



# *Baylor*

ANNUAL REPORT 2011



**BAYLOR**  
UNIVERSITY





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



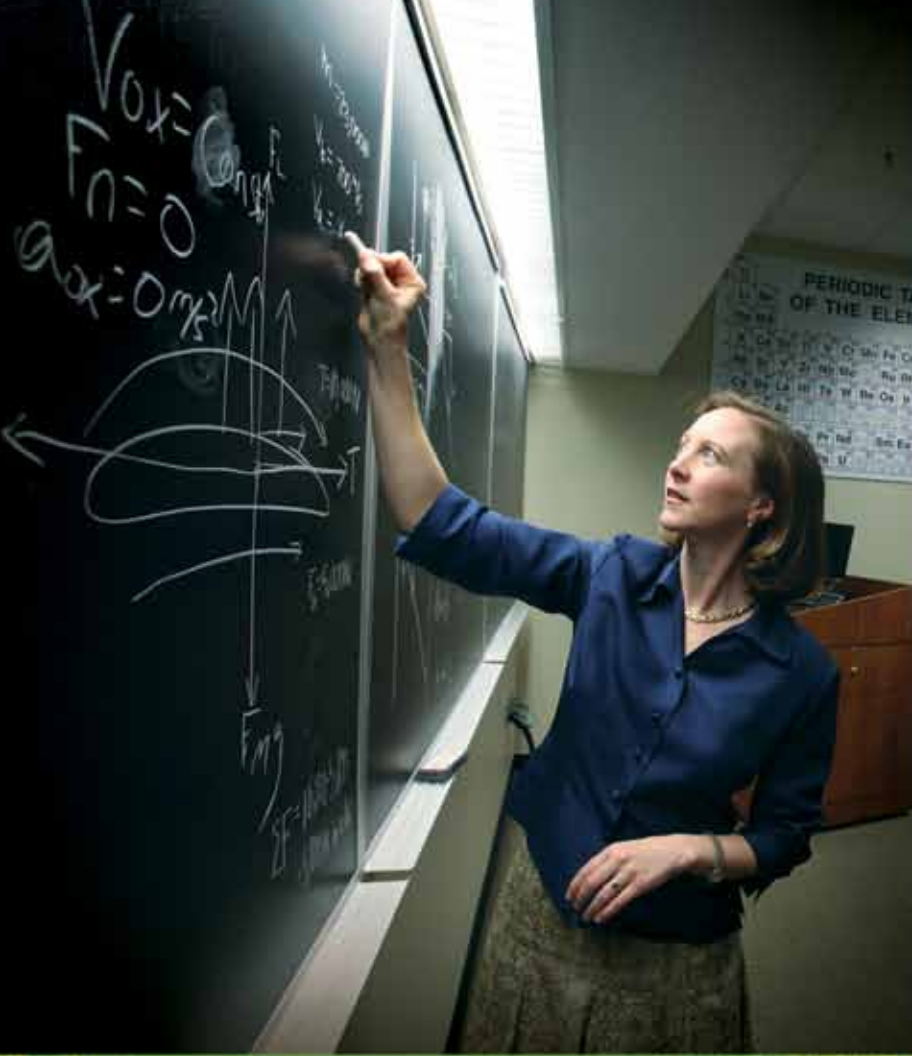
**IN 2002, BAYLOR EMBARKED** on an exciting initiative for the future – Baylor 2012. This vision has provided a roadmap leading to success in virtually every area of University life. Each imperative of Baylor 2012 was designed to develop students of integrity and faith, while equipping them to reach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

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

For more information about Baylor 2012, please visit [www.baylor.edu/vision](http://www.baylor.edu/vision)







# Imperative

*Establish an environment  
where learning can flourish*









# Imperative

*Establish an environment where learning can flourish*

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

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

For all measures of class size, we have exceeded our 2012 goals. While we have made progress in lowering the student-faculty ratio, we will not meet our 2012 goal. The current ratio is 14.48-to-1.

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

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

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

Assessment of seniors’ writing and speaking abilities indicates competence in communication skills.

# PROGRESS IN DEPTH

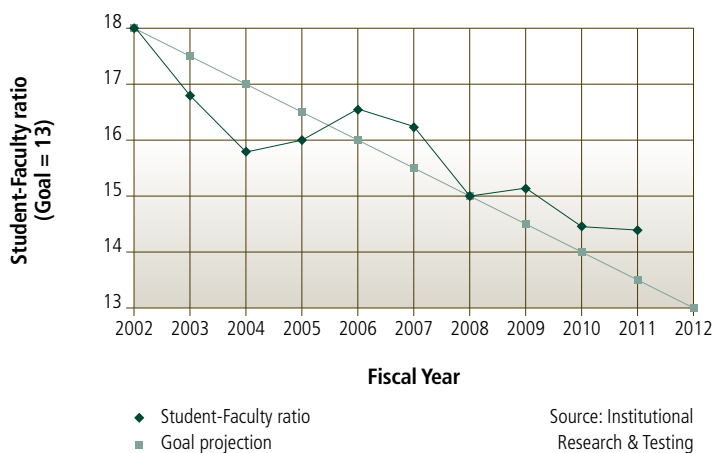
## GOAL 1

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

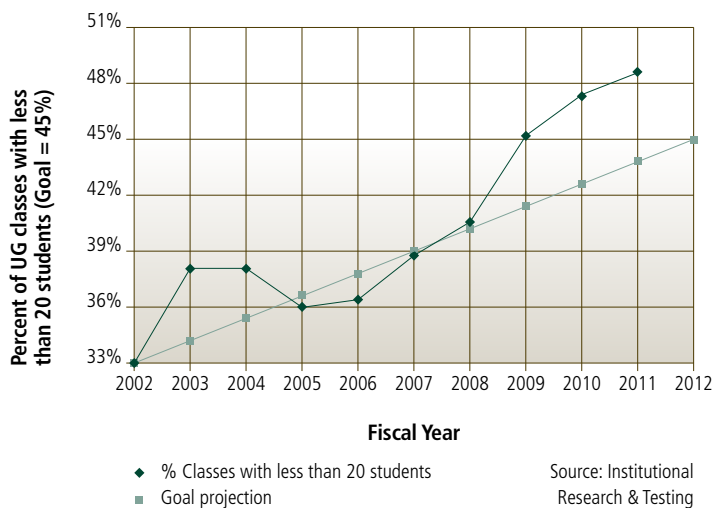
With 10 percent of all undergraduate classes having 50 or more students, Baylor met this goal only four years into 2012. [Fig. 1.1, 1.2 and 1.3]

Baylor is on schedule in its attempt to reduce to 2.5 percent the percentage of undergraduate classes with enrollment greater than 100. The percentage of classes of this size in 2010-11 was 2.3 percent. [Fig. 1.4]

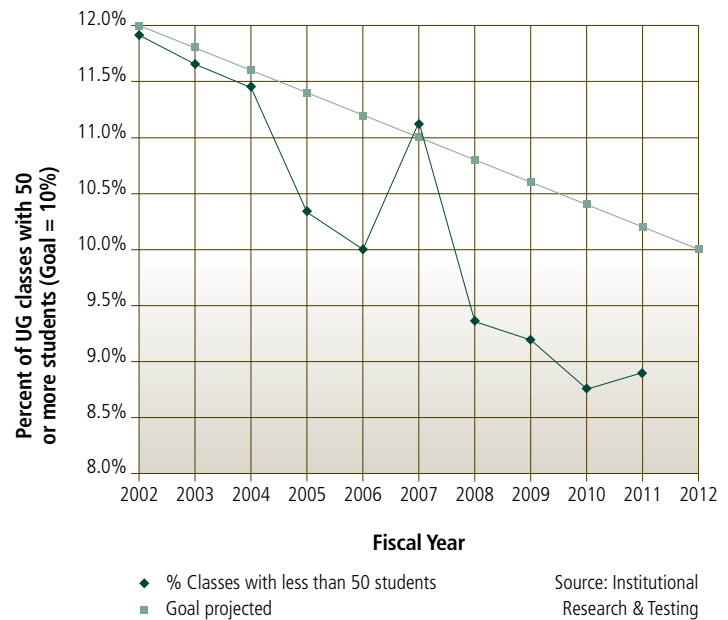
**Fig. 1.1 Student-Faculty ratio**



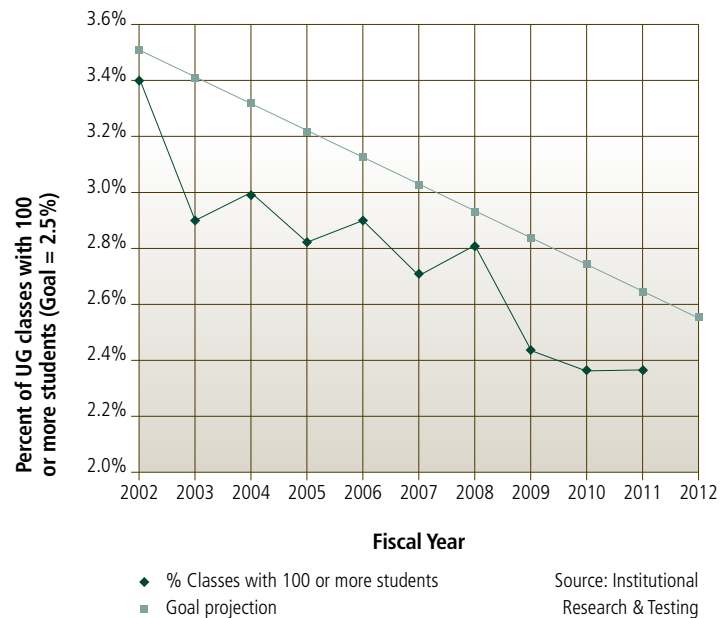
**Fig. 1.2 Undergraduate classes with less than 20 students**



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



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



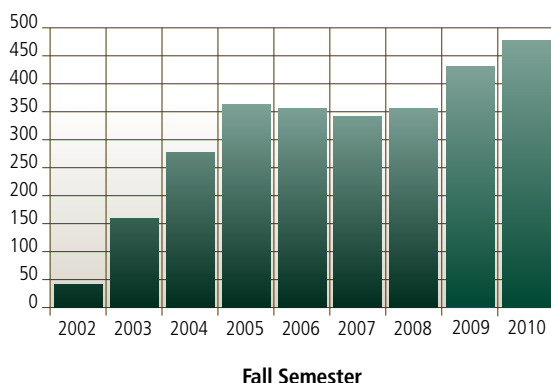


## GOAL 2

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

The Great Texts Program has grown from its initial offering of three sections with approximately 45 students in fall 2002 to 31 sections with 477 students in fall 2010. [Fig. 1.5]

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



Source: Institutional Research & Testing

During the last year, the 10 Great Texts faculty published 19 peer-reviewed articles and book chapters, and they published eight other articles in popular, professional, and trade publications. They had 16 additional peer-reviewed articles and book chapters accepted for publication. The Great Texts faculty made 34 scholarly presentations at academic conferences, including six lectures in international venues. Their members also published one edited book and had another accepted for publication. The Great Texts faculty received research grants of more than \$60,000 and have pending grant proposals for more than \$500,000.

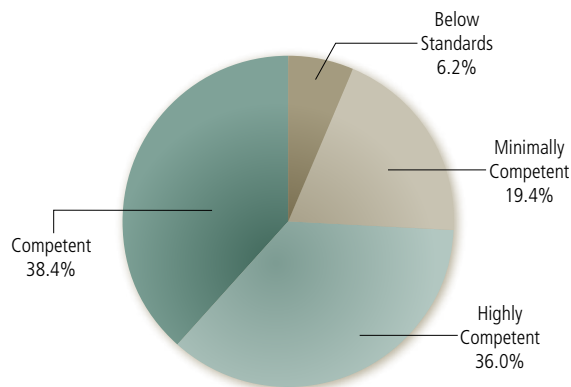
## GOAL 3

*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.*

Writing and speaking abilities of students nearing graduation are assessed in alternate years. The second assessment of students' writing ability occurred in spring 2010. [Fig. 1.6] A faculty panel assessed a representative sample of more than 200 papers written for senior-level courses across the University for evidence of students' writing competence. Nearly three-fourths (74.4 percent) of the papers were rated "Competent" or "Highly Competent," and nearly 20 percent met at least minimum standards for writing expected of college graduates. Only 6.2 percent of the papers did not meet minimum standards.

A similar assessment of students' speaking abilities occurred in 2009, and the results were reported in the *Baylor Annual Report 2010*.

**Fig. 1.6** Assessment of writing skills 2010









# Imperative

*Create a truly  
residential campus*









# Imperative

## 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. Ten living-learning programs have been implemented. The faculty-in-residence program was initiated and has since grown to nine 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 Memorial Chapel.

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

The number and percentage of undergraduates living on campus continues to increase. As of fiscal year 2011, there are 4,619 beds available (4,818 beds with expanded occupancy when the halls opened in August). By the 12th class day, total occupancy was 4,730 undergraduates and represented 38 percent of undergraduate students living on campus.

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

Furnishings in the Bill Daniel Student Center were updated to provide inviting spaces for students.

The Baylor Activities Council, Department of Student Activities, Kappa Omega Tau Fraternity, Baylor Religious Hour Choir, Delta Sigma Theta Sorority, Inc., demonstrate the spirit of the season in their collaboration in presenting expanded activities for Christmas on 5th Street — an event that presents a live nativity, Christmas Tree Lighting, Christmas Marketplace, cocoa and cookies, carols, New Anthems for an Old Story, Baylor on Ice, Kids' Creation Station, carriage rides, a petting zoo, pictures with Santa, live concerts by campus organizations and national performers and thematic tree displays through the Bill Daniel Student Center. Immediately after the celebration, Barfield Drawing Room is returned to its setting as a living room where students can retreat for quiet study in preparation for finals. Baylor traditions of education and enrichment now are established as featured elements of Baylor Line Camps and common spaces on campus continue to be made more appealing. In partnership with Academic Affairs, University 1000 has been redesigned to help nurture all students as they transition from high school to college life or as they move into the Baylor community from another college setting.

# PROGRESS IN DEPTH

## GOAL 1

*Improve residential facilities*

### North Village and Brooks Village

The North Village Residential Community, opened in fall 2004 to house 573 primarily upper-division men and women and three faculty-in-residence, holds four living-learning programs: the Engineering and Computer Science Living-Learning Center, the Outdoor Adventure Living-Learning Center, the Entrepreneurship Living-Learning Center and the Fine Arts Living-Learning Center (opened fall 2010). By the 12th class day, 439 students were participating in these living-learning programs. Brooks Village, with 687 beds, opened in fall 2007. The village consists of two distinct programs: Brooks Residential College and Brooks Flats.

### Kokernot Residence Hall

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

### Memorial Chapel

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

### Living-Learning Centers (LLC)

Campus Living and Learning creates vibrant, active, spiritual learning communities in the residence halls

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

More than 1,500 students reside in 10 different living-learning programs, including Engaged Learning Groups (ELG). Each ELG program comprises students pursuing an engaged educational topic with a team of faculty for three to four semesters. The four Engaged Learning Groups for fiscal year 2011 are Animals and Human Society, Christian Narratives, Prehealth, and Unlocking the Imprisoned Mind with a Digital Key. These living-learning communities attract a diversity of students who find an academic home within a living-learning program. [Fig. 2.1]

Fig. 2.1 Living-Learning Program enrollment, fall 2010

| Living-Learning Program        | Number of Students | Year Initiated |
|--------------------------------|--------------------|----------------|
| Engineering & Computer Science | 269                | 2004           |
| Honors Residential College     | 323                | 2004           |
| Leadership                     | 156                | 2005           |
| Outdoor Adventure              | 16                 | 2007           |
| Brooks Residential College     | 366                | 2007           |
| Air Force ROTC                 | 67                 | 2008           |
| Global Community               | 46                 | 2008           |
| Engaged Learning Groups        | 150                | 2008           |
| Entrepreneurship               | 73                 | 2009           |
| Fine Arts                      | 81                 | 2010           |
| <b>TOTAL</b>                   | <b>1,547</b>       |                |

### Faculty Involvement

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

and seamless learning. Students living in these halls have the opportunity to develop friendships and mentoring relationships with faculty members and their families.

