



## Baylor Annual Report 2009

*Baylor*



**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.





# Baylor Annual Report 2009

**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/about/vision](http://www.baylor.edu/about/vision)





# 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

- |  |   |
|--|---|
| <p>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.</p> <p>For student-faculty ratio and for all measures of class size, <b>we are on track</b> to meet our 2012 goals.</p> <p>2. To establish a common body of knowledge and academic experience, Baylor will cultivate the reading and discussion of the world’s great texts.</p> <p><b>We are making progress.</b> The Great Texts Program has shown considerable growth since its initiation in 2002.</p> | <p>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.</p> <p>Many degree programs require writing-and speaking-intensive courses. Assessment of senior-level papers indicates competence in writing and critical thinking.</p> |
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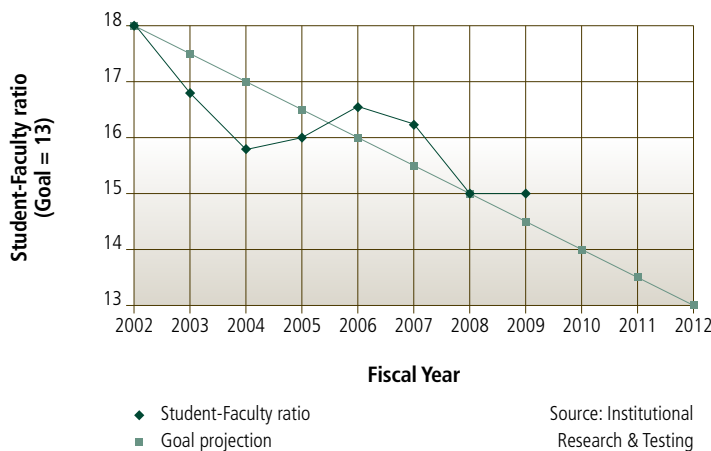
# PROGRESS IN DEPTH

## GOAL 1

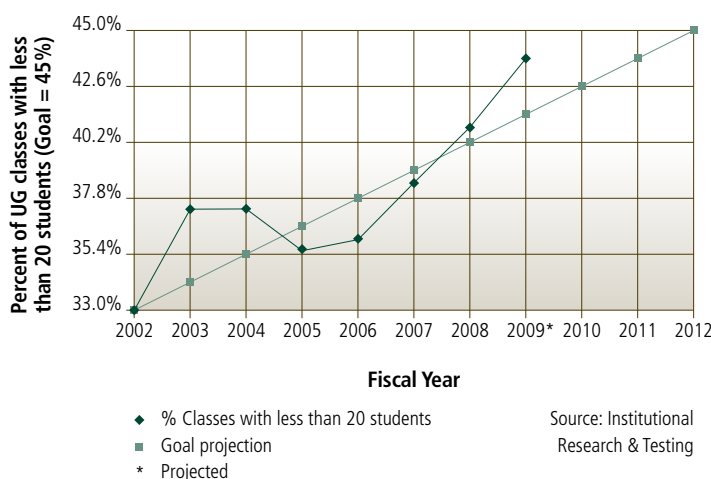
*Critical to this learning community is the students' access to faculty. To increase interaction between professors and students, Baylor will seek to provide a student-faculty ratio of 13 to 1. (Fig. 1.1)*

With 10% 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. (Figs. 1.2 & 1.3) Baylor is on schedule in its attempt to reduce to 2.5% the percentage of undergraduate classes with enrollment greater than 100. The percentage of classes of this size in 2008-09 was 2.6%. (Fig. 1.4)

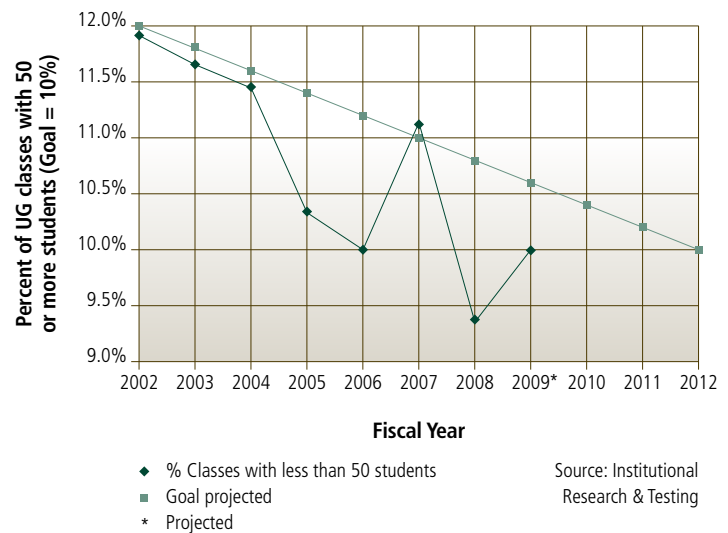
**Fig. 1.1 Student-Faculty ratio**



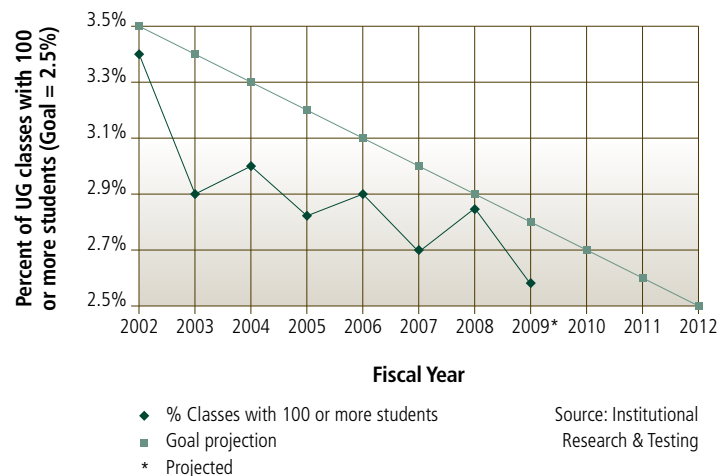
**Fig. 1.2 Undergraduate classes with less than 20 students**



**Fig. 1.3 Undergraduate classes with 50 or more students**



**Fig. 1.4 Undergraduate classes with 100 or more students**



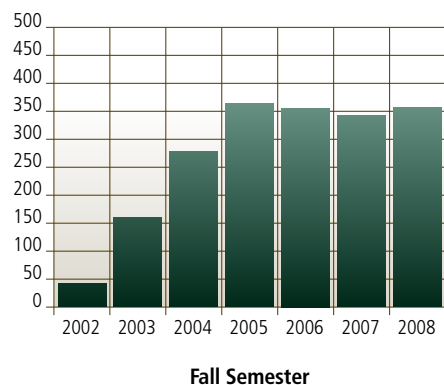


## GOAL 2

*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 the Fall of 2002 to 24 sections with 364 students in the Fall of 2008. (Fig. 1.5) During the last year, from the 10 Great Text faculty, seven books were authored and published. Eight other books have been accepted for publication in the 2009-2010 academic year. The faculty published 13 peer-reviewed articles and 11 more in popular and trade publications, and had 14 more peer-reviewed articles accepted for publication. In addition, the faculty participated in 27 scholarly speaking engagements and gave nine international talks.

**Fig. 1.5** Number of students enrolled in Great Texts courses



Source: Institutional Research & Testing

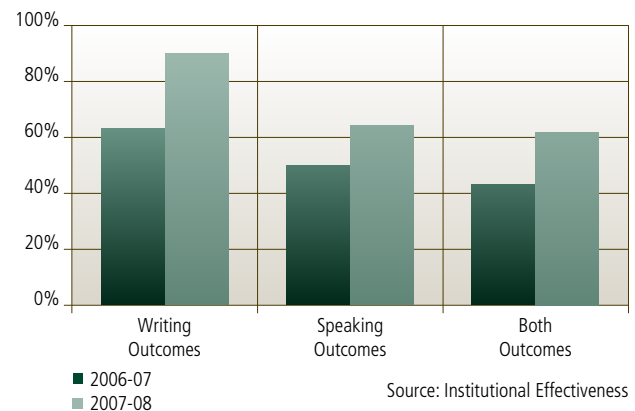
## GOAL 3

*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 2007-2008 assessment reports indicates that 88 percent of the undergraduate programs assess

their students' writing ability, and 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)

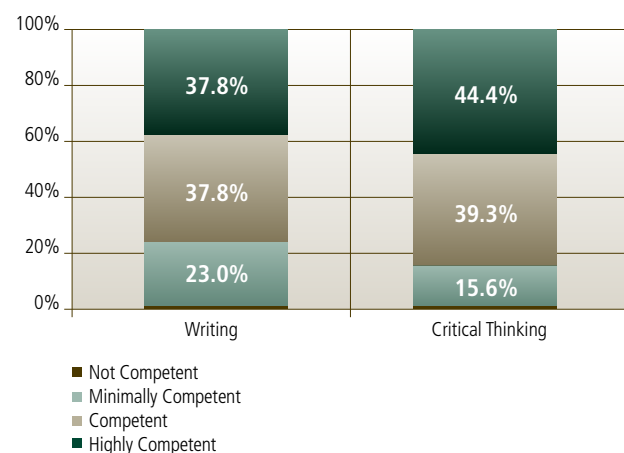
**Fig. 1.6** Undergraduate programs assessing writing and speaking learning outcomes



Source: Institutional Effectiveness

In the spring of 2008, a new assessment plan for general education competencies was implemented. A faculty panel assessed a representative sample of 146 papers written in senior-level courses across the University for evidence of skill in writing and critical thinking. More than one-third of the papers were rated as "highly competent" for writing, and 44 percent received that rating for critical thinking, exceeding the 25 percent criterion set by faculty. Overall, 75% of the papers were rated "competent" or higher for writing, and 84 percent were rated "competent" or higher for critical thinking. (Fig. 1.7)

**Fig. 1.7** Assessment of Senior Papers







# 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. Eight 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. 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 new Memorial Chapel.

2. **Increase Number of Undergraduates Living on Campus**

Both number and percentage of undergraduates living on campus have increased. As of fiscal year

2009, there are 4,693 beds available and 39 percent of undergraduate students live on campus.

