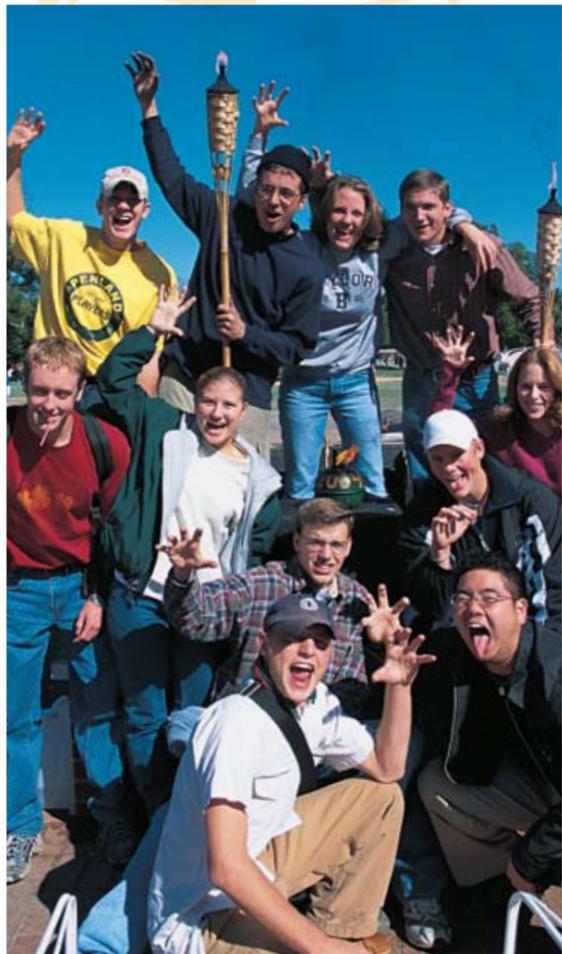


BAYLOR  
2012

TEN-YEAR VISION: 2002-2012

# BAYLOR 2012

Beneath the rich traditions and legacy of Baylor University's century-and-a-half heritage – beyond the rocks and trees and buildings – lies a quiet but bold aspiration to attain a new level of excellence. Baylor's vision for 2012, though continuous with its cherished past, aspires to what few institutions, if any, have ever achieved. *Within the course of a decade, Baylor intends to enter the top tier of American universities while reaffirming and deepening its distinctive Christian mission.* Baylor will build a faculty and a student body to provide leadership in a period of change and conflict. It will strengthen and expand its historic sense of community. It will pursue athletic excellence with integrity. In doing all these things, it will take its place among the finest colleges and universities in the world.



# Our Heritage, Our Foundational Assumptions, and Our Core Convictions

**B**aylor's Christian heritage and identity shape and direct the University's entire mission. Assumptions grounded in faith will make our academic programs both distinctive and excellent, bring greater visibility to the University, and provide a framework for integrating our academic programs, our scholarship and learning, and our community relationships.

The foremost of these assumptions are that human decisions should be guided by God as His will and nature are revealed in the crucified and risen Jesus Christ; that all truth is open to inquiry, though many truths will elude us and others may be accessible only through divine revelation; that human life has a meaning and a purpose that is not simply a matter of human choice; that we have a fallen nature that needs both healing and direction; that we are a created part of nature but have been given responsibility as stewards – made in the image of God – for its care and management; that we find the highest order of personal fulfillment in working constructively for the betterment of others, and that we have an obligation to do so; that we need to be active, regularly worshiping members of the body of Christ as a context of our spiritual growth, as a source of encouragement, and as a partnership in the work of God's kingdom; that human beings flourish best in a functional and beautiful physical environment and among colleagues who respect, love, forgive, and support one another; and that a university can be such a physical and social environment.