Baylor faculty-in-residence/faculty masters for fiscal year 2010-11 include Doug and Michele Henry in Brooks Residential College; Julie Sweet in North Village, Texana House; Cindy Fry in North Village, Heritage House; Steven Pounders in North Village, University House; Laine Scales in Kokernot; Sarah Jane Murray in the Honors Residential College in Alexander/Memorial; and Doug Rogers in Allen/Dawson.

### Faculty Partners

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

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



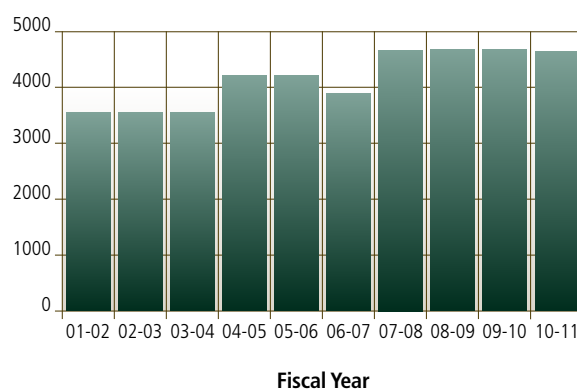
## GOAL 2

*Increase the number of undergraduates living on campus*

The number of beds available in residence facilities was 4,619 in fiscal year 2011. [Fig. 2.2] Demand for housing has exceeded current capacity, resulting in most residential communities operating in "expanded occupancy" mode with 4,818 occupants on move-in day.

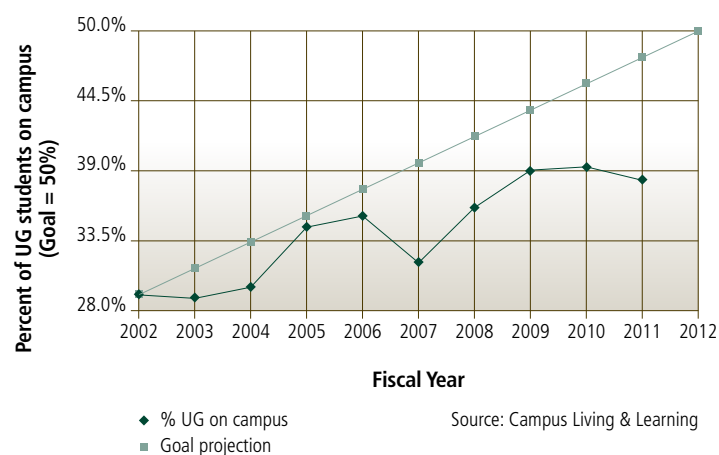
The percentage of undergraduates living on campus remains relatively steady at 38 percent in fiscal year 2011. [Fig. 2.3]

**Fig. 2.2 Number of beds available on campus**



Source: Campus Living & Learning

**Fig. 2.3 Percentage of undergraduates living on campus**



Source: Campus Living & Learning



## GOAL 3

*Enhance the social and relational environment*

### Bill Daniel Student Center

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

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

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

### Bobo Spiritual Life Center

The Bobo Spiritual Life Center is a multifunctional space that can accommodate large and small groups but also strives to provide a space for individual students. Comfortable spaces are convenient for both group and individual study. Each weekday afternoon at 3:30 the Baylor community gathers in the Bobo chapel for vespers, a service of prayer

and worship. Coffee is available throughout the week as hospitality to students, faculty and staff using the space or passing through. The renovated TV room also serves as a classroom and meeting facility by providing multimedia equipment, a large dry-erase board, couch seating and a table workstation. Office staff facilitate reservations for groups seeking to use the Bobo Spiritual Life Center. Partnerships with New Student Programs and Residence Life have increased use of the space.

### Campus Programs and Academic Partnerships

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

- **Retention.** In order to support the University's retention efforts, Campus Programs works to ensure that students have opportunities to become involved in the Baylor community during their first year. Throughout the academic year, Campus Programs collaborates with student organizations to make sure that quality programs are planned and produced to engage students and provide opportunities to get to know their peers. Annual programs offered during 2010 included Late Night at the SLC and Traditions Rally.
- **Create a greater sense of community among Baylor students, staff, faculty and administration.** Programs are purposefully planned to create and support school traditions and allow for personal growth through socialization opportunities. Campus Programs seeks to foster an institutional commitment by planning activities that generate new friendships, a sense of belonging and personal development. Christmas on 5th Street consistently draws large numbers of student and community participants annually.
- **Continued involvement.** Campus Programs strives to continue diversifying and educating Baylor's campus through a variety of programming initiatives that offer beneficial experiences for the community as a whole throughout the academic year. Fish Fry Festival, Fright Night, Bed Races and Chili Cook-off, Chinese New Year, Salsa Fest, Gateway to India

and Fiesta! have proven successful in drawing the Baylor community together for inspirational programs that also educate the community.

The Baylor Rising Artist Network (BRAN), established in 2003 as a partnership with the Baylor Hankamer School of Business music and entertainment marketing program, serves two purposes. Acknowledging that there is a great deal of musical talent on the Baylor campus, BRAN’s primary purpose is to connect talented students to performance opportunities and, second, to provide Baylor students with enjoyable music and access to talented students. By 2008, BRAN initiated a partnership with students from the music and entertainment marketing program to form Uproar Records, which serves as the record label to help produce and promote student musicians on campus.

**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. Homecoming 2010 included Friday Night Flashback, featuring historic displays for each of the components associated with Homecoming (Bonfire, Pigskin, the Line, the Parade, etc.) The Rise Up Campaign introduced in August 2010 resulted in a 17 percent increase in student attendance at football games and ongoing support for athletic programs.

BaylorBound helps entering new and transfer students with their transition into Baylor. Through Orientation, Baylor Line Camps and Welcome Week, students move through activities that help them make connections with upperclassmen and faculty, reinforce their individual strengths, begin to assume leadership

roles, receive answers to their many questions and participate in activities that provide information about the traditions and mission of the University.

**University 1000**

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

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 matters, such as planning and calendaring, and with more spiritual dimensions, such as how their attitudes toward professors and fellow students will impact the academic journey they are beginning.

**Common Spaces**

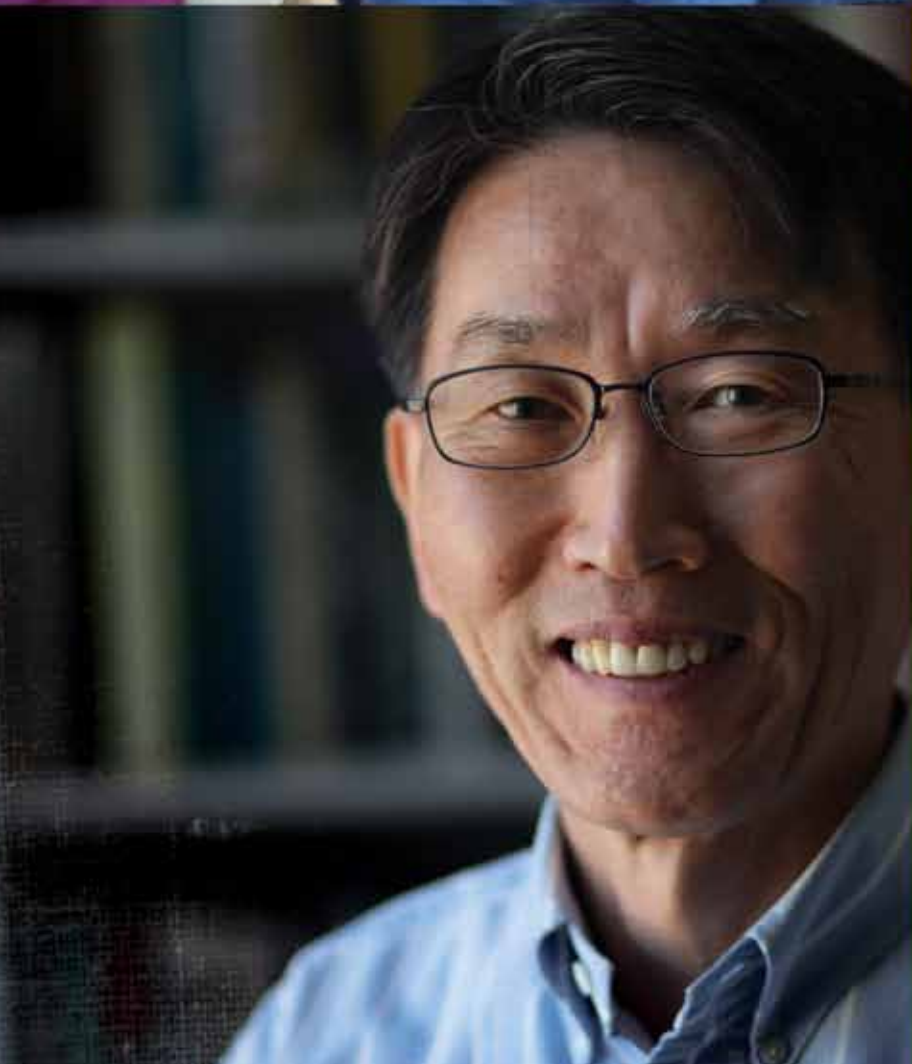
Each year the graduating class (the Senior class) has chosen to unite in fellowship for a common cause while providing opportunities for future students to grow in fellowship from their Baylor legacy. The table [Fig. 2.4] below provides information about recent gifts from graduating senior classes.

**Fig. 2.4 Senior Class Gifts, 2005-2009**

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







# III *Imperative*

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world-class faculty*

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# Imperative

*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.

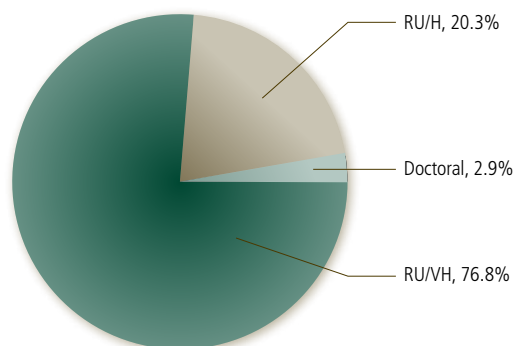
## PROGRESS SUMMARY

### 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 2010, more than three-fourths received their degrees from universities characterized by “very high research activity.” [Fig. 3.1]

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



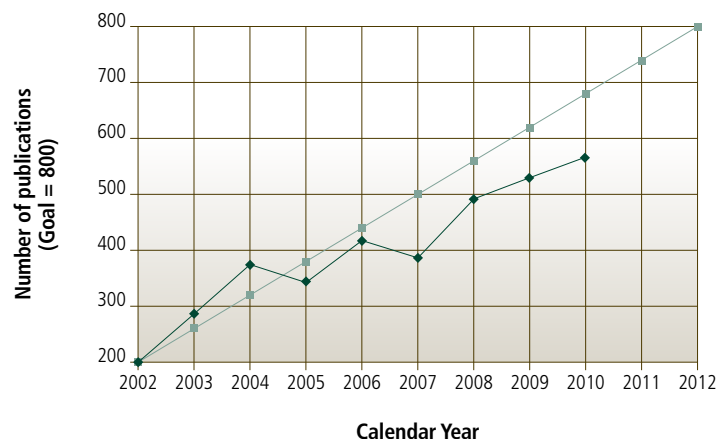
RU = Research University  
VH = Very high research activity  
H = High research activity

Source: Institutional Research & Testing

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

The number of publications in major journals by Baylor faculty has more than doubled, from 202 in 2002 to 552 in 2010. [Fig. 3.2]

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



◆ Number of publications by Baylor faculty  
■ Goal projection

Source: ISI Web of Knowledge

### We are making progress for fiscal support of research.

Research expenditures have grown significantly during the past eight years; however, while the growth decreased in fiscal year 2010, expenditures remain ahead of 2002. [Fig. 3.3 and 3.4] This growth in external support for research has combined with our increases in graduates with research doctorates to produce the new Carnegie classification of “research university” for Baylor.

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

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

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

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

Fig. 3.3 Total research and sponsored activity expenditures

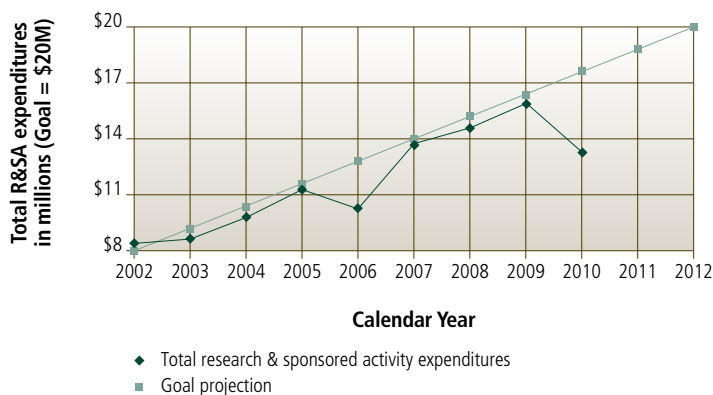
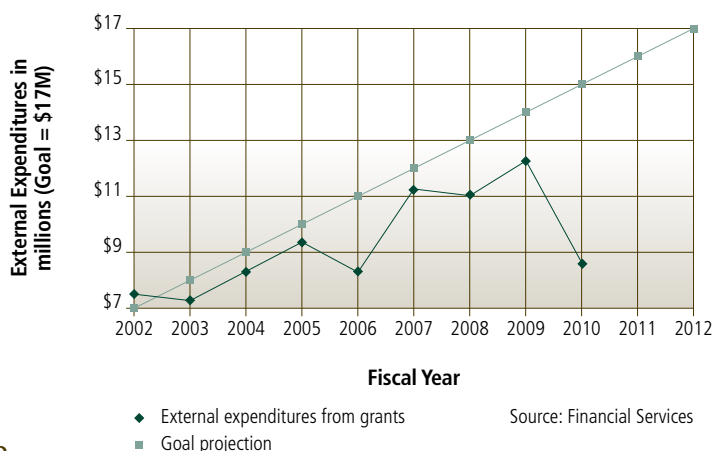


Fig. 3.4 External expenditures from grants





# IV *Imperative*

*Attract and support a  
top-tier student body*









# IV *Imperative*

*Attract and support a top-tier student body*

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

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

At both the undergraduate and graduate level, entrance exam scores have been increasing. Based on data from a survey administered annually to first-time freshmen, we are continuing to attract students who are spiritually- and service-oriented. Baylor MBA graduates’ strong employment rates and starting salaries, even during times of economic recession, demonstrate their high caliber.