3. **Enhance the Social and Relational Environment**

Improvements have been made to the Bill Daniel Student Center. The Stacy Riddle Forum has been constructed and opened. The Place2BU program has been established and expanded. Baylor traditions of education and enrichment have been enhanced and common spaces on campus have been made more appealing. 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 and houses 573 primarily upper-division men and women and three faculty-in-residence. The North Village is home to two living-learning programs: the Engineering and Computer Science Living-Learning Center and the Outdoor Adventure Living-Learning Center. A new partnership has formed with the School of Business, and the Entrepreneurship Living-Learning Center will begin in North Village during fall 2009. Approximately 350 students will participate in these three 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 recent renovation of Kokernot Residence Hall now makes it the perfect home for Engaged Learning Groups. One hundred seven women and 80 men live in separate sections of the renovated facility that are connected by newly remodeled study and conference rooms. In addition, a faculty member lives in the new 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.

### Living-Learning Centers (LLC)

Campus Living and Learning is creating 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.

Almost 1,300 students reside in eight different living-learning programs, including three Engaged Learning Groups. These groups provide students a unique program that comprises students pursuing an engaged educational topic with a team of faculty for three to four semesters. Additionally, both the Global Community Living-Learning Center and the Air Force ROTC Living-Learning Center launched during fall 2008, greatly increasing the 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
<b>TOTAL</b>	<b>1,290</b>	

### Faculty Involvement

The faculty-in-residence program supports 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 currently has eight faculty-in-residence: Doug and Michele Henry in Brooks Residential College, Tom Riley and Julie Sweet in North Village, Cindy Fry in North Village, Steven Pounders in North Village, Laine Scales in Kokernot, and Sarah Jane Murray in the Honors Residential College in Alexander/Memorial.

Faculty Partners

The ultimate goal of the faculty partners program is to link 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. 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 experience. Whether sharing a meal in one of the dining halls, going to a Baylor event together, or attending a floor movie night, faculty partners get involved with students in a variety of ways.

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.

GOAL 2

*Increase the number of undergraduates living on campus*

The number of beds available in residence facilities increased to 4,693 in fiscal year 2009. (Fig. 2.2) Demand for housing has exceeded current capacity, resulting in most residential communities operating in “expanded occupancy” mode. The percentage of undergraduates living on campus increased to 39% in fiscal year 2009. (Fig. 2.3)

Fig. 2.2 Number of beds available on campus

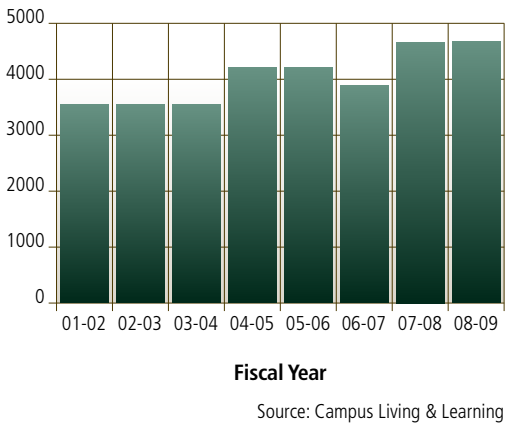
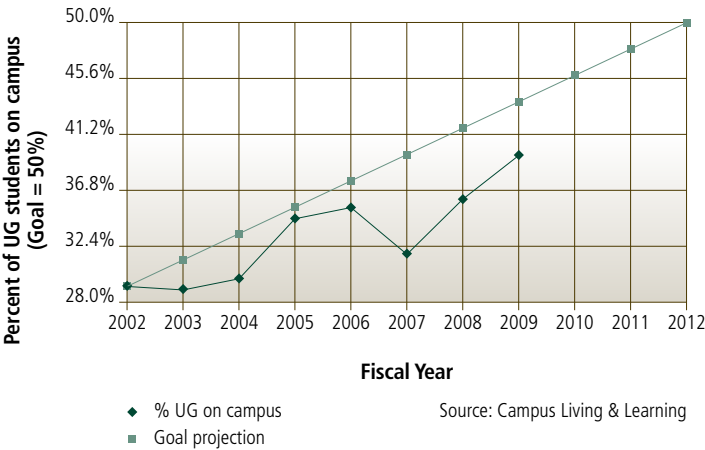


Fig. 2.3 Percentage of Undergraduates living on campus





GOAL 3

Enhance the social and relational environment

Bill Daniel Student Center

Since spring 2003, improvements have been made to the Student Union Building to help meet the current needs of students. This past year an additional space for IFC (Interfraternity Council) and Baylor’s various multicultural organizations was created on the third floor to enhance interactions, provide resources and improve the overall development of these groups.

The Bill Daniel Student Center continues to be an important gathering location for the entire University. Dr Pepper® Hour, a campus tradition of over 50 years, continues to be held in the building each Tuesday from 3 to 4 p.m. with a weekly attendance of over 700 faculty, staff and students. In addition, the BDSC hosts countless other student programs, meetings, events, conferences and symposia.

In an effort to increase accessibility to students, the Department of Multicultural Activities continues to host or assist multicultural student organizations with implementation of on-campus events. A resource guide and *The MA Times* newsletter were created and distributed to streamline campus resources. Three interns were added to the department to contribute toward retention and introduce undergraduates to the field of student affairs. *Frankly Speaking*, an open forum hosted by the Department of Multicultural Activities, 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.

The Stacy Riddle Forum

Opened in 2003, The Stacy Riddle Forum has seen an increase in usage. In addition to Greek events, the Christian Leadership Institute (CLI) has used the Chapel and public areas of the building for their Sunday service

during events. The Chapel is also seeing an increase in weddings. Baylor students find the Chapel a place to study, reflect and connect with one another. The commons area of the lab is increasingly becoming a place for study groups to meet and work on projects.

Campus Programs

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.

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 was designed to help 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.

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 below provides information about recent gifts from graduating senior classes. (Fig. 2.4)

Fig. 2.4 Senior Class Gifts, 2005-2008

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









# 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.

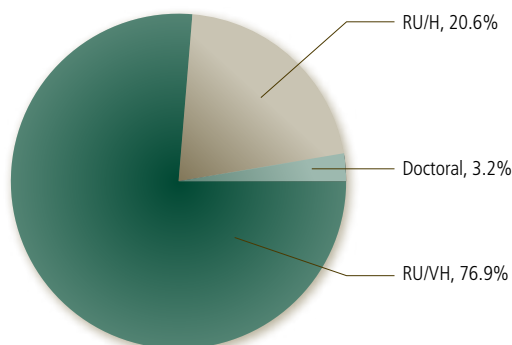
## PROGRESS SUMMARY

### 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 2008, over 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



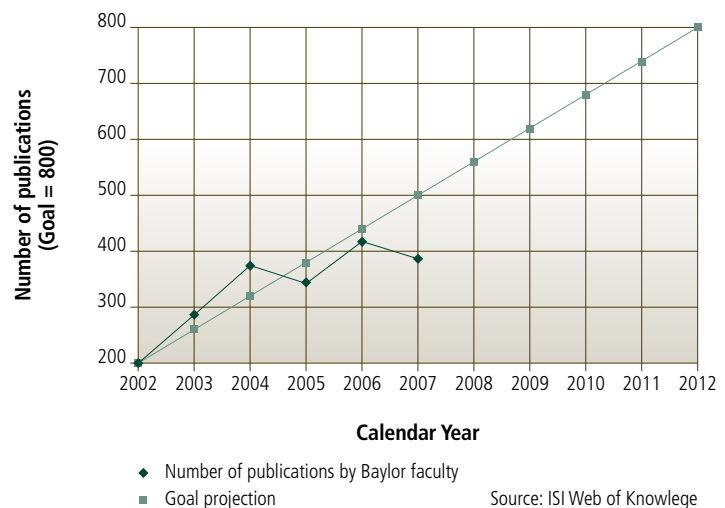
RU = Research University  
VH = Very high research activity  
H = High research activity

Source: Institutional  
Research & Testing

**We are making remarkable progress in faculty publications.**

The number of publications in major journals by Baylor faculty has increased, from 202 in 2002 to 386 in 2007. However, it appears that the surge resulting from initial 2012 hires and research support is leveling off. (Fig. 3.2)

**Fig. 3.2** Number of publications authored by Baylor faculty





# 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, will further enhance Baylor’s student profile at both the undergraduate and graduate levels.

## PROGRESS SUMMARY

### IMPERATIVE GOALS

- 1. 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 are making progress. At both the undergraduate and graduate level, entrance exam scores have been increasing, although SAT scores dipped slightly in Fall 2008. 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 has also increased.



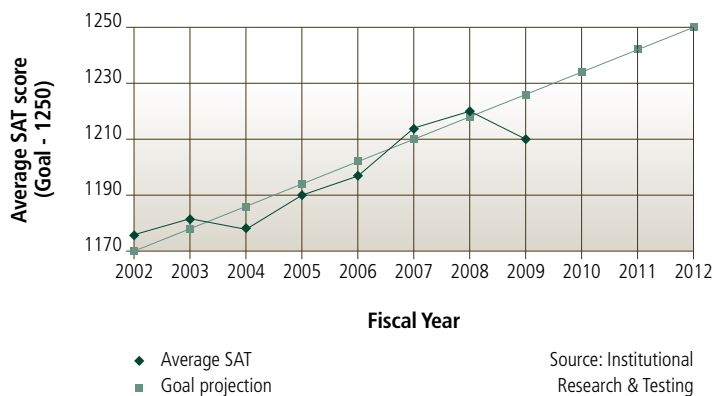
# PROGRESS IN DEPTH

## GOAL 1

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

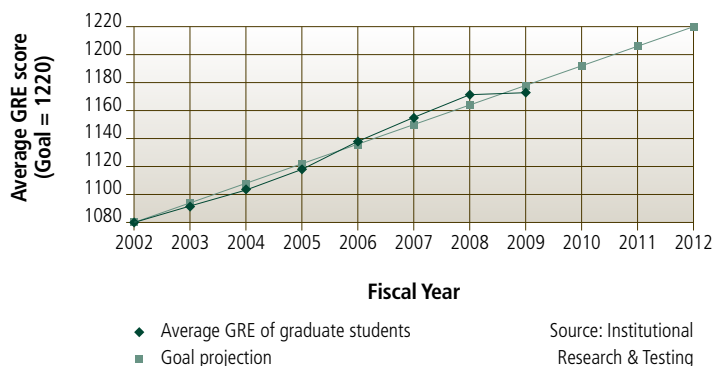
The average SAT score of first-time freshmen has been steadily increasing. However, the average SAT score of first-time freshmen decreased to 1210 in fall 2008. (Fig. 4.1)

