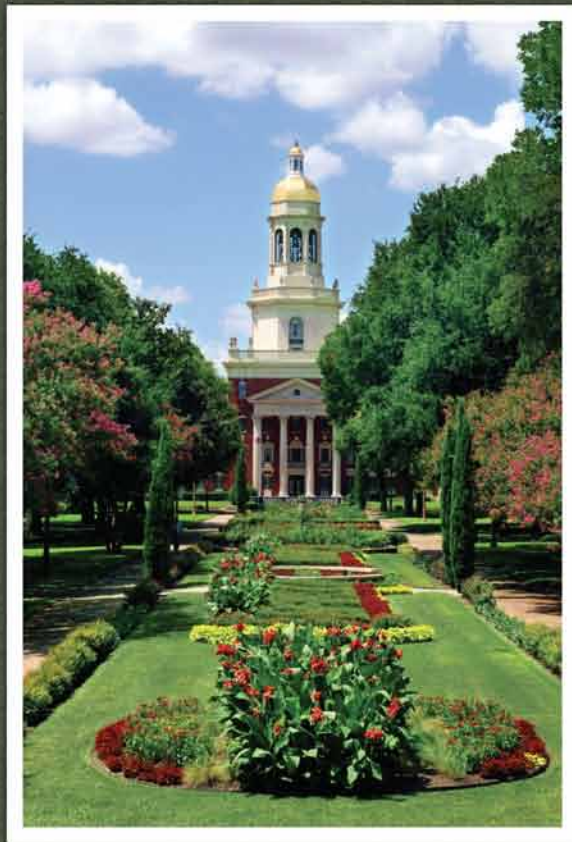


Baylor

Annual Report 2010



BAYLOR
UNIVERSITY

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.

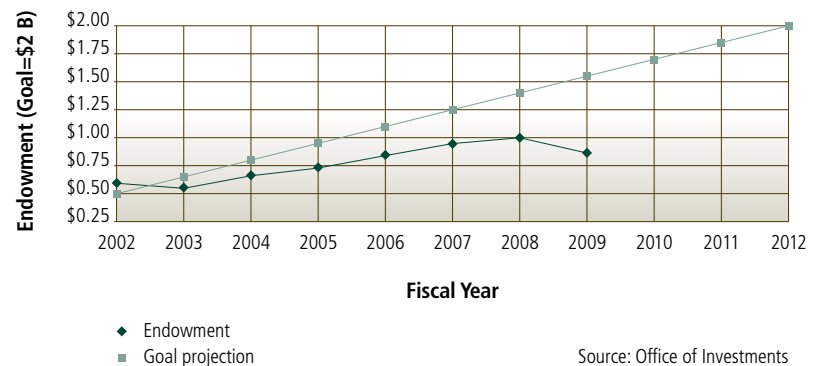
PROGRESS SUMMARY

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.

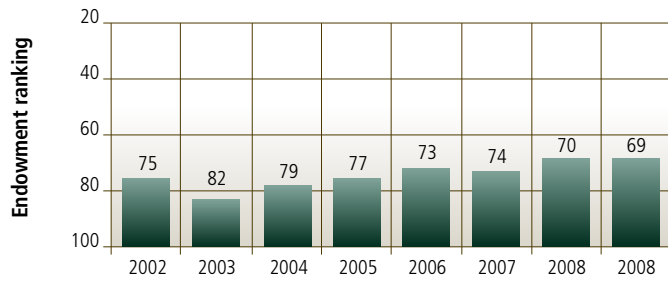
The worldwide economic downturn has impacted universities across the country. The National Association of College and University Business Officers (NACUBO) reports market value losses of up to more than 30 percent among its members. Although lagging behind 2012 projections, the market value of Baylor's 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]

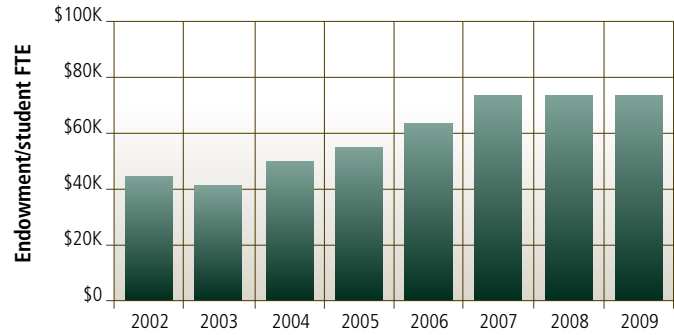
Fig. 12.2 NACUBO endowment ranking



Source: Office of Investments

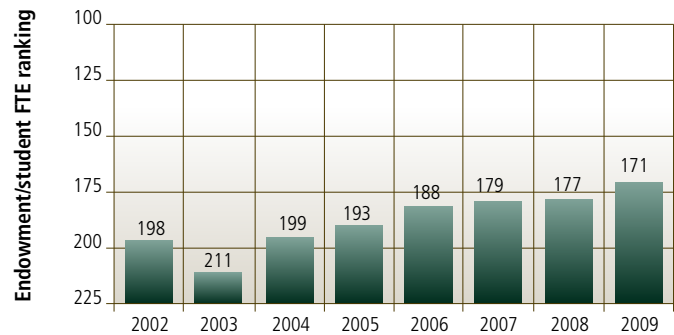
The endowment per student full-time equivalent (FTE) has been increasing. There was a decline in fiscal year 2009 to \$61,263; however, the NACUBO ranking of endowment per FTE among private universities increased to 171 – the best rank that Baylor has achieved to date. [Figs. 12.3 and 12.4]

Fig. 12.3 NACUBO endowment per student FTE



Source: Office of Investments

Fig. 12.4 NACUBO endowment per student FTE ranking



Source: Office of Investments