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

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.**

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

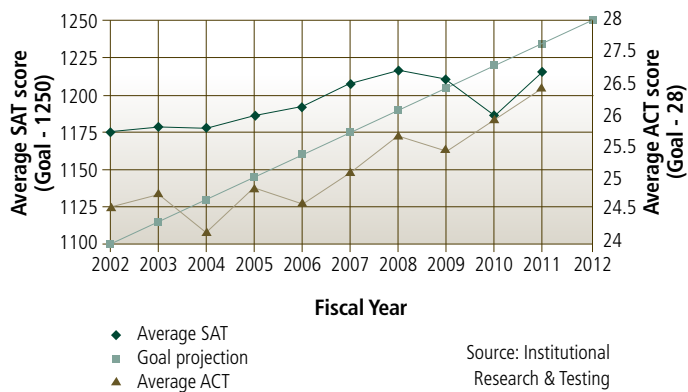
# PROGRESS IN DEPTH

## GOAL 1

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

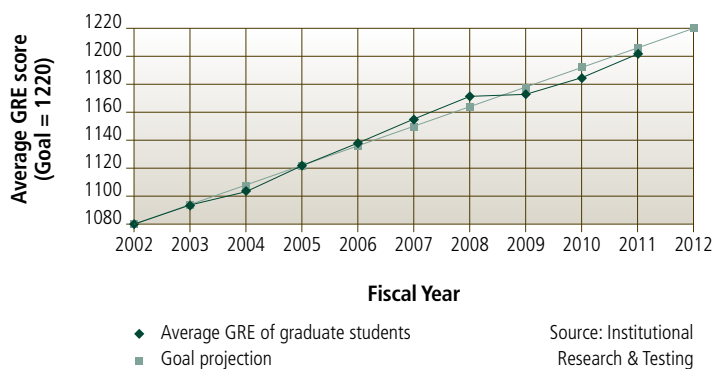
The average SAT score of first-time freshmen increased in fall 2010 to 1218. The average ACT score of first-time freshmen has likewise been increasing over the past few years. The average ACT score in fall 2010 was 26.4. [Fig. 4.1]

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

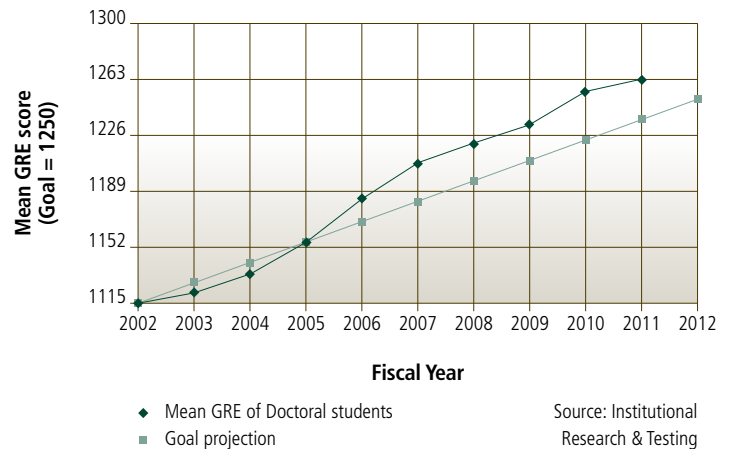


The average GRE score for graduate students is increasing, and we are on target for reaching the goal of 1220. [Fig. 4.2 and 4.3] The average GMAT score of Hankamer School of Business increased to 611 in fall 2010. [Fig. 4.4] Additional information about MBA employment rates and starting salaries is shown in Figs. 4.5 and 4.6.

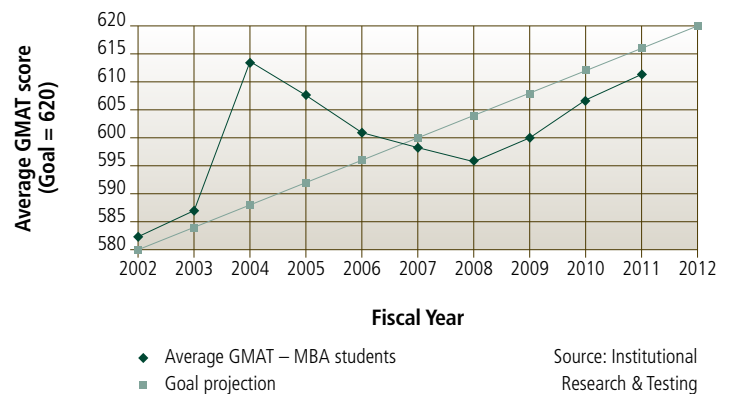
**Fig. 4.2 Average GRE score of graduate students**



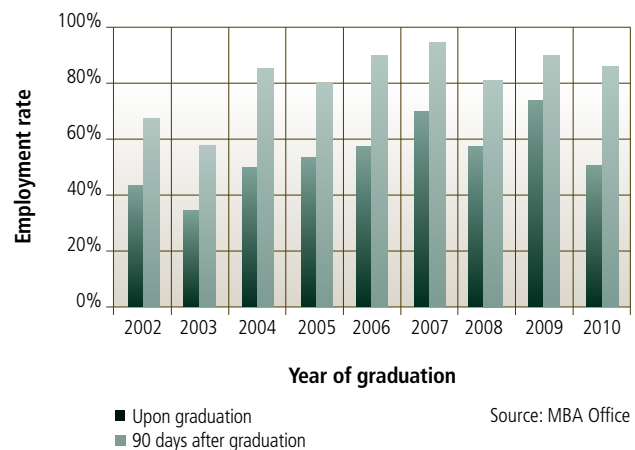
**Fig. 4.3 Average GRE of doctoral students**



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

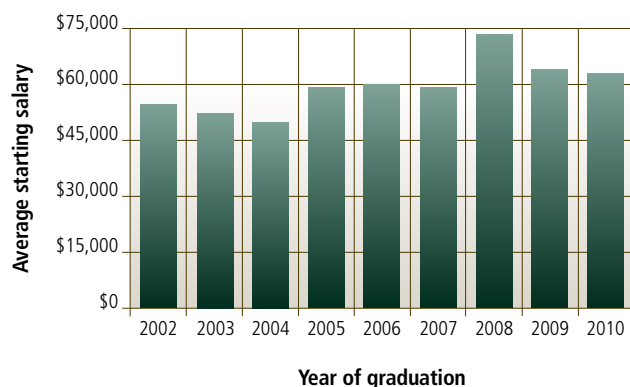


**Fig. 4.5 Employment rates of MBA graduates**





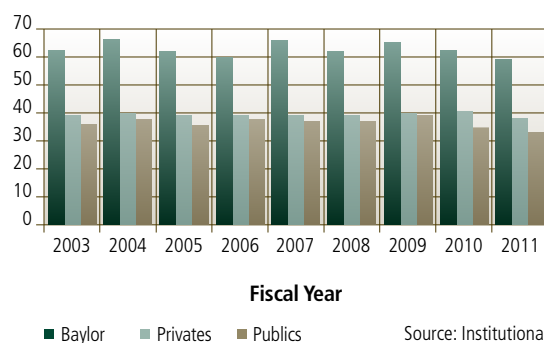
**Fig. 4.6 Starting salaries of MBA graduates**



Source: MBA Office

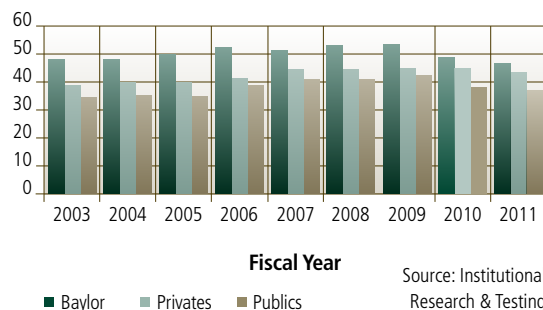
Based on data from the CIRP Freshman Survey, approximately 59 percent of first-time freshman Baylor students rated themselves “above average” or “highest 10 percent” in level of spirituality as compared with the average person of his/her age. [Fig. 4.7] This far exceeds the percentage of students from private and public universities. Approximately 46 percent of first-time freshman Baylor students indicated that “influencing social values” was an “essential” or “very important” objective. [Fig. 4.8] In comparison, only 38 percent-45 percent of students at private and public universities indicated this same conviction. Additional information from the survey is shown in Figs. 4.9, 4.10 and 4.11.

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



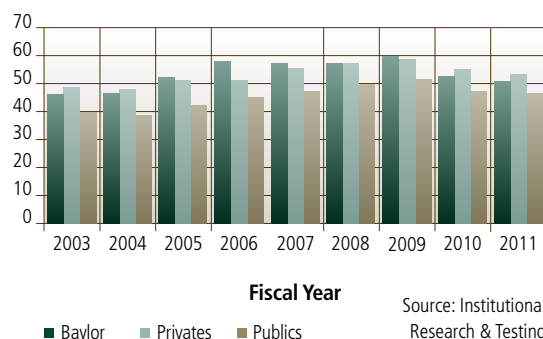
Source: Institutional Research & Testing

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



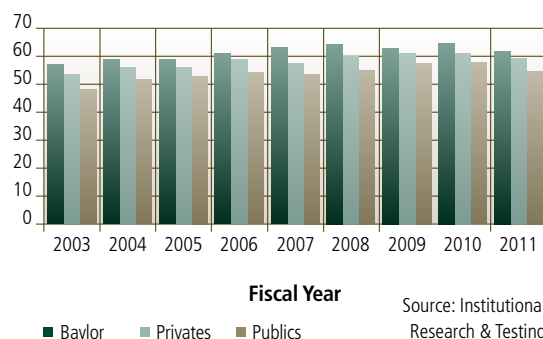
Source: Institutional Research & Testing

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



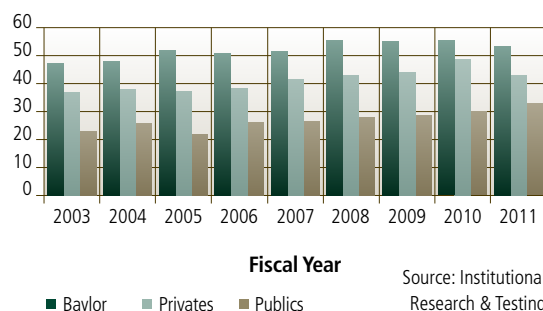
Source: Institutional Research & Testing

**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

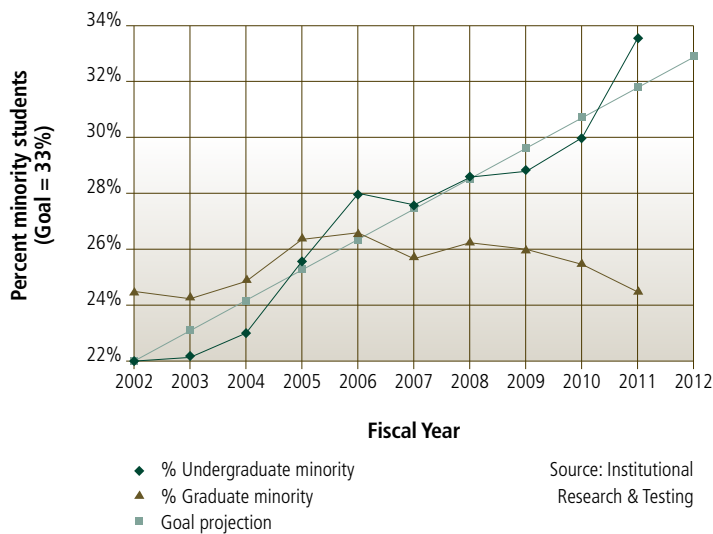
## GOAL 2

*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 and is on target. The percentage of minority undergraduate students is currently 33.5 percent. [Fig. 4.12]

The percentage of minority graduate students is currently 24.8 percent. [Fig. 4.12]

Fig. 4.12 Percentage of minority students

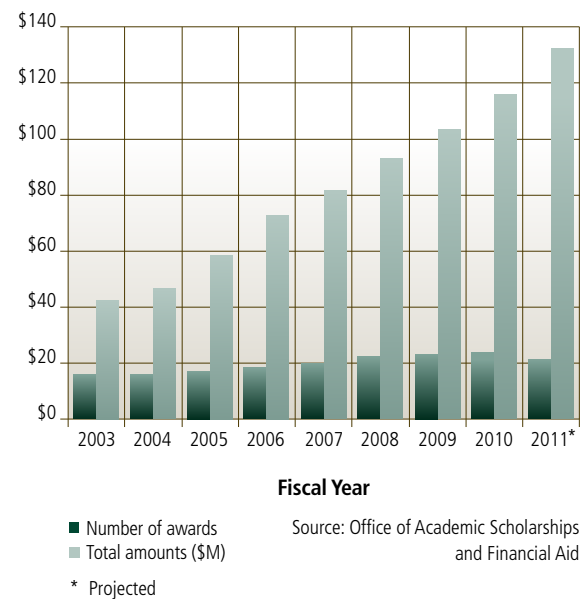


## GOAL 3

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

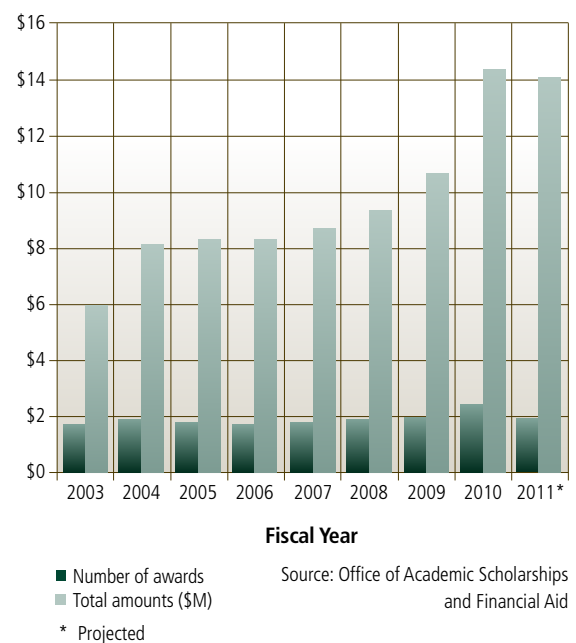
The number of institutional scholarships accepted by undergraduate students has increased from 14,388 in 2002-03 to 21,966 in 2010-11. The total amount of institutional scholarships accepted by undergraduate students has increased from \$41,657,382 in 2002-2003 to \$132,571,791 in 2010-11. [Fig. 4.13]

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 1,908 in 2010-11. The total amount of institutional scholarships accepted by graduate students has increased from \$5,944,920 in 2002-2003 to \$14,070,477 in 2010-11. [Fig. 4.14]

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







# *W* *Imperative*

*Initiate outstanding  
new academic programs  
in selected areas*









# Imperative

*Initiate outstanding new academic programs in selected areas*

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

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

The Honors College has been created and grown to include approximately 1,290 students with increasingly high SAT scores.

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

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

# PROGRESS SUMMARY

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

We are on track to meet most of our 2012 graduate program goals. The number of doctoral programs in the social sciences and humanities has grown to 12 since 2002. The total number of Baylor PhD programs has grown to 23. The total number of PhD students has increased by approximately 41 percent, and the average GRE score of PhD students has increased by 148 points.