**Fig. 4.1 Average SAT score of first-year students**

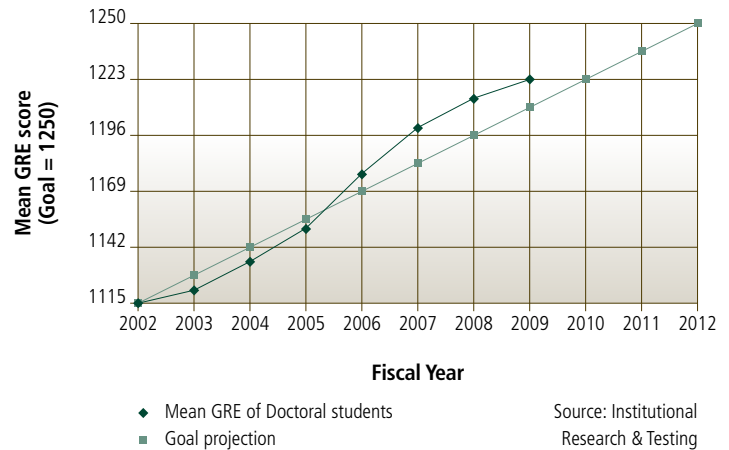


The average GRE score for graduate students is increasing, and we are on target for reaching the goal of 1220. (Fig. 4.2 & 4.3) Although the average GMAT score of Hankamer School of Business had been decreasing over the last four years, the average score increased to 600 in fall 2008. (Fig. 4.4) Additionally, Baylor MBA graduates' strong employment rates and starting salaries demonstrate their high caliber (Fig. 4.5 & 4.6).

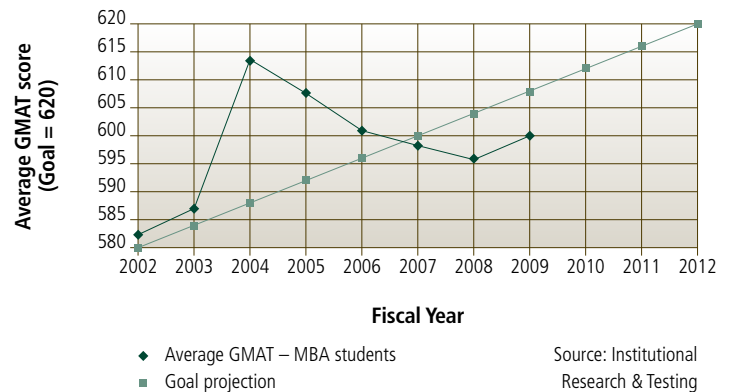
**Fig. 4.2 Average GRE score of graduate students**



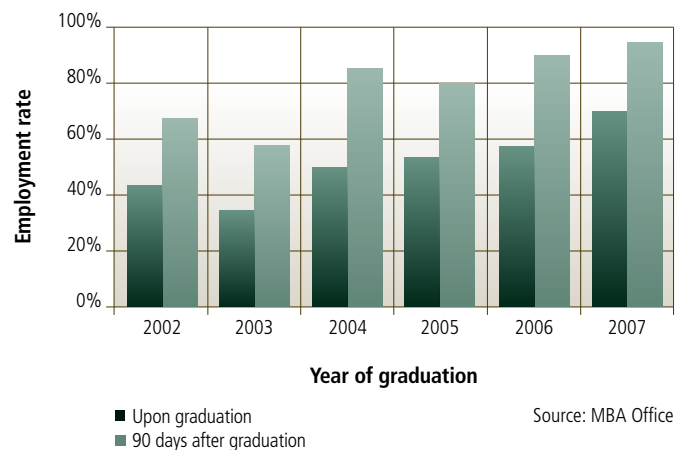
**Fig. 4.3 Average GRE of doctoral students**



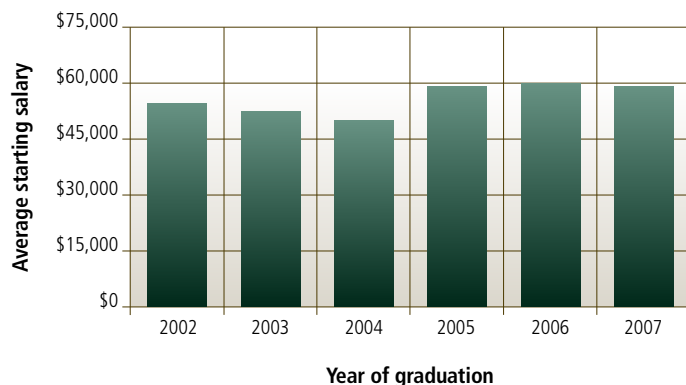
**Fig. 4.4 Average GMAT score of MBA students**



**Fig. 4.5 Employment rates of MBA graduates**



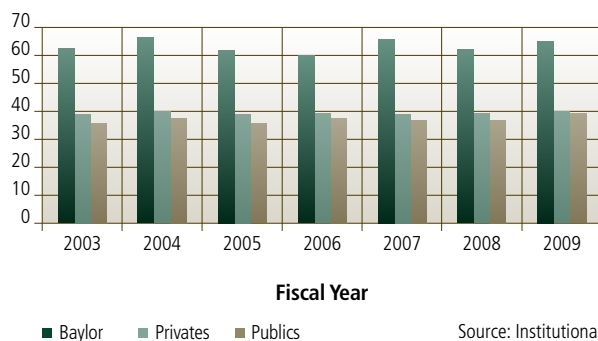
**Fig. 4.6 Starting salaries of MBA graduates**



Source: MBA Office

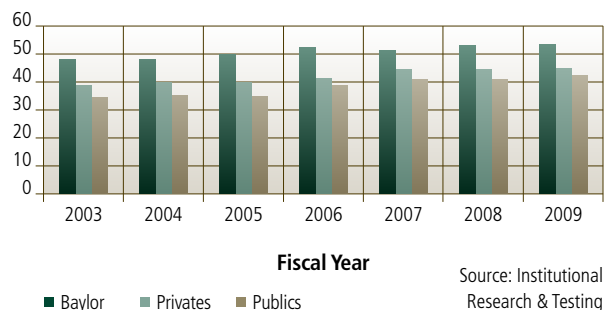
Based on data from the CIRP Freshman Survey, approximately 63% of first-time freshman Baylor students rated themselves “above average” or “highest 10%” as compared with the average person of his/her age in spirituality. (Fig. 4.7) This percentage far exceeds the percentage of students from private and public universities. Approximately 53% of first-time freshman Baylor students indicated that “influencing social values” was an essential or very important objective. (Fig. 4.8) In comparison, only 40%-45% of private and public universities students indicated this same conviction. Additional information from the survey 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**



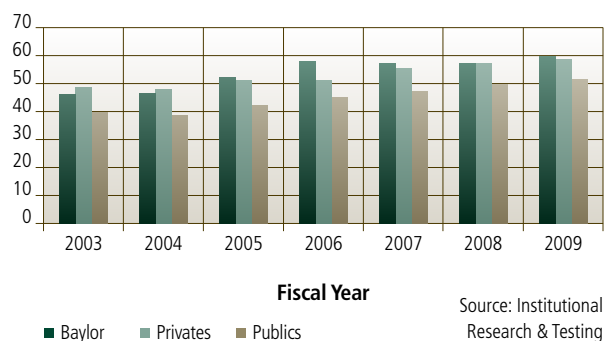
Source: Institutional Research & Testing

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



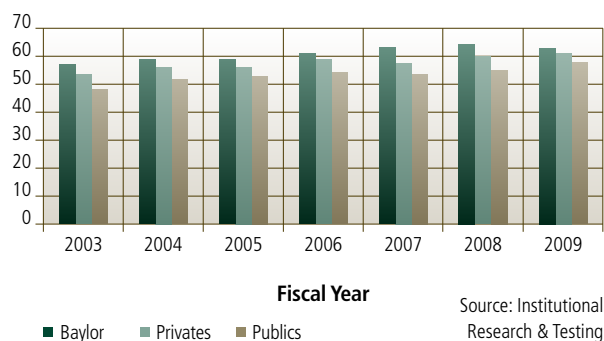
Source: Institutional Research & Testing

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



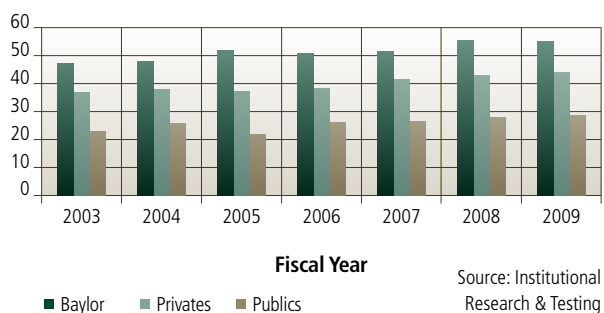
Source: Institutional Research & Testing

**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

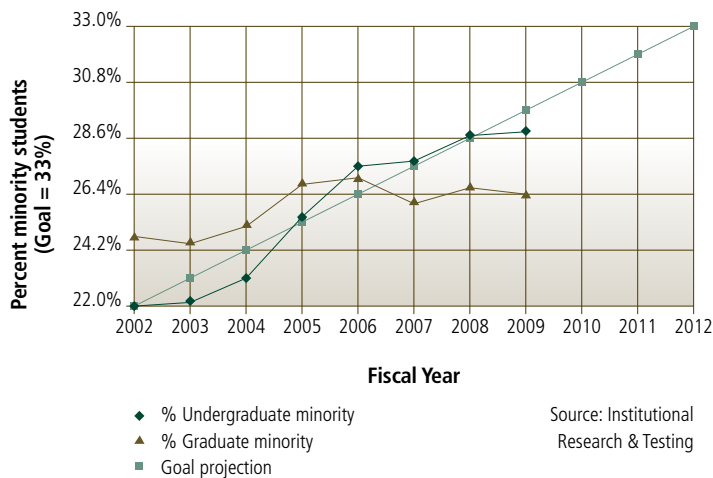
## GOAL 2

*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 28.8%. (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 currently 27.0%. (Fig. 4.12)