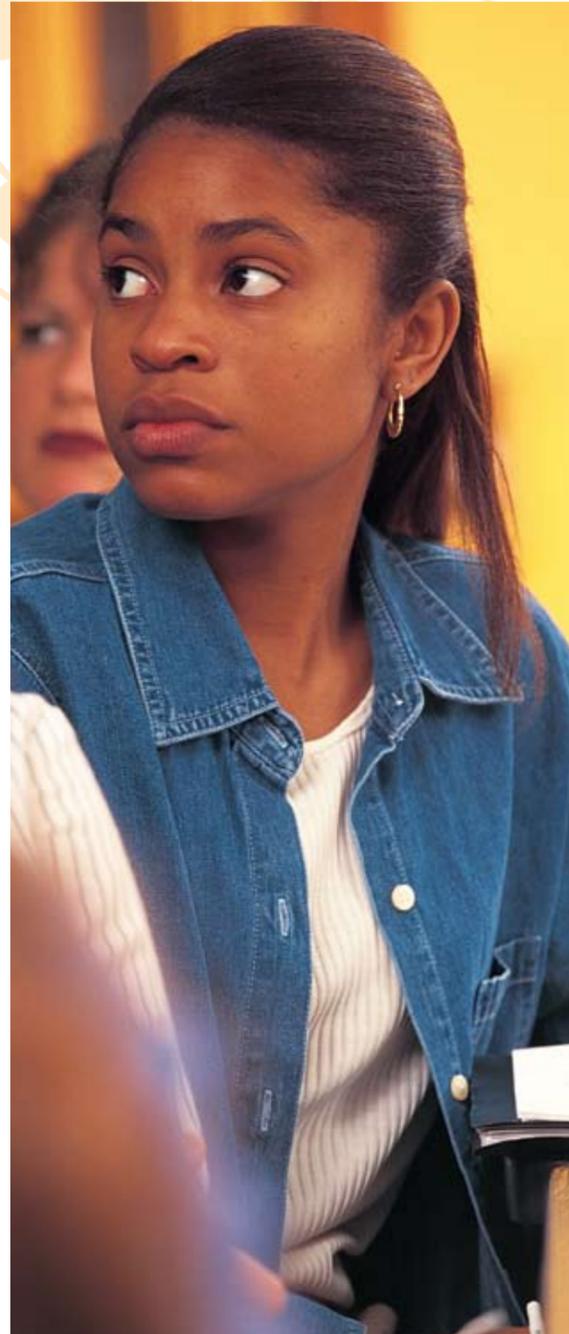
Because the Church, the one truly democratic and multi-cultural community, is not identical with any denomination, we believe that Baylor will serve best, recruit more effectively, and both preserve and enrich its Baptist identity more profoundly, if we draw our faculty, staff, and students from the full range of Christian traditions. Believing that the Spirit of God continues to work in the Church and in the world, we also assume that the hard-won methods of the academic disciplines, both ancient and modern, such as logic and mathematics, conceptual analysis, literary criticism, historiography, and the various methodologies of the sciences are among the particular means by which we will accomplish our part in the larger task of seeking God's kingdom.



# Core Convictions

At the center of Baylor's vision for the next decade are 10 core convictions that are grounded in faith. These core convictions provide the framework for Baylor's Vision for 2012. In pursuit of this vision, Baylor will:

- ☼ Encourage the *integration of Christian faith and the intellectual life*
- ☼ Support, encourage, and expect *excellence* in all undertakings
- ☼ Provide a unique *place* for learning and the building of community
- ☼ Equip individuals *to understand life as a divine calling* and thus serve society and the world in the name of our Lord Jesus Christ
- ☼ Promote the *health of mind, body and spirit* as these are understood in the Christian tradition and by the best of modern physical and psychological science
- ☼ Strive to *illuminate and enrich human experience* by the word of God and the best of human science and culture
- ☼ Encourage the *understanding and care of the natural world* as a matter of Christian stewardship
- ☼ Facilitate the *discovery of new knowledge* to the glory of God and the betterment of humanity
- ☼ Extend the campus in time and space to *embrace our entire community* in relationships of caring and mutual benefit
- ☼ Anticipate and respond to *change* in higher education and the world



# Pursuing the Right Kind of Excellence

It is a legacy of modern thought to believe that the pathway divides between the uncompromised pursuit of intellectual excellence and intense faithfulness to the Christian tradition. Many universities and colleges, founded in the 18th or 19th centuries by devout men and women for the service of the church and the world in the name of Christ, later turned down the secular fork of this imaginary path.

Accepting the same premise of the divided way, many Christian colleges have chosen insularity and self-protective intellectual mediocrity as the way to preserve their Christian vitality. But the idea that faith and learning are mutually exclusive has a weaker grip today than it had during most of the last century, and Baylor believes that that fork in the path is indeed a figment of the modern imagination.

We believe that the highest intellectual excellence is fully compatible with orthodox Christian devotion. Indeed, the two are not only compatible, but mutually reinforcing. Christian faith, at its best, motivates a love of all truth; and true knowledge supports and deepens our love of God in Jesus Christ. This is the undivided way and ancient premise on which Baylor ventures into the next 10 years of our exciting history.