# PROGRESS IN DEPTH

## GOAL 1

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

Honors College (which includes the Honors program, BIC program, and academic majors in the Honors College) has a total enrollment of 1,288 students in fall 2010 with an average SAT of 1333. [Fig. 5.1]

Enrollment in the BIC program has been declining in recent years, from 758 in fall 2003 to 554 in fall 2010. [Fig. 5.2]

Fig. 5.1 Average SAT of Honors College students

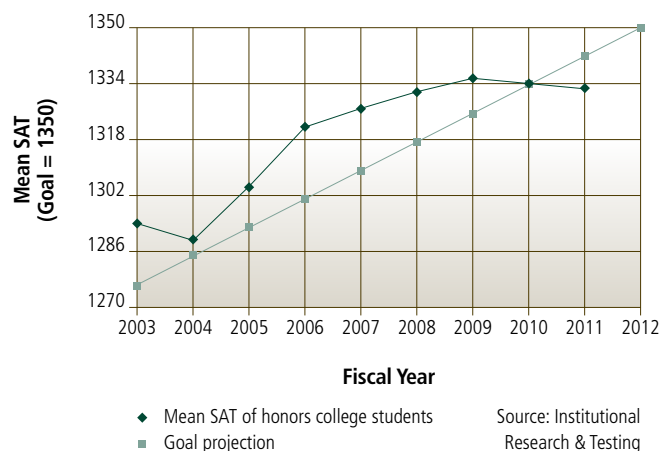
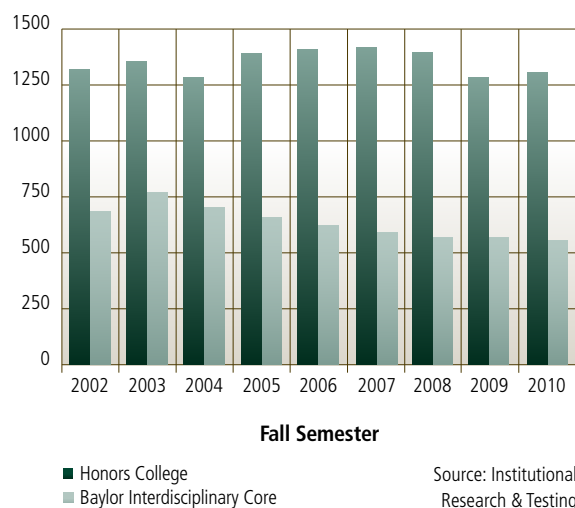


Fig. 5.2 Number of Honors College and Baylor Interdisciplinary Core students



## GOAL 2

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

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



### GOAL 3

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

#### PhD Programs include:

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

#### Other Doctoral degrees:

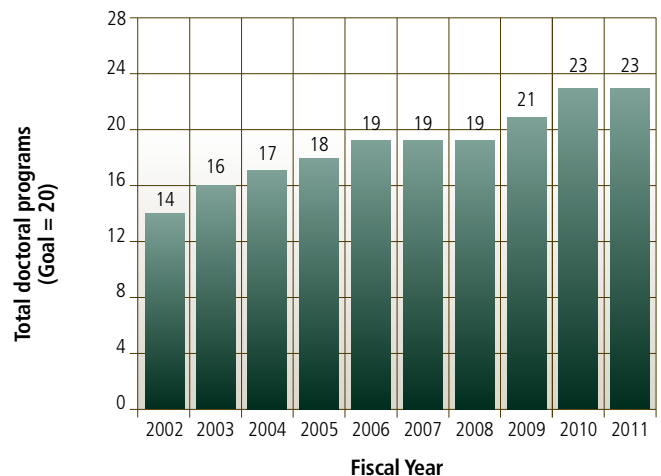
- Doctor of Education\*
- Doctor of Psychology\*

\*Humanities or Social Sciences

#### Not included in this count are Baylor doctoral degrees in:

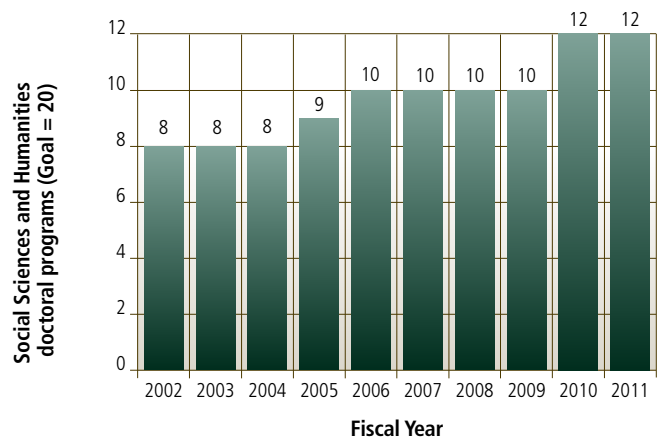
- Ministry (DMin)
- Law (JD)
- Nursing Practice (DNP)
- Physical Therapy (DPT)
- Science (DScPT, DScPA, DScOT)

Fig. 5.3 Total number of doctoral programs



Source: Graduate School

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



Source: Graduate School

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



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

As of fall 2010, we have increased graduate student enrollment by 11.1 percent. [Fig. 5.5] There was a sharp decline in the number of graduate students in fall 2005. Decreases in enrollments in the Hankamer School of Business and School of Education graduate programs accounted for 56 percent of the total decrease in graduate student enrollment. In addition, the School of Social Work became an independent unit in fall 2005. Although the graduate student enrollment has not risen as desired, the mean GRE score of these students has increased by 120 points since fall 2002. [Fig. 5.6]

As of fall 2010, we have increased doctoral student enrollment by 41.3 percent. Doctoral student enrollment has increased steadily since fall 2002. [Fig. 5.7] Along with an increase in doctoral student enrollment, the mean GRE score for these students has increased by 148 points. [Fig. 5.8]

Fig. 5.5 Number of graduate students

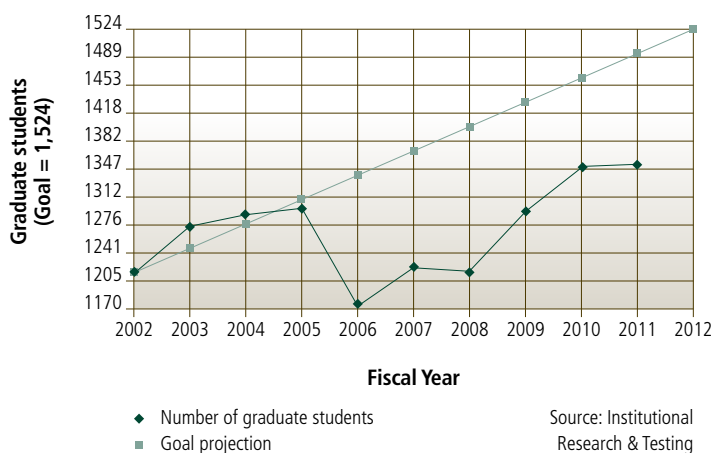


Fig. 5.6 Average GRE of graduate students

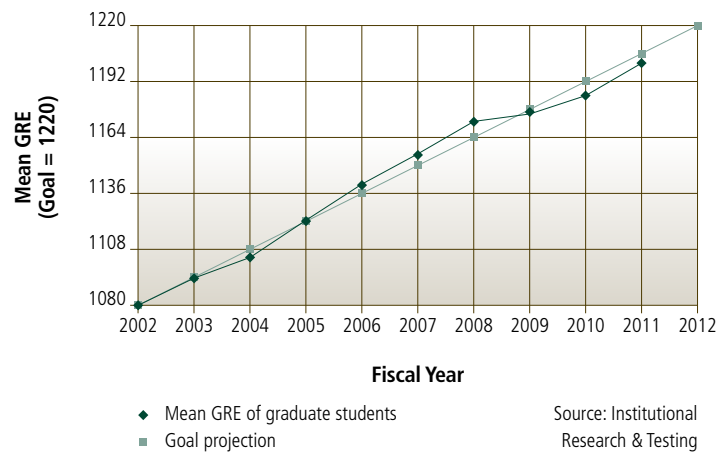


Fig. 5.7 Number of doctoral students

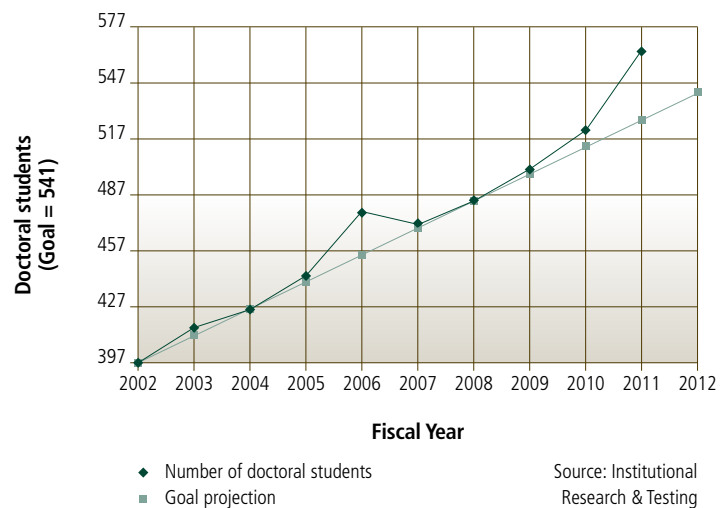
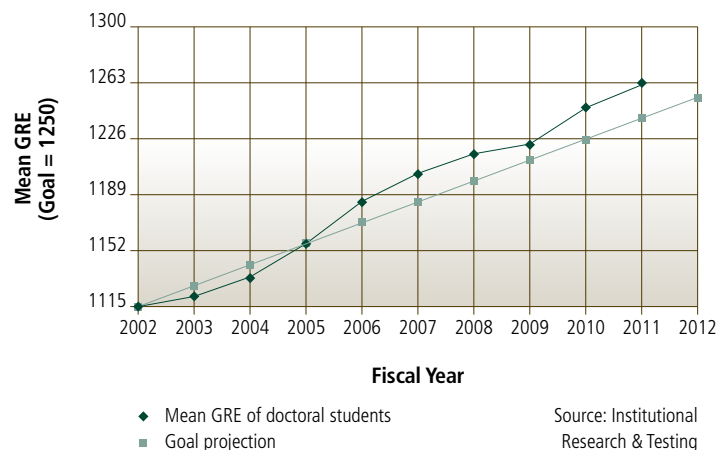


Fig. 5.8 Average GRE of doctoral students







# VI *Imperative*

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







# VI *Imperative*

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

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

#### 1. Life Work as a Calling

Several programs have been implemented or expanded to help students understand their life work as a calling. Baylor received a \$2 million Theological Exploration of Vocation grant from the Lilly Endowment. The resident chaplain program and Chapel programming have both been expanded along with Strength-based presentations. The Academy for Leader Development and Civic Engagement was established in 2004 and has partnered with the School of Education to establish a minor in leadership. In 2009-10, the division reviewed and reaffirmed calling as a critical component of its student development learning outcomes. The number of undergraduates expressing an interest in vocational ministry remains strong.

#### 2. Stewardship of Service

Several programs have been implemented to help students understand life as stewardship of service. These programs include discipline and vocation-specific missions, University Missions, Baylor Line Camp, community ministries and academic partnerships, student organization leadership development, community service and other campus programs. The Baylor Interdisciplinary Poverty Initiative was established in June 2007. In 2008, Baylor was selected as the first Campus Kitchen in Texas. In fall 2009, Baylor hosted its first AmeriCorps\*VISTA in the Division of Student Life and held the first national conference on poverty. In 2010, Baylor gained the assistance of five representatives from AmeriCorps\*VISTA.



# PROGRESS IN DEPTH

## GOAL 1

*Life Work as a Calling*

### Resident Chaplains

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

Fig. 6.1 Resident chaplain program

| Year | Number | Location  |
|------|--------|---|
| 2001 | 5      | Allen-Dawson, North Russell, South Russell, Martin, Quadrangle                        |
| 2002 | 8      | Added Brooks, Collins, Penland  |
| 2003 | 9      | Added Alexander; moved Quadrangle to Arbors   |
| 2004 | 9      | Changed Alexander to Memorial-Alexander, added North Village; eliminated Allen-Dawson |
| 2005 | 10     | Added Kokernot  |
| 2006 | 9      | Eliminated Brooks position  |
| 2007 | 12     | Added Brooks College and Brooks Flats; restored Allen-Dawson                          |
| 2008 | 12     | No changes made   |
| 2009 | 12     | No changes made   |
| 2010 | 12     | No changes made   |

Source: Student Life

### Chapel Programming

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

In fiscal year 2010 students who have completed 30 Baylor credit hours and have completed one semester of traditional Chapel may petition to fulfill their second semester requirement through one of the following alternatives: afternoon prayer services, spiritual formation practices, evening worship services and University-specific mission trips. These various experiences will enable spiritual disciplines that provide great depth of understanding and practice.

### Academy for Leader Development and Civic Engagement

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

Fig. 6.2 Number of students served per academic year

| Academic Year | LEAD-LLC | Course Enrollment | Fellows Program | Student Organizations | Total Number of Students |
|---------------|----------|-------------------|-----------------|-----------------------|--------------------------|
| 2004          | 31       | 363               | 0               | 110                   | 504                      |
| 2005          | 49       | 309               | 0               | 82                    | 440                      |
| 2006          | 80       | 376               | 11              | 84                    | 551                      |
| 2007          | 108      | 393               | 13              | 68                    | 582                      |
| 2008          | 154      | 450               | 14              | 121                   | 739                      |
| 2009          | 143      | 349               | 27              | 149                   | 667                      |
| 2010          | 156      | 148*              | 33              | 156                   | 493*                     |

\*Numbers are lower due to LDS courses not being required for business students and the Great Texts class not being offered.

Source: Student Life

Strengths Presentations

Student Life staff continually receive training to prepare them for conversations with students about leveraging strengths to accomplish goals. The small group curriculum for Baylor Line Camp and Welcome Week also includes activities for new students to reflect on their strengths, while appreciating the diversity of strengths found in a community. Student leaders for each program are trained to facilitate these discussions. In spring 2010, the Division of Student Life held a regional Strengths Educator Training Conference in partnership with Gallup for 26 individuals from Oklahoma and Texas.

GOAL 2

Stewardship of Service

Discipline-Specific Missions

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

Fig. 6.3 Discipline-specific mission trips, 2002-2009

| Mission Area          | Number of Students, Faculty and Staff | Trip Emphasis   |
|-----------------------|---------------------------------------|---|
| <b>Honduras</b>       |                                       |   |
| 2010                  | 12                                    | Engineering   |
| 2009                  | 12                                    | Engineering   |
| 2008                  | 49                                    | Medical missions, deaf education, education and engineering           |
| 2007                  | 23                                    | Medical missions, deaf education, education and engineering           |
| 2006                  | 17                                    | Medical missions and deaf education                                   |
| 2002                  | 8                                     | Medical missions and deaf education                                   |
| <b>Kenya</b>          |                                       |   |
| 2010                  | 87                                    | General ministry, medical/public health, social work, sports ministry |
| 2009                  | 72                                    | General ministry, medical/public health                               |
| 2008                  | 0                                     | Cancelled due to civil unrest   |
| 2007                  | 96                                    | Administration, ministry, music, seminary                             |
| 2006                  | 104                                   |   |
| 2005                  | 145                                   | Engineering, music, medical, leadership and ministry                  |
| <b>Armenia</b>        |                                       |   |
| 2007                  | 12                                    | Engineering, business, general ministry                               |
| 2006                  | 4                                     | Exploration of future mission projects                                |
| <b>South Africa</b>   |                                       |   |
| 2002                  | 4                                     | General ministry  |
| <b>Rwanda</b>         |                                       |   |
| 2010                  | 23                                    | Business, engineering   |
| 2009                  | 35                                    | Business, engineering, social work                                    |
| 2008                  | 32                                    | Social work, religion, ministry and sports                            |
| 2007                  | 7                                     | Administration and seminary   |
| <b>Ghana</b>          |                                       |   |
| 2010                  | 15                                    | General ministry, youth/sports  |
| 2008                  | 17                                    | General ministry (residence hall)                                     |
| <b>New York</b>       |                                       |   |
| 2008                  | 10                                    | Psychology  |
| <b>New Orleans</b>    |                                       |   |
| 2008                  | 35                                    | Disaster relief   |
| <b>Czech Republic</b> |                                       |   |
| 2008                  | 10                                    | Seminary – youth ministry   |
| <b>Argentina</b>      |                                       |   |
| 2009                  | 24                                    | Music   |
| <b>Uganda</b>         |                                       |   |
| 2010                  | 19                                    | Accounting  |
| 2009                  | 17                                    | Accounting  |
| <b>Belize</b>         |                                       |   |
| 2010                  | 60                                    | Medical   |
| <b>Los Angeles</b>    |                                       |   |
| 2010                  | 12                                    | Anti-human trafficking  |

Source: Student Life



## University Missions

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

Participation at the Freshman Retreat increased from 40 students in fiscal year 2009 to 127 freshmen and 30 non-freshmen students and staff in fiscal year 2010. A post-retreat assessment indicated that students experienced the retreat as a meaningful time where they explored spiritual formation as they began college.

## Baylor Line Camps

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

In a continuous effort to improve the Line Camp program, Student Life staff in 2006 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; 40 percent of the entering class attended Line Camp in 2010. [Fig. 6.4] In 2011, 200 spaces are being added to Line Camps, making it possible for 50 percent of freshmen to attend.