Fig. 4.12 Percentage of minority students

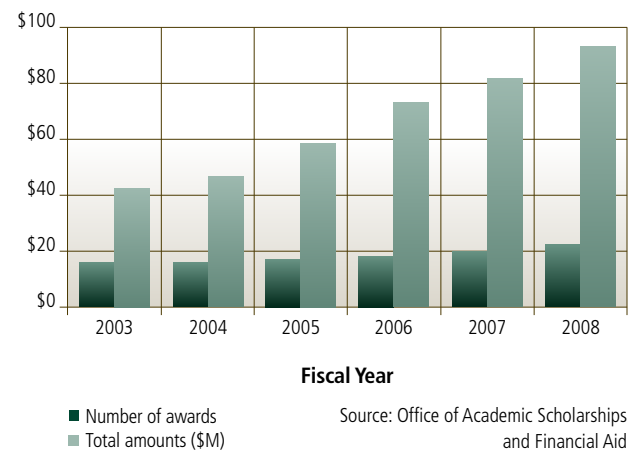


## GOAL 3

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

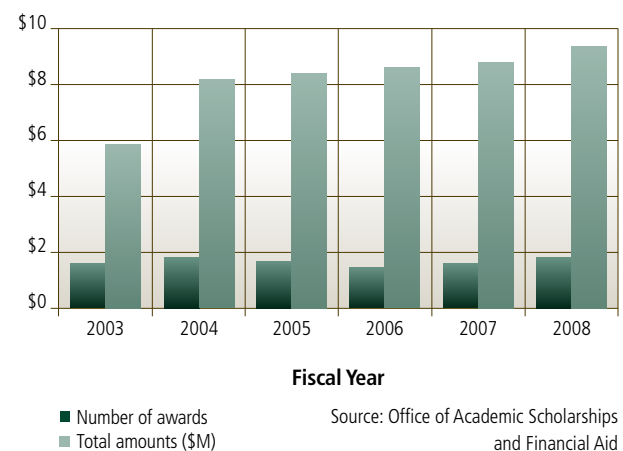
The number of institutional scholarships accepted by undergraduate students has increased from 14,388 in 2002-03 to 22,080 in 2007-08. The total amount of institutional scholarships accepted by undergraduate students has increased from \$41,657,382 in 2002-03 to \$92,714,811 in 2007-08. (Fig. 4.13)

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 2002-03 to 1,869 in 2007-08. The total amount of institutional scholarships accepted by graduate students has increased from \$5,944,920 in 2002-03 to \$9,077,009 in 2007-08. (Fig. 4.14)

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







# 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

- |   |   |
|---|---|
| <p>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.</p> <p><b>The Honors College has been created and has grown</b> to include approximately 1,350 students with increasingly high SAT scores.</p> | <p>2. We will also establish a comprehensive School of Communication that will encompass the University’s journalism, speech communication and telecommunication programs.</p> <p>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 <b>approved for revision and then submission to University Development</b> for inclusion in the upcoming Comprehensive Campaign.</p> |
|---|---|

# PROGRESS SUMMARY CONTINUED

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 10 since 2002. The total number of doctoral programs has grown to 21. The total number of doctoral students has increased by approximately 26%, and the average GRE score of PhD students has increased by 115 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.*

The Honors College (which includes the Honors program, BIC program and academic majors in the Honors College) has a total enrollment of 1,352 students in Fall 2008 – a slight decrease from fall 2007.

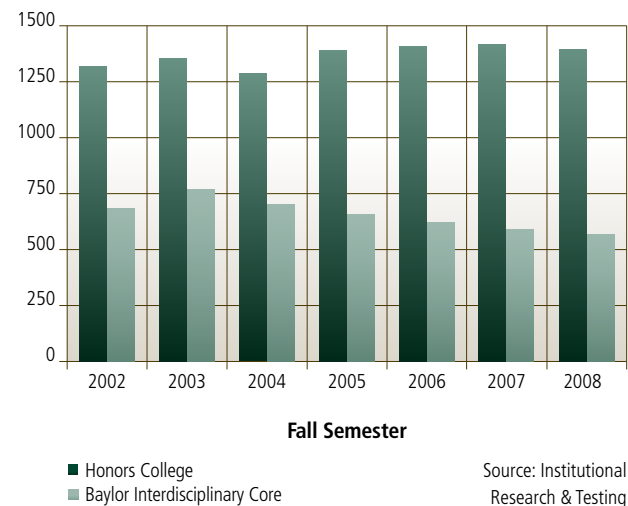
Enrollment in the BIC program has been declining over the past four years, from 758 in fall 2003 to 554 in fall 2008. (Fig. 5.1) These students have increasingly high SAT scores. (Fig. 5.2)

### GOAL 2

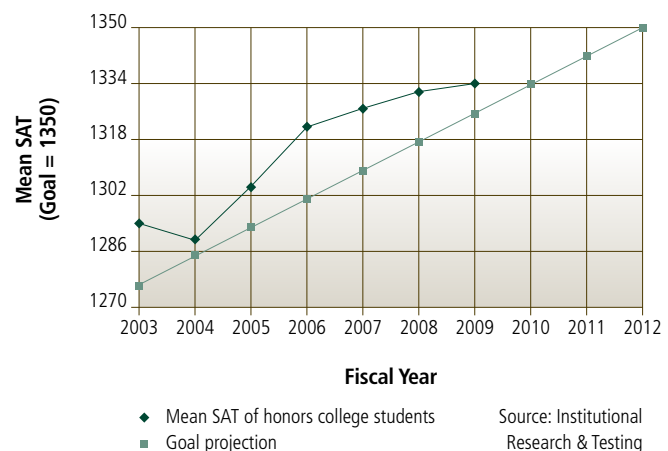
*We will also establish a comprehensive School of Communication that will encompass the University's journalism, speech communication and telecommunication programs.*

A major strategic proposal to establish a School of Communication was submitted for review by the

**Fig. 5.1 Number of Honors College and Baylor Interdisciplinary Core students**



**Fig. 5.2 Average SAT of honors college students**





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 inclusion in the upcoming 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. (Figs. 5.3 & 5.4)*

PhD Programs include:

- |  |                                   |
|--|-----------------------------------|
| • Biology                                    | • Mathematics                     |
| • Biomedical Studies                         | • Philosophy *                    |
| • Chemistry                                  | • Physics                         |
| • Church-State Studies *                     | • Political Science *             |
| • Educational Psychology *                   | • Psychology                      |
| • English *                                  | • Religion *                      |
| • Exercise, Nutrition, and Preventive Health | • Religion, Politics, & Society * |
| • Geology                                    | • Sociology *                     |
| • Information Systems                        | • Statistics                      |

Other Doctoral degrees:

- |                         |                          |
|-------------------------|--------------------------|
| • Doctor of Education * | • Doctor of Psychology * |
|-------------------------|--------------------------|

*\*Humanities or Social Sciences*

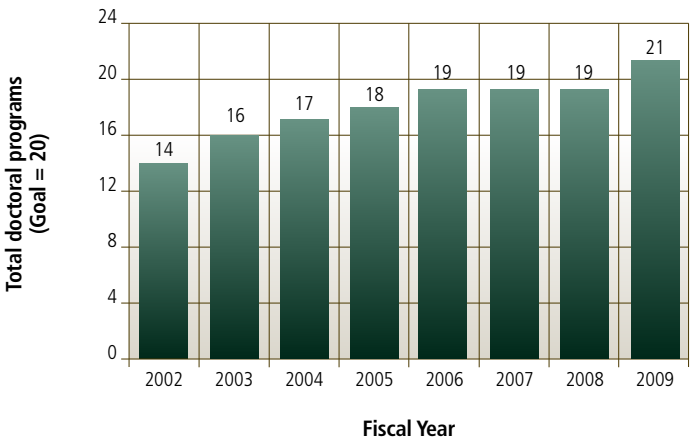
Among the programs proposing a doctoral degree offering are:

- |                |               |
|----------------|---------------|
| • Church Music | • History     |
| • Economics    | • Social Work |

Not included in this count are Baylor doctoral degrees in:

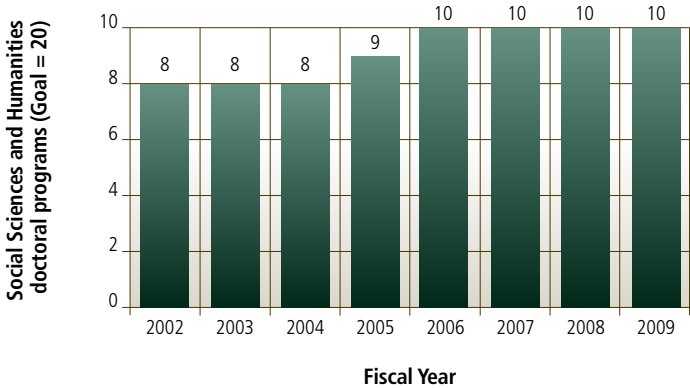
- |                 |                          |
|-----------------|--------------------------|
| • Ministry (DM) | • Physical Therapy (DPT) |
| • Law (JD)      | • Science (DScPT, DScPA) |

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

GOAL 3 (CONTINUED)

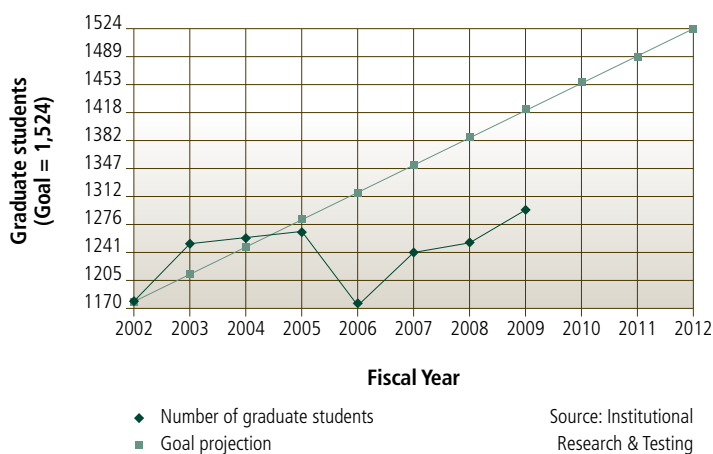
*The number of graduate students will increase by 25 percent, and the number of doctoral students will increase by at least 30 percent.*

As of fall 2008, we have increased graduate student enrollment by 5.4%. (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% 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