To do well those things that are right suggests a course of action that is both excellent and faithful. “Excellence” is often a modern mantra divorced from ethical and moral content. Baylor will seek, however, the achievement of *worthy* goals. It is precisely faithfulness to the spiritual and religious content of our Christian heritage which drives us to pursue excellence in all matters essential to our mission as both an academic community and as an institution of higher learning.

This vision for 2012 can thus be presented and understood as a pursuit, with faithfulness to our heritage as expressed in our core convictions, of *academic excellence* and *community excellence*.



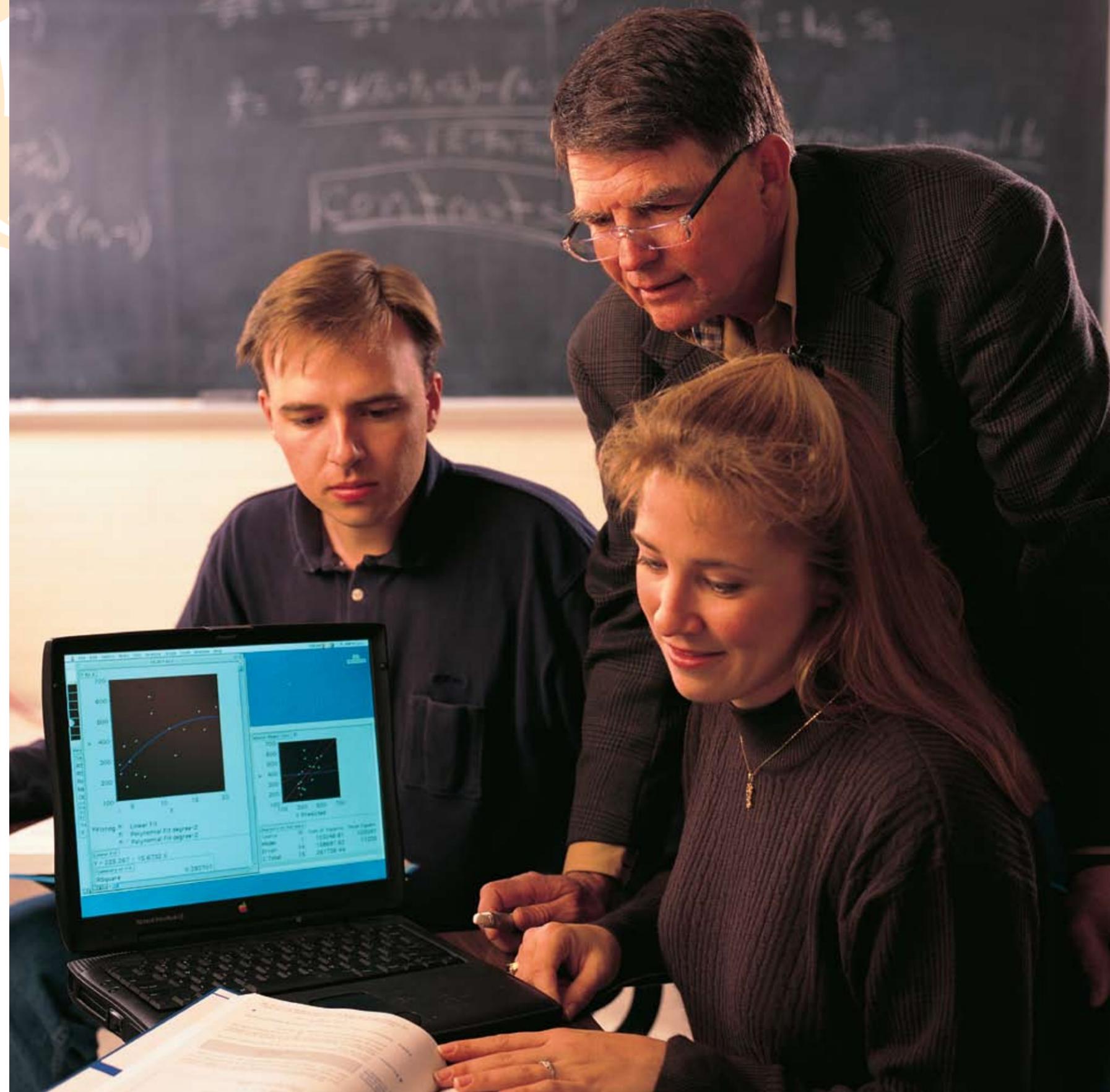
# Academic Excellence

Capitalizing on its strengths and unique place as a Christian university, Baylor's academic goal is intellectual activity that springs from disciplined habits of the heart and inspires action on behalf of the world. By 2012, Baylor will become an institution informed, energized and motivated by a Christian identity that makes a striking difference in the character of its academic life.