**Fig. 6.4 Baylor Line Camp attendance 2004-2009**

| Year | Number Attending |
|------|------------------|
| 2004 | 272              |
| 2005 | 309              |
| 2006 | 175              |
| 2007 | 649              |
| 2008 | 1,025            |
| 2009 | 1,240            |
| 2010 | 1,336            |

Source: Student Life

## Community Ministries and Academic Partnerships (CMAP)

With the reorganization of Spiritual Life in summer 2008, the area of Spiritual Formation is fully integrated and intentionally positioned to deepen the spiritual lives of students in cooperation with students, faculty and staff across the University. With the employment of a full-time director, coordinator, administrative assistant, three ministry associates (seminary students) and two graduate apprentices, the Formation/Baptist Student Ministries area is in a distinctive position to provide primary leadership for these formational initiatives:

- More than 2,500 students were served dinner and more than 1,100 students completed interest cards for the various ministries of Spiritual Life at Spiritual Life-Welcome Dinner, an event held during Welcome Week on the first day of classes.
- Small group offerings were expanded to 13 in fall 2009 in an attempt to meet the developmental needs of students. Traditional biblical book study, graduate student small group, specific Bible study for freshmen and book studies from thoughtful Christian authors challenge and stretch students to think and explore their faith in new ways.
- The exploration of gifts, calling and vocation is facilitated by increased practical opportunities for Youth Ministry Team members to lead in local churches and increased training opportunities from Baylor faculty. Since fall 2008, Youth Ministry teams have traveled to 42 churches around the state to assist with youth programs.
- Cultural exchange has been the focus in international ministry, where weekly dinners averaging 100 students per night have grown to approximately 150 students each night.
- Chaplains have responded to regular gatherings designed for intentional relationships, training and resources with the student chaplains in Baylor Greek Life.
- Christian Formation Practices is offered as an alternative Chapel program to promote spiritual formation and faith development for students beyond their first-year experience.

### Student Organization Leadership Development

While leadership development occurs within many 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 occurs within a framework of experiential learning supported by guided practice. To this end, the Department of Student Activities works closely with officers and advisors of student organizations to offer a variety of leadership development workshops and seminars that include risk management training as is consistent with state law.

### Community Service

The Department of Student Activities facilitates meaningful service opportunities for students in order to develop and foster leadership in areas of social responsibility. The ultimate goal of service and service learning is to instill the spirit of volunteerism and service-learning into the lifestyles of students so they will continue to be committed to the value of service after they leave the University setting. Learning outcomes fostered by these community service endeavors include civic engagement, social responsibility, understanding the world outside self, personal/organizational obligation to larger community, stewardship, value for diversity, faith development, leadership, communication





skills and service learning. Programs such as the Poverty Summit (initiated as an annual event in fall 2008), Steppin' Out, Baylor Buddies, Santa's Workshop and Baylor Relay for Life help instill these learning outcomes within Baylor students and the surrounding community. In addition to the programming offered by the Department of Student Activities, hundreds of individuals are matched with volunteer and ongoing service opportunities throughout the Waco community by staff members. Department of Student Activities staff members work with more than 150 local service agencies and local churches to help meet the needs of the Waco community with the strength, heart and service of thousands of students each semester.

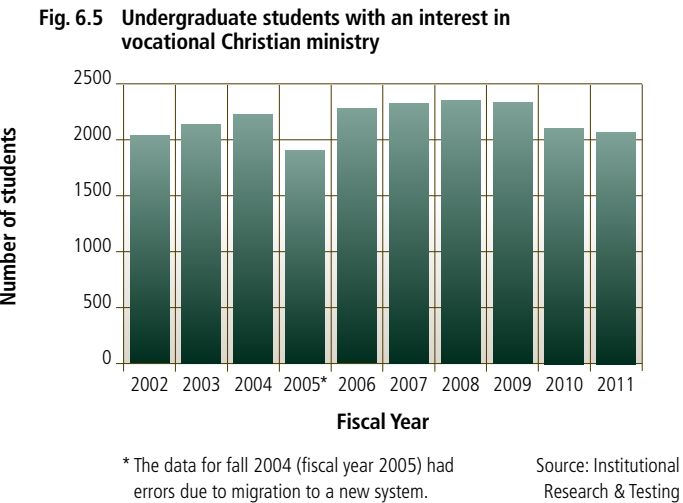
**Baylor Interdisciplinary Poverty Initiative**

Established in 2007, the Baylor Interdisciplinary Poverty Initiative is a partnership between Academic Affairs and the Division of Student Life. In 2010, the Poverty Initiative partnered with Student Activities and the national Campus Kitchen Project to fund and hold the Hungry for Justice: Social, Economic, Environmental, Baylor University's Third Annual Poverty Summit. Hungry for Justice attracted more than 300 students from 32 universities for a three-day conference focusing on social, economic and environmental issues stemming from poverty. This effort builds upon the more than 250 Baylor students, 17 outside speakers and five community members who gathered for the Second Annual Poverty Summit in October 2009. The Summit creates open dialogue about the issues surrounding poverty.

In 2008, Baylor was selected as the first Campus Kitchen in the state of Texas. Managed by student volunteers, Campus Kitchen's mission is to recover food, prepare and deliver meals and provide nutrition education for economically disadvantaged populations. Campus Kitchen volunteers rescued more than 11,000 pounds of food to feed 6,000 people at community agencies and provided 3,000 hours of volunteer service. The student volunteers raised \$2,637 to provide a full Thanksgiving meal to 65 families.

**Ministry Student Enrollment**

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





# VIII *Imperative*

*Provide outstanding  
academic facilities*





Carlile Geology  
Research Building



# VIII *Imperative*

*Provide outstanding academic facilities*

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

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

The Baylor Sciences Building was opened in fall 2004. The building was nominated for *R&D Magazine's* 2005 Laboratory of the Year Award.

#### 2. Harry and Anna Jeanes Discovery Center

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

#### 3. Paul L. Foster Success Center

The first floor and basement wings of the Sid Richardson 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.

#### 4. Phase II of the Music Building Project

The next phase of the McCrary Music Building moved through the strategic planning process and is now being considered for the upcoming comprehensive campaign.

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

The Central Texas Technology and Research Park, which will house the Baylor Research and Innovation Collaborative (BRIC), will provide graduate research space for the School of Engineering and Computer Science and for select Baylor interdisciplinary research centers and institutes. Phase 1 of the renovation of the former General Tire facility began in July 2010 and is scheduled to be completed by April 2012.



# PROGRESS SUMMARY

## 6. Other academic facilities

The School of Social Work moved into renovated offices in downtown Waco in December 2010, providing more academic space for faculty and students and strengthening Baylor’s commitment to the revitalization of downtown Waco. Planning is under way for renovating the Marrs McLean Science Building to provide additional academic space for departments.

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

## 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.

# PROGRESS IN DEPTH

## GOAL 1

*Construct a world-class science building*

The Baylor Sciences Building was 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 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 2

*Harry and Anna Jeanes Discovery Center*

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

## GOAL 5

*Improve Engineering and Computer Science Facilities*

The School of Engineering and Computer Sciences 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.

The Central Texas Technology and Research Park, which will house the Baylor Research and Innovation Collaborative (BRIC), will provide graduate research space for the School of Engineering and Computer Science and for select Baylor interdisciplinary research centers and institutes. Phase 1 of the renovation of the former General Tire facility began in July 2010 and is scheduled to be completed by April 2012.

## GOAL 6

### *Other academic facilities*

#### **Morrison Hall**

In fall 2002, Morrison Hall (known as Morrison Constitution Hall while it was home to the Baylor Law School) was rededicated after a year of renovations. The updated space houses the Departments of Classics and Philosophy, along with faculty from the Department of Modern Foreign Languages.

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

#### **Libraries**

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

In summer 2008, approximately one-third of the current library study space was abated and updated with new finishes. The conversion of the Garden Level of the library into 24-hour study space was completed in fall 2009. Library stacks and private study carrels were removed, finishes were upgraded and new furniture was purchased to create a more collaborative study space.

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

#### **Cashion Academic Center**

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

#### **Simpson Athletics and Academic Center**

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

#### **Marrs McLean Science Building**

Planning has begun for the renovation of the Marrs McLean Science Building to provide additional academic space. As renovated spaces become available, some departments will be relocated to alleviate overcrowding.

#### **The School of Social Work**

The School of Social Work was relocated to a space in downtown Waco in December 2010. The new space is approximately three times the size of the school's former home in Speight Avenue Plaza parking and office facility. The move improves the academic space for the School of Social Work and strengthens Baylor University's commitment toward the revitalization of downtown Waco.







# VIII

## *Imperative*

*Construct useful and  
aesthetically pleasing  
physical spaces*









# VIII *Imperative*

## *Construct useful and aesthetically pleasing physical spaces*

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

#### 1. Create green spaces and walking malls

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

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

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

#### 3. Build the Stacy Riddle Forum

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

#### 4. Construct a new intramural fields complex

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

#### 5. Create a prayer garden

Three prayer gardens have been established on campus.

#### 6. Renovate façades of buildings

This project has yet to be initiated.

#### 7. Increased attention to landscaping and works of art

A number of green spaces have been added in recent years. Attention has been given to landscaping on all major construction projects on campus. Colorful banners displaying the Baylor Institutional Mark and those for the various schools and colleges have been installed on campus to identify University spaces and support a sense of community.



# PROGRESS SUMMARY

8. Construct parking facilities at the perimeter of the campus

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

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

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

10. Construct a Baylor Retirement Village

This project has yet to be initiated.

11. McMullen-Connally Faculty Center

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

12. Jay and Jenny Allison Indoor Practice Facility

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

A landscape architect was retained to design a master plan for Fifth Street and Fountain Mall, in order to improve landscaping in these areas. We anticipate phasing in portions of the work over the coming years.

## GOAL 2

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

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

After consideration by the Strategic Planning Council, an alternative plan calls for the construction of a new student 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 was opened in fall 2003 and serves as 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 LaSalle Avenue directly across from the Ferrell Center.

# PROGRESS IN DEPTH

## GOAL 1

*Create green spaces and walking malls*

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

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

## GOAL 5

### *Create a prayer garden*

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

## GOAL 6

### *Renovate façades of buildings*

There are no current plans to renovate the façades of buildings.

## GOAL 7

### *Increased attention to landscaping and works of art*

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

The Immortal Ten statue was 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.

A new sculpture and landscape garden has been designed and installed adjacent the Carlile Geology Annex.

Colorful outdoor banners were installed on lampposts along high-traffic pedestrian and driving routes to add to the beauty, pageantry and community identity of campus. Banners representing each school/college and the University were located along Fountain





Mall, the northwest public entrance to campus (University Parks Drive and Dutton Avenue) and the Wiethorn Visitors Center's entrance and parking area. Additional banners were installed near areas that attract high vehicle and walking traffic in time for the inauguration of President Starr.

The remodeling of Waco Hall and the recognition of the 80th anniversary of the building's dedication presented an opportunity to reinforce the Baylor-Waco connection and improve the aesthetics of the building's lobby. Large graphic posters were designed and installed in four strategic locations in the lobby to showcase the community's involvement in the construction of the building and the rich history shared by Baylor and the city of Waco.

## GOAL 8

*Construct parking facilities at the perimeter of the campus*

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

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

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

## GOAL 9

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

An extension of Waco's existing Brazos River Walk from I-35 to the Ferrell Center was completed in

summer 2009. The State of Texas is seeking funding to complete the last section of River Walk from the Ferrell Center to the intramural fields. This project is dependent on funds from the State of Texas.

## GOAL 10

*Develop a Baylor Retirement Village*

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

## GOAL 11

*McMullen-Connally Faculty Center*

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

The main dining room, with capacity for 120 guests and courtyard dining with 20 additional seats, offers daily lunch service for faculty and executive staff, as well as prospective faculty candidates and visiting speakers. In addition, faculty and visitors may enjoy the Great Room, a relaxed atmosphere conducive to conversation and growing together as an academic community.

## GOAL 12

*Simpson Athletics and Academic Center*

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



# IX *Imperative*

*Enhance involvement of  
the entire Baylor family*









# IX *Imperative*

*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 Baylor Web pages, Facebook, LinkedIn and Twitter have served to keep constituents informed about activities and events in their geographical area.

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.**

Specialized communications programs targeted to these audiences is a primary focus for the Marketing and Communications division and the Baylor

Network, which employ a full range of communications tools — electronic, video, print, earned and paid media channels — to accomplish their objectives.

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 throughout the academic year and in the summer provides numerous opportunities to introduce prospective students, their families and other visitors to the University.



# PROGRESS IN DEPTH

## GOAL 1

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

### Marketing and Communications

In support of this goal, in 2010 the Marketing and Communications division:

- Developed and executed a comprehensive communications plan in support of Baylor’s efforts to keep the Big 12 whole and maintain Baylor’s place in a highly visible collegiate athletics conference. This multifaceted communications effort successfully motivated, informed and focused the Baylor Nation to influence public opinion in support of Baylor’s continued place in the Big 12 Conference.
- Developed and executed a comprehensive communications plan in support of the President’s Endowed Scholarship Initiative.
- Continued and extended the Baylor Alumni brand via print, Web, social media, video and earned media.

### Baylor Network

The Baylor Virtual Career Network site was launched on April 16, 2010. Career Webinars began immediately and, for six weeks, topics pertaining to preparing for a job search, job search tools, interviews, advancement tactics and other topics were offered free of charge to constituents. The webinars involved a total of 102 participants over the eight-session series. In addition, alumni began posting jobs and opportunities for internships on the site. To date we have hosted 41 jobs on the Virtual Career Network site that have been directly posted by Baylor alumni specifically for Baylor alumni. We are working with our alumni Council of Career Advisors to host one-session webinars in spring 2011.

The Network also makes use of distinctive opportunities with the Sports Network to increase participation and raise awareness of Network opportunities via Facebook and Twitter. Real-time event updating, along with posting

and tagging pictures of students/alumni engaging in the March of the Bears, Baylor Bruins and pregame activities aim to drive activity to our online networks, as well as educating students as part of the Future Alumni Network initiative.

LinkedIn has served as a forum for the Baylor Business Network and for general Baylor University alumni group participants. There are currently 2,184 members in the BBN LinkedIn group, as well as 4,897 members of the Baylor University Alumni group. Alumni volunteers and the Network jointly moderate both groups, which also serve as event notification sites and job boards.

### Baylor Event Services (BES)

In an effort to streamline all University conference and event requests and to increase the effectiveness and efficiency of planning related to those events, Baylor Event Services has enhanced its online system. The improved system provides constituents with a user-friendly online event request form linked with a database of available resources, resulting in much faster processing of event requests.

BES’s Logistics and Technical group has improved its ability to provide technical, logistical and physical support for Baylor and the Baylor community in all facilities across campus by increasing its inventory of technical equipment and by setting up multiple systems with which to support technological needs that Baylor students, faculty, staff and off-campus constituent groups may have.

BES’s new Communications group supports events with email communications, RSVPs and specialized marketing. This partnership has enabled expanded communications services for events.

## 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.*

### Baylor Nation

During the summer of 2010, a very real threat to the future of the Big 12 (and by implication a threat to Baylor's continued presence on a significant national collegiate athletics stage) emerged. Working around the clock during an intense two-week period, the Marketing and Communications Division led the University's public communications and public relations response to the challenge.

- Developed the Baylor Nation brand as a rallying cry for Baylor faculty, staff, students, alumni and friends.
- Developed and evolved a Baylor Nation website as a place for all to find news from Baylor and the news media about the emerging situation. The Baylor Nation website was updated and expanded daily throughout the crisis to tell a persuasive story about Baylor's academic and athletic history and commitment to excellence in academics and athletics.
- Developed, created and distributed a series of videos to motivate supporters and demonstrate Baylor's impact in Big 12 athletics.
- Utilized social media, especially Facebook, to broaden the reach of the University's messages during the crisis.
- Developed and implemented a plan for the use of Baylor Proud to support the dissemination of information and to call the Baylor Nation to action.
- Held two news conferences and media conference calls with President Starr, Director of Athletics Ian McCaw and Regent Emeritus Drayton McLane, to discuss Baylor and the Big 12. Video of the news conferences was leveraged for use on the Baylor Nation website to keep all Baylor

constituents informed. The news conference led to stories in Texas' major newspapers and television newscasts, as well as national media outlets such as *USA TODAY* and *Sports Illustrated*.