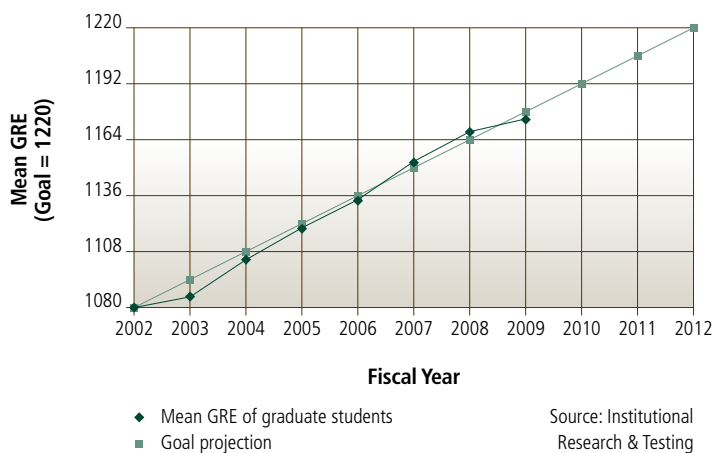
risen as desired, the mean GRE score of these students has increased by 95 points since fall 2002. (Fig. 5.6)

As of fall 2008, we have increased doctoral student enrollment by 26.4%. 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 115 points. (Fig. 5.8)

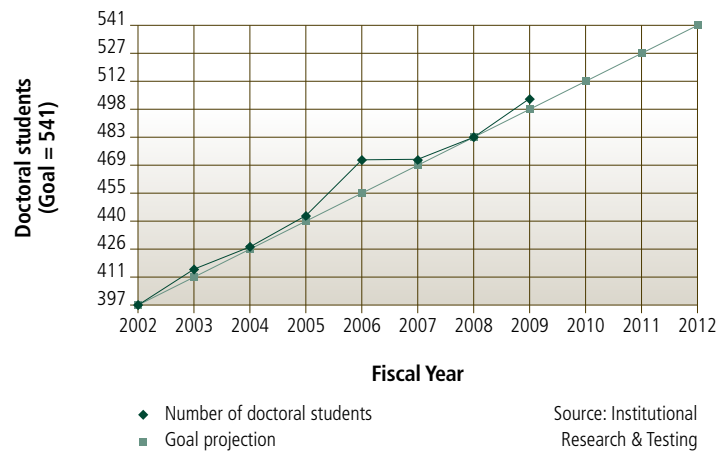
**Fig. 5.5 Number of graduate students**



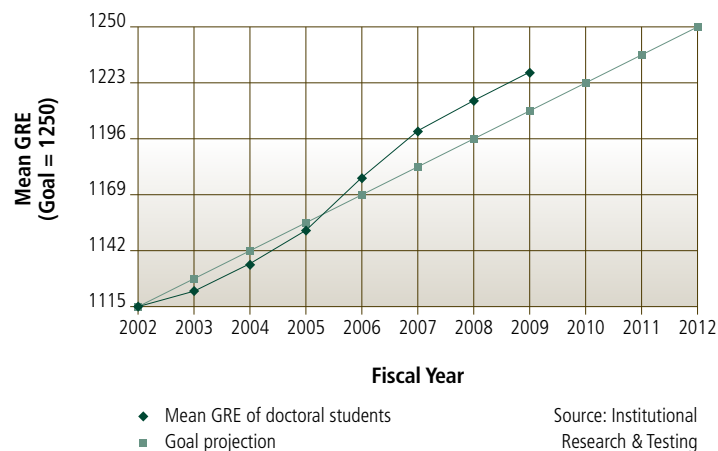
**Fig. 5.6 Average GRE of graduate students**



**Fig. 5.7 Number of doctoral students**



**Fig. 5.8 Average GRE of doctoral students**







# 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. The resident chaplain program and Chapel programming have both been expanded. The Academy for Leader Development and Civic Engagement was established in 2004. In addition, the number of undergraduates expressing an interest in vocational ministry is growing (from 2,029 in 2002 to 2,428 in 2009).

#### 2. Stewardship of Service

Several programs have been implemented to help students understand life as a stewardship of service. These programs include discipline-specific missions, the sports chaplain program, Baylor Line Camps, community ministries and academic partnerships, leadership development, community service and other campus programs. In addition, the Baylor Interdisciplinary Poverty Initiative was established on June 1, 2007.

# PROGRESS IN DEPTH

## GOAL 1

### Life Work as a Calling

#### Resident Chaplains

The resident chaplain program, initially funded through a Lilly grant, continues to grow from an initial 2001 cohort of five chaplains. In fall 2008, 12 George W. Truett Theological Seminary students 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 and Learning and Spiritual Life. (Fig. 6.1)

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

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.

#### 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. Students are offered leadership 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)

#### 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 own strengths,

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

Source: Student Life

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 students), technological infrastructure (engineering and computer science students), and religious education (pre-ministry 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)

University Missions

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

Missions Week, an event that occurs during the fall semester, provides students and faculty

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

Mission Area	Number of Students, Faculty and Staff	Trip Emphasis
Honduras		
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		
2008	0	Cancelled due to civil unrest
2007	96	Administration, ministry, music and seminary
2006	104	General ministry
2005	145	Engineering, music, medical, leadership and ministry
Armenia		
2007	12	Engineering, business and general ministry
2006	4	Exploration of future mission projects
South Africa		
2002	4	General ministry
Rwanda		
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

Source: Student Life

opportunities to interact with missionaries and field personnel from around the globe. During fall 2008, 4,000 students heard a missionary speak in class or participated in an event.

The Missionaries in Residence ministry includes teaching and conversations with individual students and groups. Missionaries help students explore the practical implications of a lifestyle of service.

Baylor Line Camps

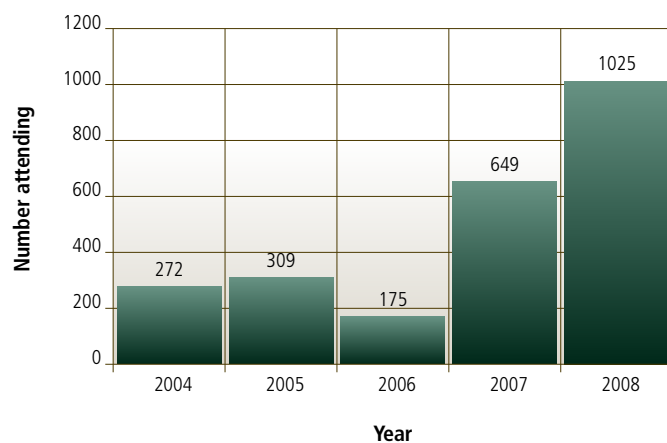
Begun in 2004, Baylor Line Camp is a program that equips new students in their transition to Baylor while emphasizing their personal strengths. Baylor Line Camp generates enthusiasm and excitement for all new students while encouraging the Baylor spirit



in campus activities, traditions and athletic events.

Student Life staff members have 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 over one-third of the entering class now attends a line camp. (Fig. 6.4)

Fig. 6.4 Baylor Line Camp attendance 2004-2008



Source: Student Life

### Community Ministries and Academic Partnerships (CMAP)

Both Spiritual Life and the Baptist Student Ministry involve students in programs throughout the year that help create a vocational and mission consciousness. Fall 2008 programs include:

- **Youth Ministry Teams** – Over 100 students are going to Texas Baptist Churches to lead Wednesday and weekend programs. Many of these students have come to Baylor with interest in pursuing ministry as a vocation.
- **Local Missions** – Another 70 students are tutoring underprivileged children, working with special needs populations, visiting patients in a local hospital and conducting afternoon Vacation Bible School type programs with the poor in the Waco community.

- **Summer Missions** – Six Baylor students experienced missions and built relationships with mission-minded Christians and missionaries through GoNowMissions during summer 2008. These opportunities enhance Baylor's identity through participation and cooperation with the Baptist General Convention of Texas, Waco Baptist Association, International Mission Board and the Cooperative Baptist Fellowship.
- **Academic Integration** – Over 200 students meet in separate weekly gatherings for freshmen, internationals and graduate students. These groups are often addressed by members of the faculty who speak about the integration of faith into their life and discipline.

### 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.

The Department of Student Activities has offered more than 50 Student Organization Leadership Development workshops and seminars since January 2006. These workshops and seminars are part of the Student Organization of the Year and Outstanding New Organization awards processes, which are used to qualitatively and quantitatively measure our student organizations' ongoing development and growth. Recently, Student Activities has also been charged with providing risk management training for our nearly 300 student organizations. As a result, more than 75 organizations adopted risk management policies of their own during the fall 2008 semester.

## 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 that they will continue to be committed to the value of service even 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 a 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 in Baylor students and the surrounding community. In the School of Social Work, students provided 57,273 hours of professional social work service in internships in 51 social service agencies and congregations in Waco 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. (Fig. 6.5)

**Fig. 6.5 Service and fund raising by student organizations**

Indicator	2006-07	2007-08
Number of service hours reported by student organizations	56,413	69,882
Total funds raised by student organizations	\$59,932	\$216,999

Source: Student Life

## Baylor Interdisciplinary Poverty Initiative

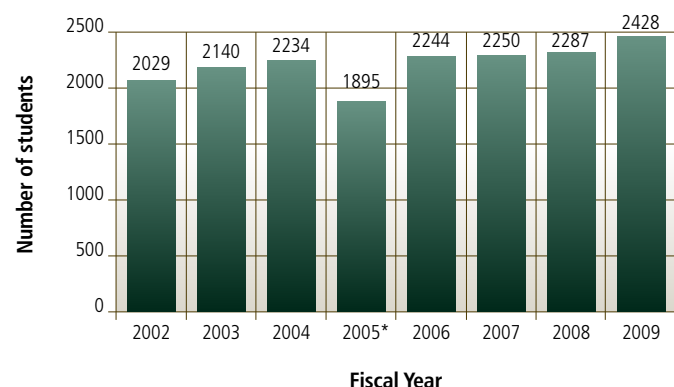
Established in 2007, the Baylor Interdisciplinary Poverty Initiative is a partnership between Academic Affairs and the Division of Student Life. The inaugural Poverty Summit, which was held during fall 2008, featured photo essays and displays addressing issues of global and local poverty, poster sessions by the University's 14 service organizations, a keynote address by Dr. Gaynor Yancy, a panel discussion and a series of break-out sessions addressing issues such as Economics and Poverty, Ethics and Poverty, International Missions and Poverty, Medicine and Poverty, and Politics and Poverty. The summit was followed by a concert benefiting global initiatives serving the impoverished.