## Six Unifying Themes

Baylor's Christian identity should give shape and direction to the University's entire educational mission – undergraduate, professional, and graduate. Our heritage, foundational assumptions, and core convictions establish the grounds for a framework of unifying themes that will make our academic programs distinctive and bring greater visibility to Baylor. These themes will provide orientation not only for academic programs, but also for discussion and debate across the campus, for research and scholarship, and for community outreach. Six primary themes will mark and shape the Baylor academic community:

- Because we believe that all truth is open to human inquiry, Baylor supports academic programs, within and across disciplines, which encourage the vigorous and open pursuit of truth by all the methods of scholarship. In addition, we endorse the exploration of disciplinary and interdisciplinary issues from a Christian point of view, including the pursuit of religious knowledge and, more specifically, the personal knowledge of God.
- Because we believe that human life has meaning and purpose, we support academic programs that seek to illuminate that meaning and purpose and to enrich human life through the creative and artistic works of intellect and imagination.
- Because we believe that truth is open to inquiry and that human beings have obligations both to human communities and to nature, Baylor supports academic programs and research that add to the sum of human knowledge and that apply knowledge to the technological, scientific, and cultural advancement of society.
- Because we believe that human beings are part of nature yet have been given responsibility as stewards of it, Baylor supports academic programs that investigate the natural world, increase understanding of the symbiotic relationship between human beings and the natural world, and protect the environment by encouraging good stewardship of natural resources.
- Because we believe that we have responsibility to care for our health and well-being and that of others, Baylor supports academic and extracurricular programs which seek to promote human physical, mental, and spiritual health.
- Because we believe that individuals have moral and ethical obligations to communities, Baylor supports academic programs that recognize the importance of human institutions, promote an understanding of and responsible participation in economic and social systems, foster citizenship, enhance community, and encourage service.



The integration of these themes throughout our academic programs reflects the mission through which Baylor can profoundly affect the world. The heritage, foundational assumptions, core convictions and themes that reflect Baylor's academic and community mission and define Baylor's role in higher education will play a decisive role in shaping the lives of students, hiring faculty, determining the priorities for academic programs at the undergraduate and graduate levels and in the professional schools, directing faculty research, and allocating resources.

The coming 10 years will be a watershed in Baylor's history. By exploiting our current academic emphases, renewing our historic commitment to Christian faith in the Baptist tradition while embracing the strengths of other parts of the Christian heritage, and building an even stronger faculty, staff and student body, we will emerge as one of the world's leading universities.

We will continue our strong tradition of undergraduate and professional training, but greatly increase our scholarly output and our influence on society and the intellectual world. We will achieve this goal, with the resources that we can reasonably expect to garner in the next 10 years, by focusing our energy and resources in three areas of current strength: religion and ethics, the environment, and the health sciences.

Because collectively these three areas interact with nearly every other part of the University, focusing attention and money on them will enhance the whole University, just as every part of the University will contribute to the excellence of these special areas.



# Community Excellence

The Christian faith is lived out in communities of reciprocating support, love and discipline. Thus, Baylor's academic aspirations as a Christian institution of higher learning can be pursued and ultimately achieved only in an environment of learning where personal relationships, physical spaces, and all the routines of life – both leisure and work – combine to create a community of excellence where life is understood as a stewardship and students are shaped and influenced to be agents of transformation in the world.

By 2012, Baylor will be seen as a leader in developing students of integrity and faith who are poised to assume influential positions in society. To attain this level of excellence, the Division of Student Life will partner with Academic Affairs to achieve the undergraduate educational goal of developing future national and international leaders. The competencies historically fostered by the undergraduate academic program – the capacity to think and communicate clearly, to act ethically, to care for and serve others, to pursue the life of the mind and spirit, to see connections and the larger picture, and to practice a Christian stewardship of human and natural resources – will be embraced by each student life department and integrated into new programs and services focused on attaining those competencies. Baylor will serve as a training ground for the development of healthy relationships across racial, ethnic, and gender lines, thus providing the country with a new generation of individuals committed to faith, service and community.