- Placed op-eds by President Starr in key Texas newspapers, including the *Waco Tribune-Herald*, *Dallas Morning News*, *Houston Chronical* and *Austin American-Statesman*.
- The early summer Baylor Nation efforts were further developed and dovetailed with the Athletic Department's Rise Up campaign for football. The Marketing and Communications Division (working with Athletics) developed and delivered a series of television commercials and videos that became the face of that very successful campaign. Football season attendance grew to an average of more than 40,000 per game in fall 2010.
- A final football television commercial was developed to promote the Texas Bowl appearance of the football team and as a completion to the series. The video featured President Starr, Coach Briles and sophomore quarterback Robert Griffin III and was distributed via the Web, social media and paid advertising.
- The Rise Up video campaign motivated Baylor alum and Christian musician David Crowder to write and record an original song, *Rise Up*, which was featured at home games. David Crowder generously allowed the University to distribute the song online for free. As of December 2010, the song had been downloaded from University servers more than 70,000 times. The song has subsequently been leased by Crowder to ESPN and Fox television.
- Baylor Media Communications pitched Crowder's Baylor football-inspired *Rise Up* song to Texas and national media and earned placements in the *Waco Tribune-Herald*, FOX Sports Southwest and *Christianity Today*.
- A comprehensive paid advertising series was developed and deployed in the Waco community in support of efforts to inspire the Baylor Nation and encourage fans to attend games. Advertising ran in the *Waco Tribune-Herald*, *Waco Today* and *Wacoan*.



## Prospective Students

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

| Event                              | 2007-2008 | 2008-2009 | 2009-2010 |
|------------------------------------|-----------|-----------|-----------|
| Daily Tours                        | 9,635     | 9,287     | 11,052    |
| Sic'em Days (five each year)       | 838       | 816       | 954       |
| Premieres (Fall, Winter, & Spring) | 3,710     | 3,961     | 3,365     |
| Invitation to Excellence           | 78        | 96        | 412       |
| Know Where You're Going            | 413       | 355       | 182       |

BES hosts myriad summer programs in June and July each year that bring 7500 to 12,000 youth and prospective students to campus. A primary goal is to attract students to Baylor. Recent outcomes include:

- 529 summer 2010 participants applied for admission to Baylor University — 39 transfer applicants and 490 first-year applicants.
- Of the 529 applicants, 185 were accepted and 184 registered and completed financial settlement. 172 were first-year students; 12 were transfer students.
- More than 5 percent of the first-year class reported that they had attended a summer program at Baylor before applying for admission.

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

- The fall 2010 class is the second recruited class to have used the web-based goBAYLOR system developed by the Marketing and Communications team and launched in summer 2008. For the fall 2010 class, all online interaction with prospective students from signing up to joining Baylor's mailing list to applying, paying a deposit, signing up for orientation and Line Camp and more were conducted through goBAYLOR.
- For the fall 2010 class, a special Facebook page (goBAYLOR 2010) was created and launched to provide a social media location for prospective students.
- A continuous flow of printed communication is targeted to prospective students at the beginning of their junior year through application and

acceptance. From materials used with students inquiring for the first time to students whose applications have been received and accepted, the communication flow is customized for each stage of the process so that students and their families continue to gain information that helps them select Baylor for their college experience.

- The division also planned for and developed print materials to support the campus visit experience for high-achieving students, as well as those visiting for Premiere events. An integrated and thematic set of invitations, support materials and printed guides to the University were created to assist guests in understanding all Baylor has to offer.

## Parents of Students

- The Parents League co-hosted a dinner for parents of incoming freshmen and transfer students with the Division of Student Life each evening of summer orientation June 8-24, 2010. More than 2,700 parents 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 57 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 2010 involving more than 2,800 incoming and returning students and their parents, alumni and friends of the University.
- In addition to the 57 Student Send-Off Parties, more than 216 Parents League-sponsored events and meetings were held involving more than 2,150 parents and students. These events included chapter meetings, First Call to Prayer gatherings, leadership meetings and Bear Care packaging parties.
- A University 'Just for Parents' calendar was mailed to 12,081 parent households in August 2010.
- Parents Weekend (September 10-11) activities included a leadership/volunteer appreciation breakfast attended by more than 120 parents and recognition of Max and Debbie Underwood as Parents of the Year.

- *Perspectives*, the Parents League newsletter was sent via email to parents for whom the University has email addresses in January, March, April, August, October, November and December.
- The Parents Fund received \$148,169 in gifts and pledges from parents of current students.
- 137 students received awards totaling \$62,610 from the Student Emergency Fund.
- The Parents' Helpline received and responded to more than 1,400 emails and telephone calls.

### Alumni

Communication with alumni has been enhanced through the continued mobilization of all the tools of Marketing and Communications.

- Created and deployed a new Baylor Alumni identity onto key Web resources, social media platforms, print materials and advertising.
- Created a new Alumni Web page that serves as the main portal for alumni to find the key online communications from the University, including Baylor Proud, *Baylor Magazine*, the official Baylor Facebook Page, Baylor's various social media outlets, the Baylor Network, Baylor Nation, Athletics and other news and events from the University.
- Created a series of Baylor Legends videos for use on the video board at football. These video interviews of former football players and coaches featured the new Baylor Alumni mark. These videos were played at all home football games.
- Developed and distributed the annual Baylor Proud Christmas eCard to 90,868 unique email addresses (faculty, staff, alumni and students) in December 2010.
- Distributed the annual University Christmas eCard to 95,657 unique email addresses (faculty, staff, alumni and students) in December 2010.
- Continued to enhance and use the Official Facebook Page for Baylor University. The page's fan base grew from 14,000 in December 2009 to 43,000 in December 2010.





- Baylor Proud serves as a daily communication to alumni via blog entries — providing insight into news and events of the University as well as stories of success among alumni. Approximately every 10 days, a selection of posts is compiled and proactively sent to more than 80,000 alumni and friends. During the week of Homecoming, a special print edition of Baylor Proud was distributed across campus and in local hotels and restaurants to about 40,000 guests.
- *Baylor Magazine*, the quarterly magazine of the University, is distributed to more than 125,000 homes. Throughout the year, stories supporting the initiatives of the University and priorities of alumni are covered in features and news stories. Class Notes, a special section of the magazine sharing news from and about alumni, was introduced in fall 2009 and has quickly become one of the most read sections of the magazine. A special issue was produced in October 2010 to celebrate and share details about the Inauguration of Judge Starr to help alumni feel a part of this important time in the life of the University.
- Homecoming 2010 brought new opportunities for alumni outreach and communication. Working closely with Baylor Chamber of Commerce, a website was launched through which alumni could learn about the homecoming schedule and purchase tickets to homecoming events. Promotion for Homecoming was accomplished through *Baylor Magazine* and Baylor Proud as well as Facebook and the alumni Web page. Placed news stories in the Waco media market and distributed a mass email to all Baylor alumni announcing the unveiling of a new integrated ticketing process in August 2010 that provided Baylor alumni, parents and the general public access to a convenient online ordering system for Parents Weekend and Homecoming special events.
- The first Meritorious Achievement Awards were given at Homecoming 2010. Award recipients were profiled in *Baylor Magazine* and Baylor Proud.

Special Web pages were created to showcase their stories. Recipients were a part of the Homecoming Parade, profiled in the parade program and presented during halftime at the football game. Two recipients were interviewed in the Baylor football pregame radio show. During an awards dinner, each recipient was featured in a video montage. Placed news stories in the Waco media market, *Baptist Standard* and hometown newspapers of the 10 recipients of the inaugural awards.

- The division conducted its second national market research survey of Baylor Alumni in fall 2010 to assess areas of interest and opinions toward the University. The survey found that almost all (95 percent) alumni are proud to be graduates of Baylor. About 90 percent believe Baylor is among the best or better than other colleges and universities and 82 percent would recommend Baylor University as a top choice to their student. Additional findings will be used to continually improve communication with alumni.
- Placed news stories in the Waco media market, *Baptist Standard*, *Dallas Morning News* and hometown newspapers for Parents of the Year as named by the Baylor Parents League and Baylor Lawyer of the Year as named by Baylor Law School.
- On behalf of the President and Provost, the division created a Strategic Planning website and communicated directly through email to keep all Baylor constituents, including alumni, updated on and engaged in the University's Strategic Planning process and to drive alumni to the Strategic Planning website for information and updates.
- Placed news stories on the Strategic Planning process in the Waco media market and the *Baptist Standard*.

The Baylor Network continues to add new ways to express its mission of developing an extensive network of constituents.

- From June 1, 2009, through May 31, 2010, the Network continued to offer focused events and expanded the ways to reach current students, young graduates and families.

- A total of 747 events hosted by the various Baylor Networks brought together 17,368 alumni, parents and friends, including over 700 constituents who attended the Diadeloso Texas event in San Antonio.
- The **Baylor Business Network (BBN)** continued to strengthen its reputation in cities with the highest concentration of alumni, parents and friends with business interests. Some of the speakers included NFL Hall of Famer Mike Singletary and NASA astronaut John Olivas in Houston and Texas Ranger owner Chuck Greenberg and Baylor alumnus Drayton McLane in Fort Worth. Austin hosted all Baylor graduates who serve in the Texas Legislature, as well as Jody Conradt, former Lady Longhorns Basketball coach. Dallas continued its monthly meetings and an annual golf tournament. As a result of its sponsorship program and the golf tournament, the BBN-Dallas Endowed Scholarship fund grew to \$53,000; in addition, BBN-Dallas has contributed \$145,801 to the Excellence Fund of the Hankamer School of Business. The Business Network hosted the Hankamer Senior Student Appreciation Banquet again in 2010 and plans to host it again in 2011. In addition, the Baylor Business Network conducted three Career Advancement Seminars in order to support alumni who are searching for jobs. A monthly Bear2Bear breakfast is held in Houston for job search networking. Many one-on-one Bear2Bear networking opportunities also occur within the Dallas business network.
- **Engineering and Computer Science Network** held meetings featuring prominent Waco leaders who informed the local Baylor alums about events in the area. Engineering/Computer Science alumni welcomed Dr. Truell Hyde in May 2010 and Larry Groth, Waco city manager, in February 2010.
- **Baylor Sports Network** coordinated and participated in several events in the Central Texas/Waco area. The Kickoff Dinner, Hall of Honor Dinner, Home Tailgates and highly successful March of the Bears, National Signing Day event,

Equestrian Dinner and Basketball Recognition Dinner were opportunities for our constituents to engage, build connections and contribute to the success of Baylor through our athletic programs. Work continues on creating constituent synergy around Track and Field events.

- The **Future Alumni Network (FAN)** has been designed to coordinate existing elements within the Baylor Network and the Baylor Student Experience. FAN will serve as the transition vehicle from student to alumni who are knowledgeable about Baylor, see their connection with Baylor and Baylor constituents as meaningful, and find various ways to contribute to the success of both.
- The **Sports Network** has implemented a number of ways in which to engage students in this manner, including the development of Baylor Bruins (student liaisons to on-campus Sports Network events). The Network has included alumni testimonials in various business school settings, student testimonials at parents and women's league events, as well as sponsoring highly visible on-campus events. Significant steps have been taken to ensure a full and robust partnership with the Division of Student Life.
- Continuing to reach out to constituents world-wide through e-communication, the *Baylor Magazine* and one-on-one encounters with faculty, staff and administrators who travel and teach world-wide was the major focus for the **Baylor Global Network** in 2010. Connecting with global constituents in Europe, South America, Central America and throughout Asia, Baylor representatives continued to build a dynamic network of engaged alumni throughout the world. Likewise, the Global Network office assisted programs such as the Executive EMBA, i5 Program, School of Engineering and Computer Science and others in connecting international programs with global partners. The Global Network director conducted extensive surveys of global strategies of peer universities. In addition, the Global Network hosted prominent global



constituents on the Baylor campus throughout the year and provided opportunities for administrators and faculty to become more familiar with their accomplishments. The Global Network partnered with other campus offices to form the first Global Impact Roundtable. In-country Global Network contacts were added in five additional countries.

- Diadeloso Texas was held at Sea World Texas in San Antonio on June 5, 2010. It was the first such state-wide effort to bring the Baylor family together for one large, family-oriented event. More than 700 attended on a sun-drenched day and all responses were resoundingly favorable.
- Singspiration 2010 continued the recent years' success with another overflow crowd at Seventh and James Baptist Church. This year's Homecoming event focused on the fine tradition of music at Baylor and included performances by the Baylor Men's Choir, Women's Choir, BRH Choir and Alumni Choir.
- The 13 **Baylor Women's Network** groups offered a variety of events. More Young Grad and Mama Bear events were offered this year. All gatherings were coupled with philanthropic opportunities for service and financial giving through their student scholarship funds. The groups held 96 events, compared to 61 in fiscal 2009, with 2,802 attending.

### Central Texas Community

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

- Baylor held the Central Texas Tailgate event at the Baylor Ballpark in April 2010. Supported by print advertising, radio advertising, posters in local business and one-on-one communication, the event drew more than 1,000 members of the community for activities, food and an afternoon of baseball.
- Planned, promoted and implemented Baylor's annual participation as a videoconference site for the Willow Creek Leadership Summit. By virtue of

Baylor's participation, the 300 participants from a variety of community and church organizations from around the region – along with faculty, students and staff – received reduced price admission to the summit.

- In September 2010, Baylor held, along with Highland, Columbus Avenue and First Woodway Baptist Churches, the third annual Waco Community Hymn Sing at the Baylor Ferrell Center. Featured special guests included Steve Green, American Idol's Melinda Doolittle, David Crowder and Christian composers Kurt Kaiser and David Hamilton. The event also featured a 600-voice choir made up of more than 40 area churches and nine Baylor choirs along with the Baylor Symphony Orchestra. More than 3,000 people attended. Baylor Community Relations and Marketing Communications assisted with advertisement, outreach, marketing design, securing the Ferrell Center location and general funding of the event.
- Hosted the Heart of Texas College Night, where more than 90 colleges and universities from around the country came to visit with 850 central Texas high school students. Community Relations partnered with the Office of Admissions to develop a marketing campaign to promote College Night and facilitated a bilingual component in which translators for Spanish-speaking parents were provided and a financial aid seminar was held in Spanish, in an effort to broaden our reach to the local Hispanic Community.
- Throughout 2010, Baylor University has been involved with the Greater Waco Education Alliance and an integral part in the planning team of the Alliance's Summit, assisting in marketing and outreach efforts, overall summit planning and Alliance Board Development.
- In October, the Cen-Tex African American Chamber of Commerce honored Baylor as Corporate Partner of the Year, recognizing the work of the Baylor Community Relations office.

- Placed news stories throughout the year in Waco market news media that focused on the strengths of Baylor University as a high-quality higher education institution, a growing comprehensive research university and a valuable and collaborative member of the Waco community.
- Welcomed many community groups such as the Waco Cotton Palace, One Book One Waco, high school graduations, children's musicals and the Waco Symphony Orchestra.

### Baptists and Other Christians

2010 offered many opportunities to strengthen Baylor's outreach to Baptists by having a presence at events where Baptists gathered:

- Cooperative Baptist Fellowship met in Charlotte, North Carolina, where more than 2,000 attended. A Baylor booth in the exhibit hall provided a meeting place for alumni, an opportunity for prospective students and families to learn more about the University and an opportunity to remind the Baptist community of Baylor's commitment to its foundation.
- The Texas Baptist Convention met in November in McAllen, Texas, where more than 1,700 gathered. The Baylor exhibit at this location offered a tangible support of the work of the convention across the state.
- An exhibit at the Hispanic Baptist Convention in San Antonio with attendance of 3,000 also gave booth hosts the opportunity to share information about Baylor with opinion leaders and families and to encourage alumni to continue to support their University.
- The 2010 gathering of Baptist World Alliance in Hawaii was an opportunity to showcase the University to the more than 4,000 in attendance. The BWA, which meets every 5 years, brings Baptists from around the world into a time of worship, learning and sharing together. Baylor's presence at this event illustrated a strong commitment to its Baptist foundation.
- Nominations for the 2010 Texas Baptist Ministry Awards, given in partnership with the *Baptist Standard*, were opened in November at the convention of Texas Baptists. Awards for lifetime achievement, ministry achievement and lay leadership are given annually. Marketing and Communications placed news stories about Baylor research that would be of particular interest to Baptists and other Christians:
  - "America's Four Gods" research based on the Baylor Religion Survey on ABC World News Tonight with Diane Sawyer and Christian Broadcasting Network (CBN) News, and in *USA TODAY*, *Dallas Morning News*, *Newsmax.com*, *Huffington Post*, *Indianapolis Star*, *Chicago Sun-Times*, *National Catholic Register*, among others.
  - Baylor research into how congregations struggle to attract and retain racially diverse membership on CNN and in *Urban Christian News* and *Austin American-Statesman*.
  - Baylor Institute for Studies of Religion Conference of World Christianity in the *Baptist Standard*.
  - Baylor Parents League's First Call to Prayer, Christmas on 5th Street and the 25th anniversary of Steppin' Out in the *Baptist Standard* and Waco media market.
  - Crowder's Fantastical Church Music Conference at Baylor in the *Baptist Standard*, *Christianity Today* and Waco media market.
  - News stories in the Waco and Central Texas media markets to generate audience for the "Sacred Texts, Holy Images" exhibit and symposium.
  - *What I Keep: Photographs of the New Face of Homelessness and Poverty*, a new book by Baylor art professor Susan Mullally, in the Associated Press, *Houston Chronicle* and *Chronicle of Higher Education*.
  - The continued work of the Texas Hunger Initiative during the summer in the *Texas Tribune* and the *Baptist Standard* and on KXAS-TV.
  - Partnered with Baylor Event Services, Baylor Spiritual Life and the BGCT's Missions, Evangelism and Ministry division to attract the annual



Congreso event to Baylor's campus for the third consecutive year. Congreso is the largest annual gathering of Hispanic Baptist students in North America and brings more than 5,000 teens and young adults to the Ferrell Center for worship, preaching and small group training.