The Baylor Interdisciplinary Poverty Initiative and the Department of Student Activities worked throughout fall 2008 to charter the Campus Kitchen, a student organization that works to rescue unused food products and items and utilize local resources to help feed the hungry in the local community (the first of its kind on a college campus in Texas).

## Ministry Student Enrollment

The number of undergraduate students who have indicated a vocational Christian ministry interest has steadily increased. Please note that the data for fall 2004 (fiscal year 2005) had errors due to transition to a new system. (Fig. 6.6)

**Fig. 6.6 Undergraduate students with an interest in vocational Christian ministry**



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

Source: Institutional Research & Testing



SIMPSON ATHLETICS AND ACADEMIC CENTER



# 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 ten 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 Science Building were remodeled and reopened in fall 2007 to house the Paul L. Foster Success Center. The Department of Mathematics is now 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 moved through the strategic planning process and will be part of the upcoming Comprehensive Campaign.

#### 5. Improve Engineering and Computer Science facilities

Spaces in the building have been repurposed for research and classroom use as required by additional faculty and expanded academic programs.

#### 6. Other academic facilities

Morrison Hall was renovated and rededicated in fall 2002. The library facilities have been enhanced through the creation of the Prichard Family Information Commons. 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.

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

## GOAL 3

### *Paul L. Foster Success Center*

The first floor and basement wings of the Sid Richardson Science 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 part of the upcoming 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 building have been repurposed for research and classroom use as required by additional faculty and expanded academic programs.

## GOAL 6

### *Other academic facilities*

#### **Morrison Hall**

In fall 2002, Morrison Hall (originally known as Morrison Constitution Hall when it was home to the Baylor Law School) 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 is also home to 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 library facilities have been enriched through the creation of the Prichard Family 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, the Ray I. Riley Digitization center was completed. Located on the Garden Level of Moody Memorial Library, the Ray I. Riley Digitization Center includes newly 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.

Also in summer 2008, approximately one-third of the current library study space was abated and updated with new finishes. The Garden Level of the library is being used as a 24-hour study space. Library stacks and private study carrels were removed to create a more collaborative study space. There are plans to continue this renovation to update the remaining study space in the Garden Level.

### **Cashion Academic Center**

A significant portion of the first floor of the Cashion Academic Center has been renovated to create three learning labs, including the Southwest Securities Financial Market Center, the CNL Real Estate Learning Lab and the Curb Learning Lab for Music and Entertainment Marketing. These new 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 Simpson Athletics and Academic Center opened in fall 2008. The 96,300 square-foot, state-of-the-art facility, is the first of its kind at Baylor. It houses innovative athletic training equipment, academic programs specifically designed to support all student-athletes and the staff members who serve them, all under the same roof.









# 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 facades 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 campus and provide for major sports and other student life events.

## PROGRESS SUMMARY

IMPERATIVE GOALS	
<div><div>1. Create green spaces and walking malls</div><div>A number of green spaces have been added throughout campus.</div></div> <div><div>2. Renovate the existing Student Union Building or construct a new Student Union Building</div><div>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 are also being considered.</div></div> <div><div>3. Build the Stacy Riddle Forum</div><div>The Stacy Riddle Forum opened in fall 2003 and is home to Baylor sororities.</div></div>	<div><div>4. Construct a new intramural fields complex</div><div>The intramural fields complex was completed and ready for use in fall 2003.</div></div> <div><div>5. Create a prayer garden</div><div>Three prayer gardens have been established on campus to date.</div></div> <div><div>6. Renovate facades of buildings</div><div>This project has yet to be initiated.</div></div> <div><div>7. Increased attention to landscaping and works of art</div><div>A great deal of attention is given to landscaping on all of the new major construction projects on campus.</div></div>

# PROGRESS SUMMARY CONTINUED

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

A new river walk along the Brazos River extending from the Ferrell Center to the existing river walk

- under I-35 was constructed by the City of Waco. The river walk opened in summer 2009.

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 and showcases the McMullen-Connally Family Collection.

## 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 creating additional green space. Once the beautification work is complete, this new area will create a more aesthetically pleasing entry point to campus.

### 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 Stacy Riddle Forum opened in fall 2003 and is home to Baylor sororities. The two-story 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 La Salle directly across from the Ferrell Center.

### GOAL 5

*Create a prayer garden*

Three prayer gardens have been established on campus: one in the North Village Residential Complex, one near the Baylor Sciences Building and the Wilson-Jones garden, which was a gift from the 2005 senior class.



<p><b>GOAL 6</b></p> <p><i>Renovate facades of buildings</i></p> <p>There are no plans at the present time to renovate the facades of buildings.</p>	<p><b>GOAL 9</b></p> <p><i>Further develop the leisure and academic corridors along both sides of the Brazos River</i></p> <p>A new river walk along the Brazos River extending from the Ferrell Center to the existing river walk under I-35 is being constructed by the City of Waco. The river walk opened in summer 2009.</p>
<p><b>GOAL 7</b></p> <p><i>Increased attention to landscaping and works of art</i></p> <p>A great deal of attention is given to landscaping on all of the new major construction projects on campus. The Immortal 10 statue was completed and 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.</p>	<p><b>GOAL 10</b></p> <p><i>Develop a Baylor Retirement Village</i></p> <p>There are no plans at the present time for the construction of a Baylor Retirement Village.</p>
<p><b>GOAL 8</b></p> <p><i>Construct parking facilities at the perimeter of the campus</i></p> <p>The Dutton Avenue office and parking facility was completed and opened for use in fall 2003. Located at the 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 3rd Street and Daughtrey Avenue, it has a parking capacity of 1,167 vehicles. The 8th 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.</p>	<p><b>GOAL 11</b></p> <p><i>McMullen-Connally Faculty Center</i></p> <p>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.</p>







# 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 development of Event Management Technology by Baylor Network personnel and its expanded use on campus, when combined with the Baylor Content Management System and the new online social network (inCircle), address this goal of Imperative IX. The Baylor home page was redesigned to undergird undergraduate recruitment and provide timely information about significant upcoming University events and emergency information such as weather advisories. A new Office of Community Relations in the Division of Marketing and Communications opened in January 2009.

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.**

The breadth of groups interacting with the Baylor Network is wide and the number of interactions continues to increase. The new Office of Community Relations was developed to strengthen the relationship between the University and the Central Texas community.

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.*

### Event Management Technology

In order to manage the high volume of campus activities and enhance communication for Baylor staff, both in Waco and in the field, University Development staff members developed an in-house tool called EPIC (Events Processing & Internal Coordination). EPIC provides a central interface to all Baylor Network staff, allowing anyone with Internet access to contribute to the event process regardless of location. EPIC also integrates with other Baylor systems, including the Baylor Content Management System (CMS) for events and emails and the Baylor Events Registration System (ERS), which is used for online event registration and payment. The ERS also interfaces with Banner, the University's database of alumni and friends, to track individual attendance to specific events.

### Online Social Network

We currently have 9,647 users that have registered with InCircle, out of 57,311 identified alumni with email addresses (17%). There are also 470 groups that have been created within InCircle, ranging from various interests to geographic locations and industries.

One year ago there were 8,561 registered users and 447 active groups. This year's numbers show an increase in 1,086 registered users (13%) and an increase of 23 groups.

### Department of Video and Electronic Communications

The Department of Video and Electronic Communications in the Division of Marketing and Communications has increased the interactivity of University web pages for undergraduate recruitment. This includes the introduction of video on admissions

related pages, the use of web tools that permit for greater variety in the range of web applications available to prospective students viewing University pages and the creation of a financial aid estimator to help families better understand the affordability of a Baylor education.

In addition to the new focus on undergraduate recruitment, the home page now regularly features a range of icons that link to timely information about upcoming Baylor events. These have included Premiere visit days, All University Thanksgiving Dinner, Christmas on Fifth Street, Homecoming, Parents' Weekend, the Ferguson-Clark Lecture Series and Late Night at the SLC, as well as emergency information such as weather advisories.

### Office of Community Relations

A new Office of Community Relations opened in the Division of Marketing and Communications in January 2009 and will utilize the web to:

- Increase awareness and foster greater participation in Baylor and Waco programs.
- Increase Baylor participation in local civic organizations.
- Promote special events that unite the University and local community.
- Share University information with the community.

## 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 for 2007-08:

- Daily Tours – 9,635 students
- Sic 'Em Days (five each year) – 838 students
- Premieres (Fall, Winter & Spring) – 3,710 students

- Invitation to Excellence (for National Merit Semifinalists) – 78
- Know Where You’re Going Days- 413

### Parents of Students

- The Parents League co-hosted a parents-only dinner with the Division of Student Life each evening of summer orientation June 11-26. More than 1,500 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 59 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 2008 involving more than 2,500 incoming and returning students and their parents, alumni and friends of the University.
- In addition to the 59 student send-off parties, more than 200 Parents League sponsored events and meetings were held involving more than 3,000 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 11,921 parent households in August 2008.
- Parents Weekend (October 25-26) activities included a leadership/volunteer appreciation breakfast attended by more than 100 parents and recognition of Jim and Joanna Nelson as Parents of the Year.
- Two issues of *Perspectives*, the Parents League newsletter, were mailed – the fall issue went to 11,707 parent households in November 2007; the spring issue to 10,413 households in April 2008.
- The Baylor Call Center raised \$184,333 for the Parents Fund compared to \$106,923 the previous year.
- Eighty-eight students received awards totaling \$41,009 from the Student Emergency Fund.
- More than 950 emails and telephone calls to the Parents Helpline were received and responded to in a timely manner.

### Alumni

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

- From June 1, 2007, through May 31, 2008, the Network hosted 555 events, up from 507 events in 2007.
- These events were hosted in 55 communities in Texas, up from 52 communities in Texas for 2007.
- The Network added six communities outside of Texas for a total of 54 compared to 48 in 2007.
- The 24 states previously focused upon by the Network remain the same areas targeted for Network activities this year.
- The Global Network continued to build strong relationships with Baylor in Waco and with Baylor all around the globe in collaboration with the Center for International Education, Career Services, the Alumni Association, Baylor Advanced Research Institute, University Ministries and other “global-thinking” offices. Network events were held in three countries again this year.
- The use of the Network’s online registration system continues to rise. Online registrations for 2007-08 numbered 8,647.
- A total of 17,347 constituents registered for Network activities during 2007-08 as compared to 15,776 in 2007.
- The Baylor Business Network began to focus on cities with viable numbers of alumni and friends and hosted 75 events with 2,218 attendees for the year.
- The 13 women’s networks continued to offer a variety of opportunities for social interaction and fundraising toward their scholarship goals. They hosted 86 events and had 2,368 attendees.
- 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 47 events with 4,267 sports fans attending, which is up from 39 events with 2,905 attending in 2007.
- In conjunction with the National Day of Prayer, the Baylor Network hosts “The Baylor Day of Prayer” in cities throughout the country. Alumni volunteers

in the communities recruit others to pray for our national leaders, state/local leaders, educators, military, Baylor administration, faculty and Baylor students. Six cities hosted Day of Prayer luncheons this year.