### Higher Education Community of Institutions

Marketing and Communications highlighted the inauguration of new Baylor President Ken Starr.

- An advertising initiative was planned and launched to share news of President Starr's inauguration with higher education leaders across the country. Ads in numerous higher education journals as well as prominent national publications such as *The New York Times* told of President Starr's arrival.
- A large number of higher education institutions were invited to send representatives to participate in the Inauguration of President Starr. In all, about 125 representatives of higher education organizations participated in the installation ceremony.

Baylor Media Communications made strategic use of media to introduce President Starr to Baylor constituents and other audiences locally, statewide and nationally.

- On June 1, 2010, Judge Starr's first official day as president of Baylor, Baylor Media Communications organized a news conference for him to meet with local media, resulting in stories with the *Waco Tribune-Herald*, KWBU-FM, KWTX-TV, KCEN-TV, KXXV-TV, KYTX-TV (Tyler), News 8 Austin and the *Baptist Standard*. The video was edited and streamed on the president's website for all constituents to view and for reporters who were unable to attend.
- Baylor Media Communications pitched and provided media support for several of President Starr's appearances throughout the state on behalf of Baylor and on other business: Fort Worth Rotary Club speech, covered by the *Fort Worth Star-Telegram*; Amarillo Send-off Party, covered by KVII-TV, KAMR-TV and *Amarillo Globe-News*; Washington, D.C., Send-off Party, pitched to *Washington Post* and D.C.-area TV news stations; San Antonio Send-off

Party, covered by KSAT-TV and WOAI-AM; Tyler Green Acres Baptist Church breakfast, covered by KETK-TV; Dallas Bar Association Philbin Awards, covered by the *Dallas Morning News* and KDFW-TV; and Baylor Business Network of Houston luncheon, covered by KRIV-TV FOX 26 Houston.

- Other interviews set up by Baylor Media Communications that served as a vehicle for audiences to become acquainted with President Starr as a leader in higher education and as a Constitutional scholar: Q&A, *Wacoan*; *Waco Today* feature on Alice Starr; KRZI-AM, live interview on Baylor athletic's flagship radio station about the Big 12 and the Rise Up campaign; KRLD-AM Dallas, live interview on the Scott Braddock Show about the Supreme Court nomination of Elena Kagan; *The Wall Street Journal*, article about the Supreme Court nomination of Elena Kagan; FOX News Channel, live TV interview on the Greta Van Susteren Show about immigration and citizenship issues in SB 1070; Q&A, *Baptist Standard*; *Texas Monthly*, "Object Lesson" feature on the objects found in the president's study; KTRH-AM, Houston, interview on the 10th anniversary of the Florida presidential ballot recount and, live interview about the Texas Bowl and the historic Baylor-Houston relationship.
- On Sept. 15, 2010, Baylor Media Communications held a news conference, TV satellite interviews and a media conference call for President Starr to formally announce the *President's Scholarship Initiative*, which was covered by the *Waco Tribune-Herald*, Associated Press, *Houston Chronicle*, *Baptist Standard*, KSAT-TV (San Antonio), KWTX-TV, KCEN-TV, KXXV-TV and KWBU-FM. The information also was communicated directly through email to inform Baylor constituents about the *President's Scholarship Initiative*, including links to the initiative website and to video of the president's announcement.
- On Sept. 17, 2010, Baylor Media Communications coordinated coverage of President Starr's inauguration, credentialing 23 members of Texas media organizations, including local media, *Baptist*

*Standard*, KCBI-FM (Dallas), *Houston Chronicle* and Associated Press. Reporters were provided 10-minute media availability with the president immediately following the ceremony. Stories resulted in numerous media sources, including the *Houston Chronicle*, *Baptist Standard*, *Dallas Morning News*, *Fort Worth Star-Telegram*, *Amarillo Globe-News*, *Victoria Advocate*, *Waco Tribune-Herald*, *El Paso Times*, *San Angelo Standard-Times*, *Austin American-Statesman*, Christian News Daily on KCBI-FM, KWTX-TV, KCEN-TV, KXXV-TV, KHOU-TV (Houston), KTVT-TV (DFW), KFDA-TV (Amarillo), KCBD-TV (Lubbock), KTRE (Lufkin), KRHD-TV (Bryan/CS), KIAH-TV (Houston), KYTX-TV (Tyler), KWES-TV (Midland), KSLA-TV (Shreveport, Louisiana), KTEN-TV (Sherman-Denison/Ardmore, Oklahoma), KSWO-TV (Lawton, Oklahoma/Wichita Falls), KLTW-TV (Tyler/Longview), KRIS-TV (Corpus Christi), KJTV (Lubbock) and KALB-TV (Alexandria, Louisiana).

Earned national news stories about the educational enterprise at Baylor:

- Front-page story in the *Dallas Morning News* about Baylor's efforts, now under President Starr, to continue the growing into a world-class, avowedly Christian, research university.
- Major feature in the *Chronicle of Higher Education* on the recipient of the 2010 Robert Foster Cherry Award recipient, Dr. Edward Burger, as he taught two classes at Baylor, organized weekly lunch discussions for Baylor faculty members and met with local public school math teachers and students.
- Feature in the *Texas Tribune* and *The New York Times* on the growing trend of sustainability in athletic venues that spotlighted Baylor's leadership in "green" initiatives.
- National recognition for Baylor University in the *Washington Post*, *Fort Worth Star-Telegram*, NPR, *Chicago Tribune*, *Austin American-Statesman* and *National Review* as one of only 16 institutions to receive an 'A' in ratings released by the American Council of Trustees and Alumni.

Earned national news stories about the research conducted at Baylor:

- Cool imagery to lessen hot flashes on KABC-TV and in *MORE* and *Woman's Day* magazines, Yahoo! News, Science Daily, eScienceNews and BioHormoneHealth.com.
- \$1.46 million National Institutes of Health grant for cancer research to two Baylor professors in *Medical News Today*.
- Religion and America's paranormal beliefs in the *Washington Post*, *Discovery News*, *Austin American-Statesman* and on Coast to Coast America, a national overnight radio program.
- Cyberbullying among American and Japanese high school students in the *Chronicle of Higher Education*.
- Relationships research on the fundamental reasons why couples fight in *Science Daily*, *The Independent* (United Kingdom), Web MD, AOL Health, Yahoo! News, Medicine.net and *Orange County Register* (California).
- Angel investing in the *Austin Business Journal*, AOL Small Business, AOL Daily Finance and StartUpGrowthExpert.com.
- Rising rate of C-sections in *USA TODAY* and on CKNW, the highest-rated talk radio station in Vancouver, B.C.
- Worth of quality company wellness programs in UPI.
- Social media use in the classroom and how journalism schools are adapting to new technologies on PBS, OurBlook.com and Yahoo! News.
- Financial lessons for young people in the *Chicago Tribune* (syndicated "Spending Smart" column), *Dallas Morning News*, *Grand Forks Herald* and *South Bend Tribune*.
- DNA analysis to identify the remains of immigrants who died crossing the border in *Discover Magazine*.
- Presidential rhetoric and the qualities found in successful presidential speeches on NPR and One News Now and in the *Washington Examiner*, *Washington Post*, *Politico* and *Metro News Canada*.
- America's Founding Fathers and the establishment of religious liberty in *USA TODAY*, *U.S. News & World Report* and History News Network.



## Donors

The Marketing and Communications division:

- Created a custom video wall and videos in support of donor development in the Houston area.
- Working with University Development and the President's Office, developed the concept for *How Extraordinary the Stories: The President's Scholarship Initiative* and the press announcement of its launch. Utilized *Baylor Magazine* to support the launch of the initiative and will support the initiative with quarterly news and features that encourage donors to give.
- Transformed the Baylor Nation website to support the Scholarship Initiative.
- Created and distributed a video of the president's announcement of the initiative.
- Supported the initiative by prominently placing Extraordinary Stories and links to those stories on Baylor's website and social media platforms.
- Continued to promote and operate (in conjunction with ITS Internet Services and University Development) the online giving system which grew from slightly more than \$700,000 in 2009 to \$1.4 million in total online credit card donations for calendar 2010.

## Faculty and Staff

The Marketing and Communications division:

- Continued to communicate with faculty and staff via the previously developed Web page especially for faculty and staff. The page is populated daily with a range of useful information for this highly valued portion of the Baylor family. Outside of Baylor's home page, the faculty and staff page is consistently the most popular Web page on the Baylor website, averaging just under 170,000 page views per month through the fall.
- Working with the Provost's Office, launched the Strategic Planning process. This included creating a specially built website to support the effort. Utilized *BaylorNews* to support the launch of the

initiative and ongoing content will encourage participation at various stages of the initiative.

- Produced a special edition of *BaylorNews* in advance of the inauguration of President Starr to remind faculty and staff of the significance of the ceremony and to help new faculty and staff understand the ceremonial elements. The issue also chronicled the history of Baylor inaugurations and shared a schedule of events to which all faculty and staff were invited.
- The Presidential Symposium Series was launched with the inauguration of President Starr and held four events on campus in 2010. Three additional speakers made presentations on campus throughout the spring. Produced printed invitations and advertisements promote the events to faculty and staff, the Central Texas community and higher education audiences.

## Current Students

The Marketing and Communications division:

- Continued to communicate with students via a specific message-driven Web page for current students. The page is populated daily with a range of useful information for students. Traffic to this page is among the highest on the Baylor website, eclipsed only by the home page and the faculty and staff page.
- In partnership with Baylor Athletics, developed and implemented a communication plan that encouraged current student participation in Baylor athletic events. Utilized electronic and print materials to promote special student activities at football and basketball games.
- Partnered with Student Life division to encourage student participation in campus community leadership and in choosing on-campus housing options.

### 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**

The BES department works with approximately 70 summer programs for youth and adults each year during June and July. Groups range in size from 30 to 1,700 and vary in program areas focusing on academics, athletics, leadership, study/research and Christian worship. Any available housing space and facility spaces are filled to capacity in an effort to offer an experience on Baylor's campus for as many prospective students and younger aged audiences as possible.

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

Waco Hall, a distinctive venue on campus, is an ideal location for recruiting prospective students during Premiers. Major student life programming occurs in Waco Hall throughout the year, including Chapel services and events for Orientation, Welcome Week, After Dark, Pigskin, Homecoming, All University Sing and numerous Greek and multicultural events. Additionally, Waco Hall is the site for a variety of special events, meetings, lectures, high school commencements and civic performances, drawing in an audience beyond the campus community.











# X *Imperative*

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







# Imperative

*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 we 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 Success Rate for Baylor student-athletes was 78 percent in fiscal year 2010.</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 few years, we have met or exceeded our goal of having at least 12 teams participate in NCAA post-season play (with the exception of 2008). [Fig. 10.1] We met our goal of having 10 teams ranked in the Top 20 in the nation in 2005. We had nine teams ranked in the Top 20 in the nation in 2010. [Fig. 10.2] We met our goal of finishing 25th in the NACDA Directors’ Cup standings in 2005. In 2010, we finished 31st in the Cup standings, which is the second highest ranking in Baylor athletic history. [Fig. 10.3]

Fig. 10.1 Athletic teams in post-season play

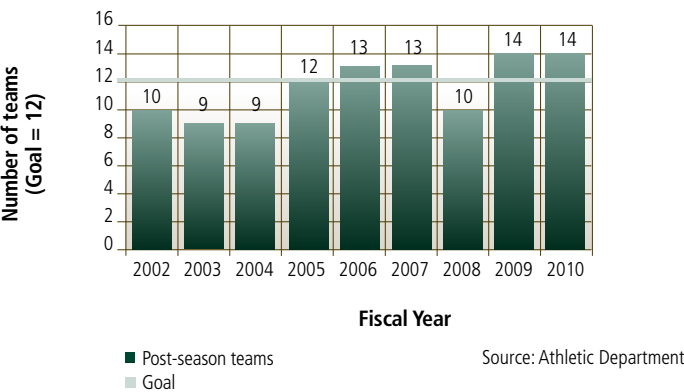


Fig. 10.2 Athletic teams ranked in Top 20 in nation

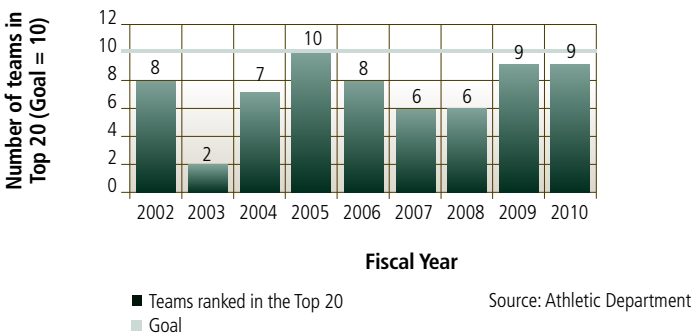
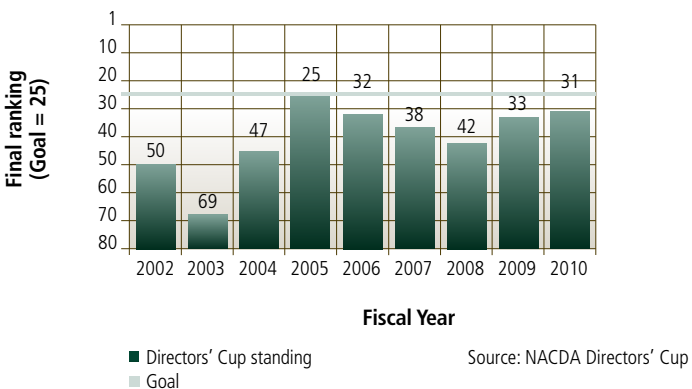


Fig. 10.3 NACDA Directors’ Cup standings



## GOAL 2

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

Until 2009, Baylor had ranked first in NCAA Graduation Success Rate (GSR) among all Big 12 institutions. In 2010, Baylor’s rank dropped to fourth in the Big 12. [Figs. 10.4 and 10.5] The GSR adds to the first-time freshmen cohort those students who entered midyear as well as student-athletes who transferred into an institution. In addition, the GSR will subtract students from the entering cohort who are considered allowable exclusions (those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a church mission), as well as those who would have been academically eligible to compete had they returned to the institution.



Fig. 10.4 Big 12 NCAA Graduation Success Rate ranking

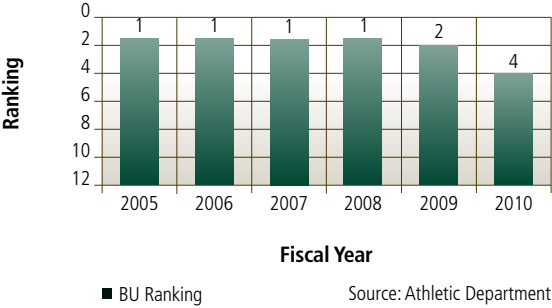
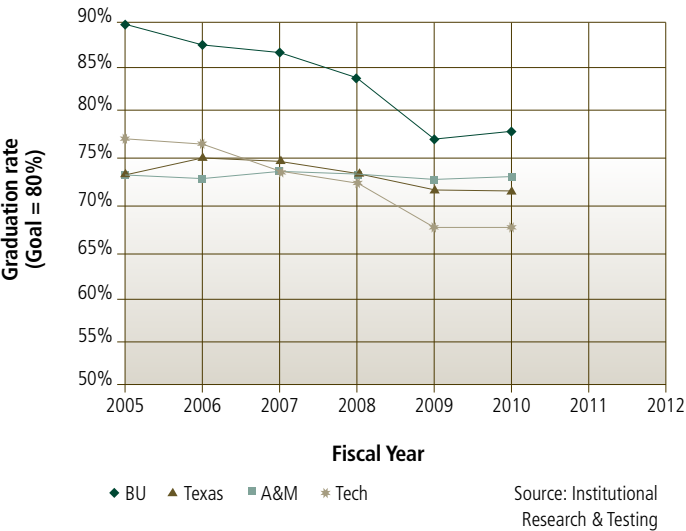
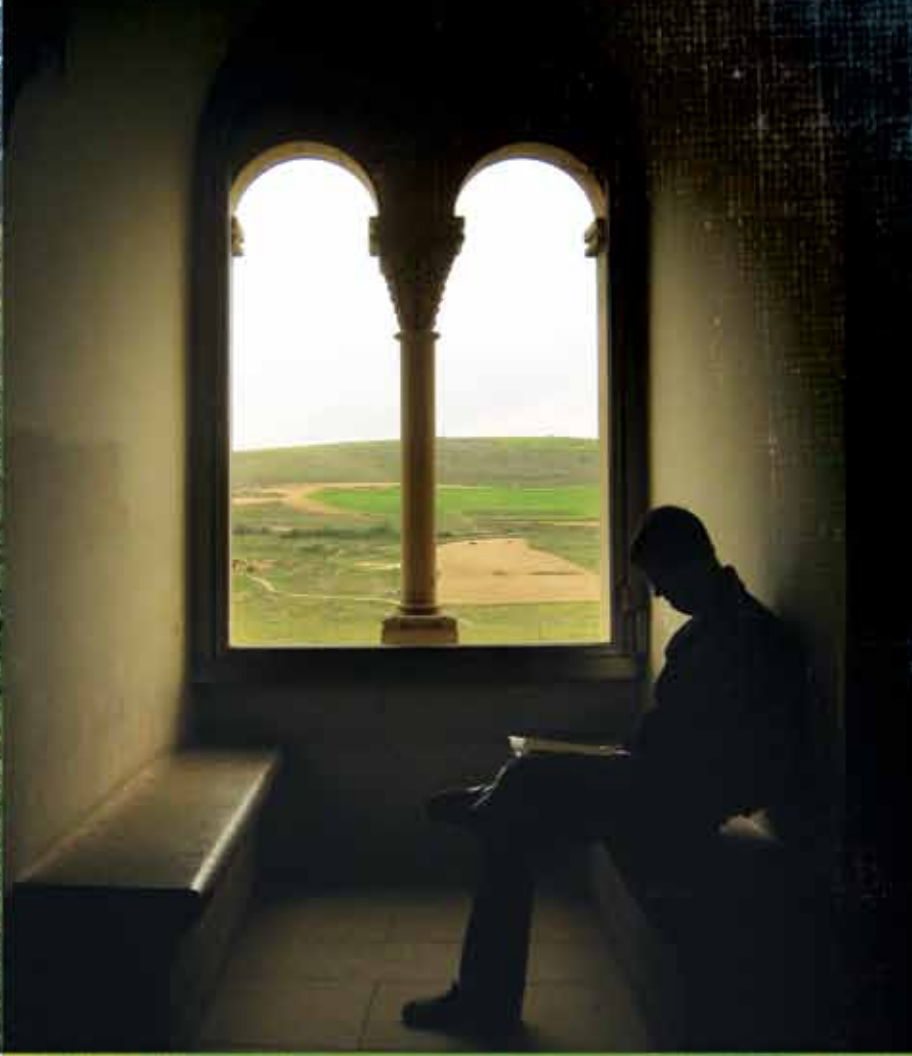


Fig. 10.5 NCAA Graduation Success Rate for Texas' Big 12 institutions









# XI *Imperative*

*Emphasize global education*





# Imperative

*Emphasize global education*

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

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

The number of Baylor's international programs has increased, from 50 programs in fiscal year 2002 to 93 programs in fiscal year in 2010.

**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 2010. There was a decline in participation between fiscal year 2002 and fiscal year 2003 which can be attributed to the events of September 11, 2001.

**3. Increase the percentage of international students on campus.**

The percentage of undergraduate international students on campus has remained relatively constant since fiscal year 2005. The percentage of international graduate students has declined between fiscal year 2005 and 2010.

**4. Expand international opportunities for faculty and graduate students.**

The number of international programs has increased from 50 in fiscal year 2002 to 93 in fiscal year 2010. 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]

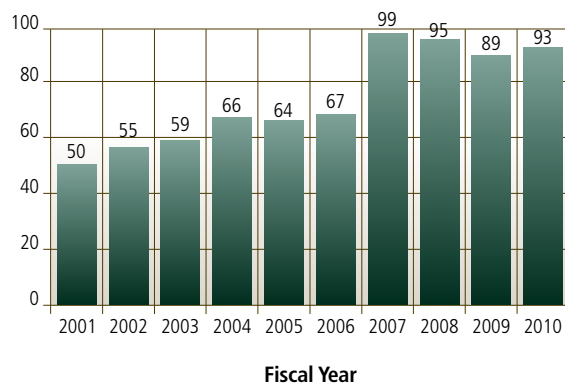
All programs are available online for review and consideration by parents and students.

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.

Now online, the BearsAbroad program tracks all elements of the study abroad program. Baylor continually explores ways to make the administrative process as simple and efficient as possible while maintaining a high level of safety.

**Fig. 11.1 Number of international programs**



Source: Center for International Education

## GOAL 2

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

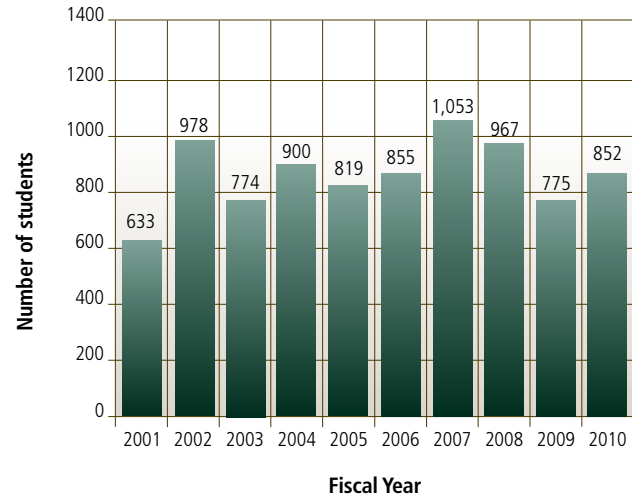
The number of students participating in study abroad programs has been increasing since fiscal year 2003. A decline in student participation between 2002 and 2003 can be attributed to the events of September 11, 2001.

The decline in student participation in 2009 can be attributed to the economic conditions.

The number of students participating in study abroad programs has increased by 34 percent from fiscal year 2001 (prior to 9/11) to fiscal year 2010. In fiscal year 2010, Baylor had 93 study abroad programs and sent a total of 852 students abroad for academic credit. [Fig. 11.2] In addition, many students have traveled abroad on mission trips but receive no academic credit (177 in 2007, 105 in 2008, 110 in 2009 and 279 in 2010).

In fiscal year 2010, the Goodrich Scholarship was awarded to 108 Baylor students. The total amount in scholarships was more than \$239,000. 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**



Source: Center for International Education

### GOAL 3

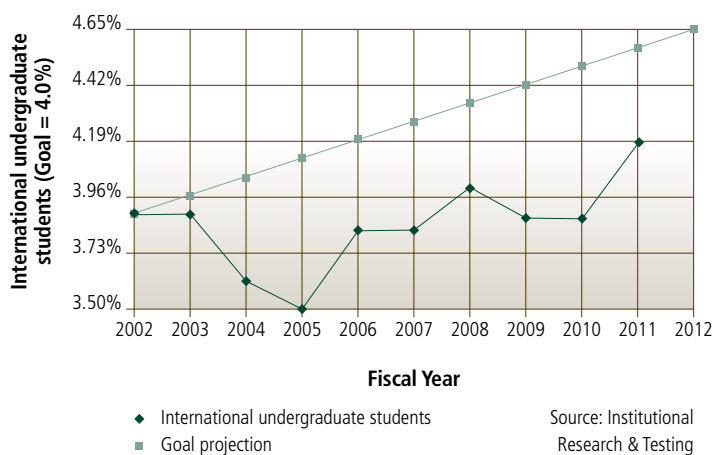
*Increase the percentage of international students on campus.*

The percentage of undergraduate international students decreased in fiscal years 2004 and 2005. For the past four years, however, this percentage has risen to 4.2 percent. [Fig. 11.3]

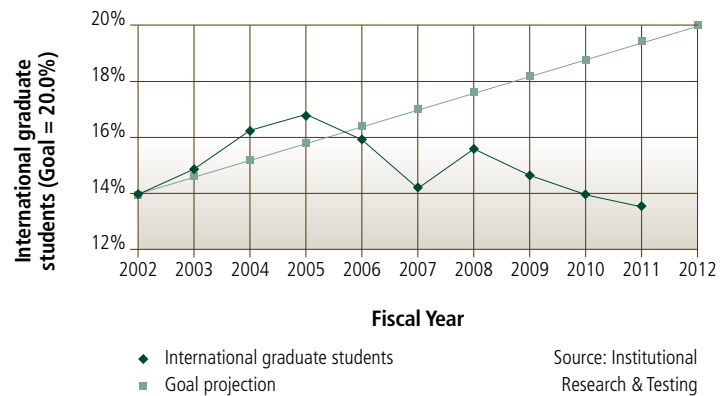
The percentage of graduate international students peaked in fiscal year 2005. The current percentage of graduate international students is 13.6 percent. [Fig. 11.4]

According to the "Open Doors" report published by the Institute of International Education, international students represented 4.3 percent of total U.S. higher education enrollment in 2001-02 (2.8 percent of total undergraduate students and 13.7 percent of total graduate students). In 2009-10, the percentage of international students declined to 3.6 percent of total U.S. higher education enrollment (1.7 percent of total undergraduate students and 10.8 percent of total graduate students).

**Fig. 11.3 Percent of international undergraduate students**



**Fig. 11.4 Percent of international graduate students**



### GOAL 4

*International opportunities for faculty and graduate students.*

The number of international programs has increased from 50 in fiscal year 2002 to 93 in fiscal year 2010. [Fig. 11.1]







# XIII *Imperative*

*Achieve a \$2 billion  
endowment*







# Imperative

*Achieve a \$2 billion endowment*

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

## PROGRESS SUMMARY

### IMPERATIVE GOALS

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

In September 2010, President Ken Starr announced the first fundraising priority of his Baylor presidency — the \$100 million *How Extraordinary the Stories: The President's Scholarship Initiative*. The focus is on building a robust scholarship program that will help recruit to Baylor some of the best and brightest young minds, provide access to those with need, attract the most talented student-athletes and extend opportunities for students who can benefit from academic enrichment opportunities

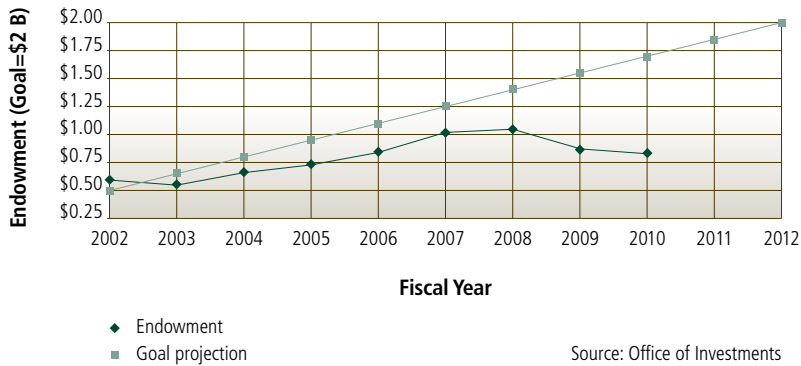
beyond the borders of Baylor's campus in Waco.

Endowments across the country continue to contend with challenging economic conditions. The NACUBO-Commonfund Study of Endowments indicates the value of endowments rose 11.9 percent for 2010. This was not enough to regain pre-recession value levels. Moreover, endowments did not perform as well as the overall stock market. The median endowment level was \$88 million in fiscal 2008 and stood at \$72.9 million in fiscal 2010.

While strides have been made, particularly through fiscal 2008, in the value of the endowment, the effects of the economy can be seen in the fiscal year 2009 and fiscal year 2010 ending market values. The market value of the University endowment is \$872 million as of May 31, 2010. [Fig. 12.1]

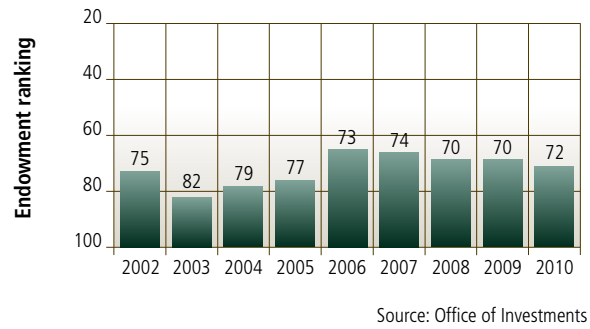


Fig. 12.1 Endowment



The National Association of College and University Business Officers (NACUBO) rank of total endowment has been increasing since fiscal year 2003. Baylor achieved a national rank of 72nd in fiscal year 2010. [Fig. 12.2]

Fig. 12.2 NACUBO endowment ranking



The endowment per student full-time equivalent (FTE) has been increasing. There was a slight decline in fiscal year 2010 to \$59,516; however, the NACUBO ranking of endowment per FTE among private universities increased to 164 — the best rank that Baylor has to date. [Figs. 12.3 and 12.4]

Fig. 12.3 NACUBO endowment per student FTE

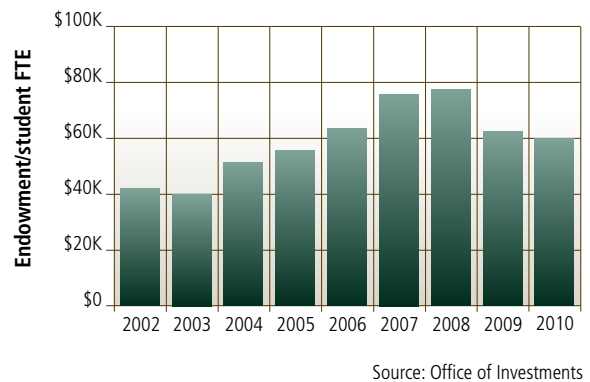
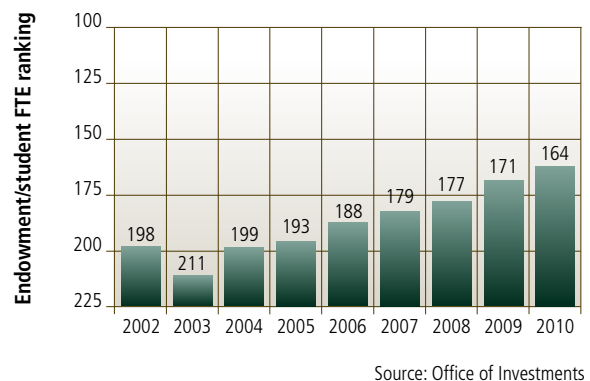


Fig. 12.4 NACUBO endowment per student FTE ranking







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