- 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 from the Baylor Network, Singspiration has become the reunion of all who love church music through the ages. The sanctuary of 7th and James Baptist Church had standing room only for this special event during fall 2008.
- Since activation of the Network in 2003, 72,776 constituents have registered for one or more of the 1,734 events in 72 communities in Texas, 90 cities outside of Texas, 32 states outside of Texas and 5 foreign countries.

#### Central Texas Community

The new Office of Community Relations in the Division of Marketing and Communications will also help to:

- Increase awareness of Baylor as an economic driver contributing to the quality of life in McLennan County.
- Increase Baylor participation in local civic and related organizations.
- Engage community opinion leaders in various University activities and programs.
- Promote special events as a mechanism to more effectively unite the University and local community.

Many faculty and staff were involved as leaders or participants in the Greater Waco Community Summit on Education held in November 2008.

#### Baptists and Other Christians

- The President's Prayer Breakfast, an annual event established in 1988, brings together more than 800 people from the community.
- The University participates actively as a sponsor or booth representative at significant gatherings of Baptists, including the Baptist General Convention of Texas and the Cooperative Baptist Fellowship.

- A three-year grant of more than \$1.1 million from the CIOS Foundation to the Center for Family and Community Ministries is enabling the development of a new quarterly academic and practice journal entitled *Family and Community Ministries: Empowering Through Faith*, web-based tools for congregations to download, a curriculum for congregations to use in Bible study and other venues, stipend-supported internships for our students in congregations, and partnership with Baptist General Convention of Texas and Cooperative Baptist Fellowship.

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

- The Office of Government Relations continues to develop beneficial relationships and collaborations with federal, state and local partners to increase the University's participation and visibility in the area of government relations.
- The Office of Government Relations staff members are working closely with members of the Texas Legislature and their staff to advance Baylor's governmental interests in Austin.
- The highest priority for Baylor in each state legislative session is the Tuition Equalization Grant (TEG). The TEG is the most important source of state financial aid at private colleges and universities in Texas. TEG benefits almost 25 percent of Baylor's student body with over \$10 million in assistance.
- The goal for the 81st Texas Legislative Session (2009) is to preserve the current TEG funding of \$211.8 million, which was allotted during the 2006-2007 biennium for the private institutions of higher education. The 81st Texas Legislative Session began on January 13, 2009.
- Baylor alumni now hold almost 10 percent of the seats in the state legislature: 13 out of 150 in the Texas House and 2 out of 31 in the Texas Senate.
- The Government Relations staff is increasing awareness by participating with other colleges and universities. Staff participated in a community project coordinated by Tulane University in New Orleans. This in-school



literacy program helps students to increase their academic performance while improving the self-esteem of children who participate in the program.

- The Office of Government Relations has helped organize Alumni Legislative Day (November 2008) with the Department of Engineering to strengthen the ties between the University, students and the community.
- On campus, the department provides information and training to students regarding the legislative process and activity that may impact them as students.

### ***Baylor Magazine***

*Baylor Magazine* is published by the Office of Marketing and Communications four times per year. Distributed to more than 120,000 alumni and friends around the globe, the mission of *Baylor Magazine* is to engage the entire Baylor family in the life and advancement of the University. It does this by communicating the aspirations, needs and accomplishments of the University in an attractive, compelling, engaging and persuasive manner. Its writing and artwork is of the highest professional standard, reflecting the quality embodied in Baylor's Baptist heritage and its Christian mission. The magazine fosters a sense of active belonging and pride and compels its readership to action in support of the goals and objectives of our 2012 vision.

### ***Baylor Proud***

*Baylor Proud* is a regular e-mail communication aimed at alumni and friends of the University highlighting University excellence and achievement, 2012 progress and mission-focused points of pride.

*Baylor Proud* e-mails are sent every seven to 10 days and each edition includes three to five points of pride. A *Baylor Proud* blog houses and archives the points of pride stories and is updated almost daily. Both the e-mail and the blog include easy links to opportunities for online giving, referring future students and purchasing athletic tickets and Baylor merchandise. Over 3 million *Baylor Proud* e-mails have been sent to date.

The *Baylor Proud* blog (website) averages 500 visits and nearly 1,000 page views per day and the site averages about 6,700 unique visitors per month. *Baylor Proud's* RSS feeds currently average 6,000 page visits per month.

### **Media Communications**

In the Division of Marketing and Communications, Baylor's media communications unit seeks to develop beneficial relationships with key media contacts to promote Baylor, its faculty, staff, students, academic programs and research to advance Baylor's national reputation and its Christian mission and vision.

Media communications staff members are working closely with denominational media outlets, such as *The Baptist Standard* and Associated Baptist Press, to reach out to Baylor's historic Baptist constituency, share with them our progress, increase their awareness of our programs and strengthen their ties to the University. The divisional vice president also meets at least twice annually with the editor of *The Baptist Standard*.

Media communications staff is writing and submitting for consideration a variety of news articles reporting on important initiatives at Baylor, such as our continuing progress on reaching the imperatives set forth in Baylor's 2012 Vision. We have written, and had published in a number of important channels within the Baptist press, Baylor research that has the potential to positively impact the quality of life for all people.

In 2008, Baylor media communications took the responsibility for rolling out the latest Baylor Religion Survey. The media communications team worked with researchers to develop a summary of the study findings that could be pitched to media. The team then developed "pitch" scripts for telephone calls to reporters. On August 25, calls were placed to prominent national and state reporters. One hundred percent of the reporters who were contacted were interested in the Baylor Religion Survey findings. If a voicemail was left, reporters returned the phone call. The process of the rollout included providing the media with survey highlights, a copy of the book – *What Americans Really Believe* – reporting the study findings and the survey

instrument itself. The media was then invited to a national press briefing on September 18, where the survey was to be officially released in Washington, D.C.

The media communications team expanded the pitching efforts to include religion reporters in the top 100 markets, including Boston, Atlanta, Phoenix, Denver and Kansas.

In addition, the media communications staff is routinely facilitating contact between various reporters representing the Baptist press and Baylor professors with expertise in a variety of areas and research fields as well as in the history of Baptists and church-state issues. These efforts have permitted Baylor to provide an informed faith perspective on important topics, such as recent stories examining faith and the presidential race and the Christian response to immigration.

### 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) office works with over 70 summer camps and conferences for youth and adults each year during June and July. Groups range in size from 30 to 1,200 in program areas focusing on athletics, leadership, academic study/research and Christian worship.

The CEM office also hosts the Region II-5A University Interscholastic League (UIL) contest each spring, bringing hundreds of high school students to campus for academic and athletic competition.

Baylor's Mayborn Museum Complex also offers a broad range of educational programming for elementary schools and hosts thousands of students annually.









# 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

- |  |   |
|--|---|
| <p>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.</p> <p>We are maintaining our challenging goals and continue to strive to establish a winning tradition in all areas of competition.</p> | <p>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.</p> <p>The NCAA graduation rate for Baylor student-athletes increased to 56% in fiscal year 2008.</p> |
|--|---|

# 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 three years, we have met or exceeded our goal of having at least 12 teams participate in NCAA post-season play; however, the number of teams participating in post-season play dropped to 10 in 2008. (Fig. 10.1) We met our goal of having 10 teams ranked in the Top 20 in the nation in 2005; however, we only had six teams ranked in the Top 20 in the nation in 2008. (Fig. 10.2) We met our goal of finishing 25th in the NACDA Director's Cup standing in 2005; however, we finished 42nd in 2008. Despite this drop in the standings, we rank higher than we had prior to 2005. (Fig. 10.3)

Fig. 10.1 Athletic teams in post-season play

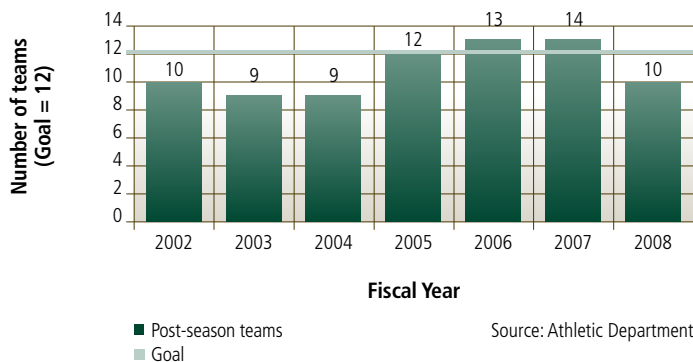


Fig. 10.2 Athletic teams ranked in Top 20 in nation

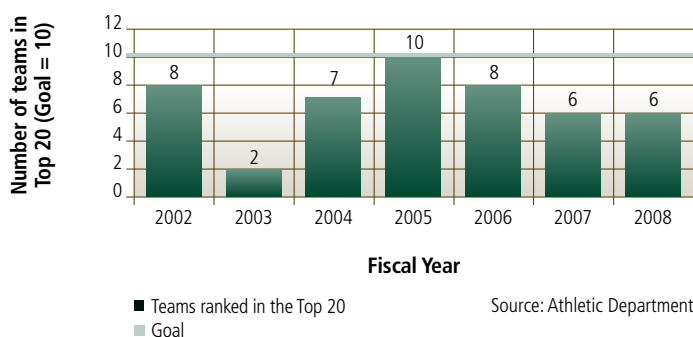


Fig. 10.3 NACDA Director's Cup standings

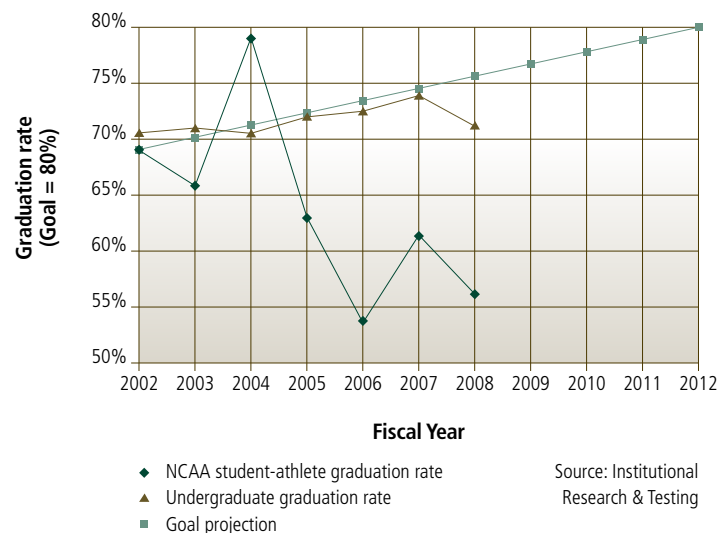


## GOAL 2

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

The six-year graduation rates of student-athletes have fluctuated drastically during the past several years. Since we are dealing with a relatively small number of students, small changes in graduation patterns will result in large changes in graduation rates. The six-year graduation rates for all undergraduates have slightly increased during the same time period. (Fig. 10.4)

Fig. 10.4 NCAA student-athlete and undergraduate six-year graduation rates









# 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 steadily**, from 50 programs in fiscal year 2002 to 64 programs in fiscal year 2008.
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 2008. 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 years 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 64 in fiscal year 2008. This increase has expanded opportunities for faculty and students.

# PROGRESS IN DEPTH

## GOAL 1

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

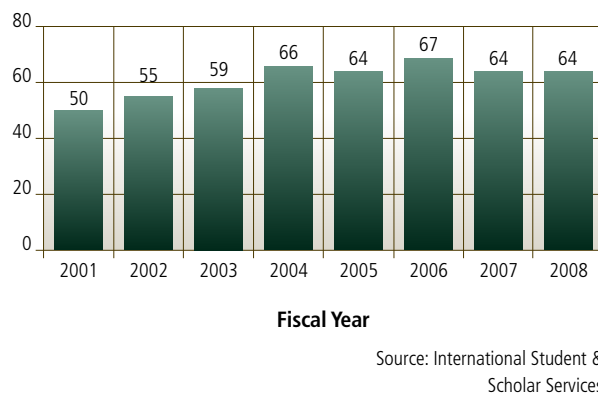
The number of international programs at Baylor has been steadily increasing since fiscal year 2002. (Fig. 11.1)

All programs are available online 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.

**Fig. 11.1 Number of international programs**



## GOAL 2

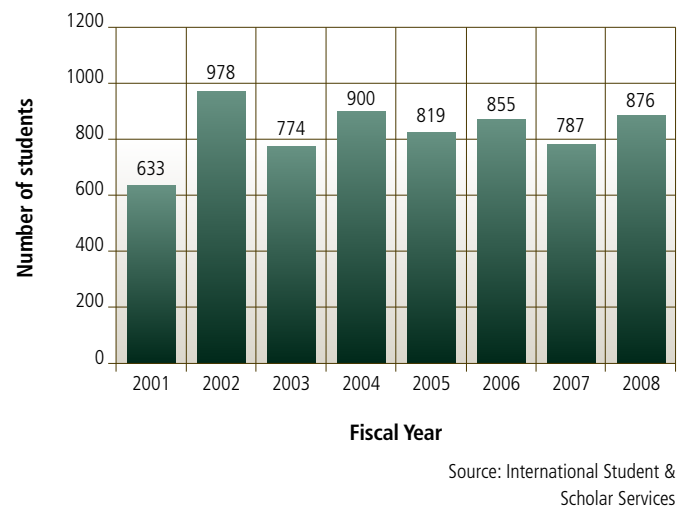
*Raise the level of participation by students in study abroad programs.*

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.

The number of students participating in study abroad programs has increased by 38% from fiscal year 2001 (prior to 9/11) to fiscal year 2008. In fiscal year 2008, Baylor had 64 study abroad programs and sent a total of 876 students abroad. (Fig. 11.2)

In fiscal year 2007, the Goodrich Scholarship was awarded to 75 Baylor students. The total amount in scholarships was over \$150,000. 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**



## 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% of the total undergraduate population. (Fig. 11.3)

The percentage of graduate international students peaked in fiscal year 2005. The current percentage of graduate international students is 14.5%. (Fig. 11.4)

According to the "Open Doors" report published by the Institute of International Education, international students represented 4.3% of total U.S. higher education enrollment in 2001-02 (2.8% of total undergraduate students and 13.7% of total graduate students). In 2007-08, the percentage of international students declined to 3.5% of total U.S. higher education enrollment (2.1% of total undergraduate students and 10.6% of total graduate students).

Fig. 11.3 Percent of international undergraduate students

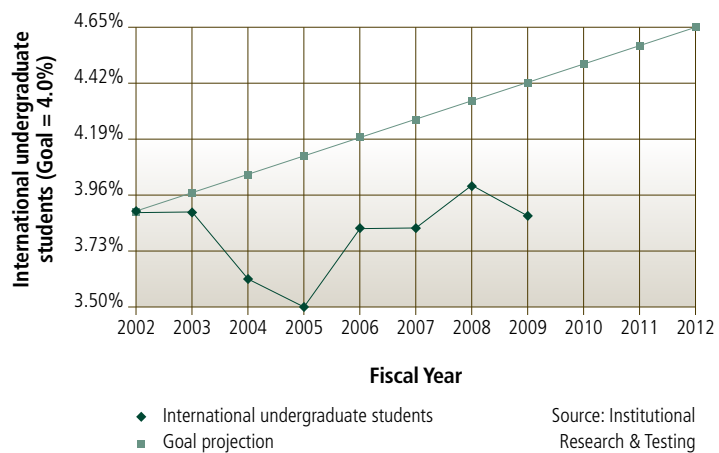
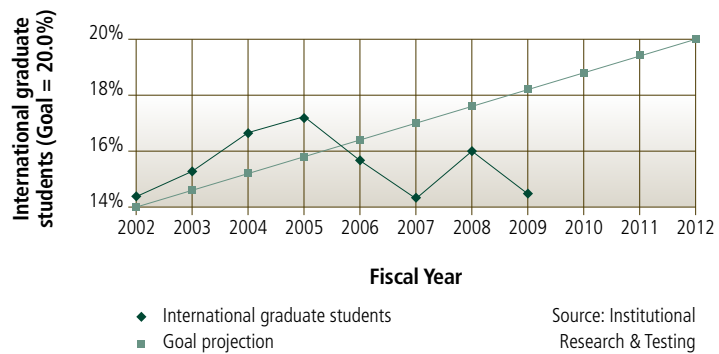


Fig. 11.4 Percent of international graduate students



## GOAL 4

*International opportunities for faculty and graduate students.*

The number of international programs has increased from 50 in fiscal year 2002 to 64 in fiscal year 2008 (Fig. 11.1)







# IMPERATIVE XII

*Achieve a two-billion dollar 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 two billion dollars 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.

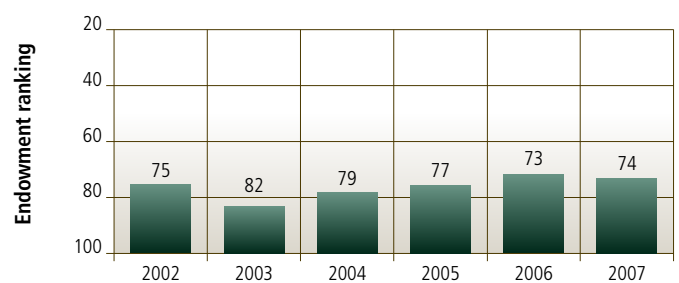
## PROGRESS SUMMARY

### IMPERATIVE GOALS

#### We are making progress.

Although lagging behind the projection line, the market value has been steadily increasing over the past three years. The market value of the university endowment is \$1.06B as of May 31, 2008. A successful comprehensive fund-raising campaign with heavy emphasis on gifts earmarked for endowment will greatly enhance our progress toward achievement of Imperative XII by 2012. The NACUBO rank of total endowment has been steadily increasing since fiscal year 2003. Baylor achieved a national rank of 74th in fiscal year 2007. (Fig. 12.1)

Fig. 12.1 NACUBO endowment ranking

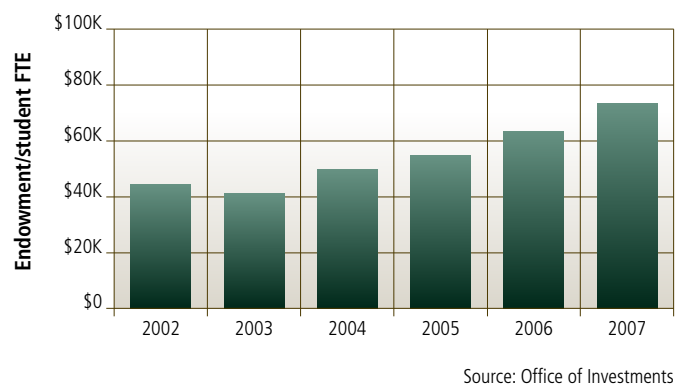


Source: Office of Investments



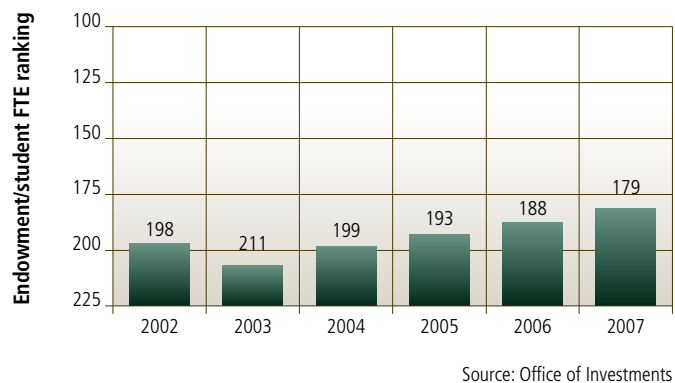
The endowment per student full-time equivalent (FTE) has been steadily increasing. (Fig. 12.2)

**Fig. 12.2 NACUBO endowment per student FTE**



The endowment per student FTE for fiscal year 2007 was \$73,881, which corresponded to a NACUBO ranking of 179 – the highest rank that Baylor has achieved. (Fig. 12.3)

**Fig. 12.3 NACUBO endowment per student FTE ranking**







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