Central to the Baylor experience is the community of students, faculty and staff who gather to study, live and work on campus. The concept of "place" is indispensable in the building of true community. It is in these laboratories and classrooms, on these lawns and under these trees, along these sidewalks, on these playing fields, and in these residence halls that relationships are forged, ideas are challenged, and lives are changed. Unlike the many commuter universities of our time, the Baylor experience is centered in a physical campus, a geographical location in which students, faculty, and staff gather to discover and to express their sense of divine calling. Baylor's community should be one in which all members seek to be responsible for each other as participants in a common journey – called to do good work in an institution that serves as an expression of the larger Christian community.





Recognizing that the created world is a work of beauty and meaning, Baylor in 2012 will strive to provide a campus whose surroundings engender participation among all community members and whose programs enhance community life. From the moment Baylor students set foot on campus, they will enter into a world of relationships and practices that will challenge the mind, enrich the soul, and support their best and deepest aspirations. From the first day on faculty, the Baylor professor will join a community of scholars committed to Baylor's unique mission and to excellence in scholarship and service. From the outset of employment, the Baylor staff person will engage in meaningful work as a full member of the Baylor community. Baylor's unique community is both an extension of its past and the indispensable, mysterious mixture of people, places and traditions which shape its future.

Critical to the achievement of Baylor's community excellence is a recommitment to a residential student life experience. New residences of a variety of styles and themes will be developed to increase the percentage of students living in residence halls. By 2012, over 50 percent of our undergraduate students will live in these vibrant communities, thereby creating a critical mass of campus community involved in a daily living and learning environment. Additionally, the Bill Daniel Student Center, built in the 1940s, will undergo its first major renovation, focusing on the creation of common spaces for students, faculty and staff to interact, meeting rooms for student organizations to congregate, and venues for improved student life programming to occur.

However, the creation and renovation of facilities are not enough. The new places developed for community must be invigorated through the development of new programs. With the campus as the center of community life, students will be provided with robust student life programming aimed at building multiple relationships within a learning community and tailored to students at all points in their academic careers. This programming will be marked by increasing opportunities for upper class and graduate students to interact with first-year students around issues of spiritual formation, vocation, faith and learning, community, and the great ideas that shape the life of learning, leadership and service, and recreation and play. As well, student life programming will create an atmosphere where formal and informal opportunities for learning, social interaction, community traditions, and Christian distinctives are established and nurtured.



We believe that the Baylor of 2012 must be a community that more than ever reaches beyond the campus both to serve members of its extended family and to receive their support and encouragement. If the nuclear University family is made up of current students, faculty, and staff, there exists also the extended family of younger students who may someday be at Baylor, students who have been recruited but are not yet on campus, alumni, churches, parents of students present, past, and future, and others who bear vital relations to the University. All these groups, and others, are members of our external community. It is precisely this extended family which holds promise for our future, presents evidence of our past, and from which we will weave a lasting tapestry of Baylor supporters and beneficiaries. In order to serve the members of the Baylor family, the University must focus on all its constituent groups and devise innovative ways to communicate with them.



## Imperatives for Excellence: Twelve for 2012

The following 12 imperatives, which grow out of Baylor's foundational assumptions and core convictions, are designed to push the University to a new level of excellence, and will propel us into the ranks of the nation's Tier One colleges and universities.



# Imperative 1

## 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 worldview 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.



# Imperative 2

## 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, and 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, cultivate social skills, leadership, and physical fitness, and provide a full array of opportunities for students to develop life-long friendships.

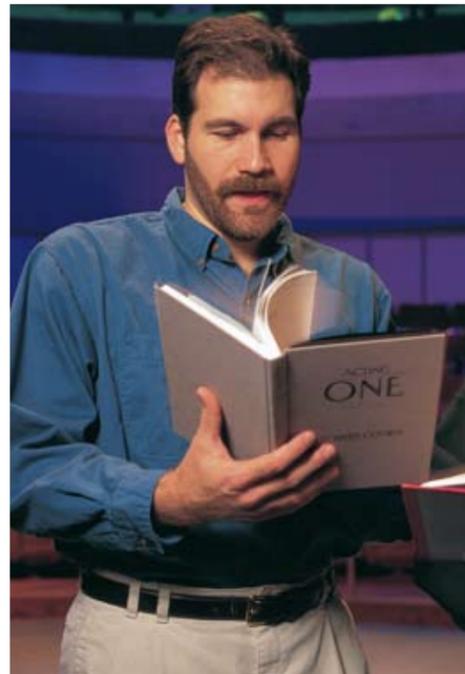


# Imperative 3

## Develop a world-class faculty

Baylor will 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 and 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 be recognized as leaders in their respective disciplines and in productive, cutting-edge research.

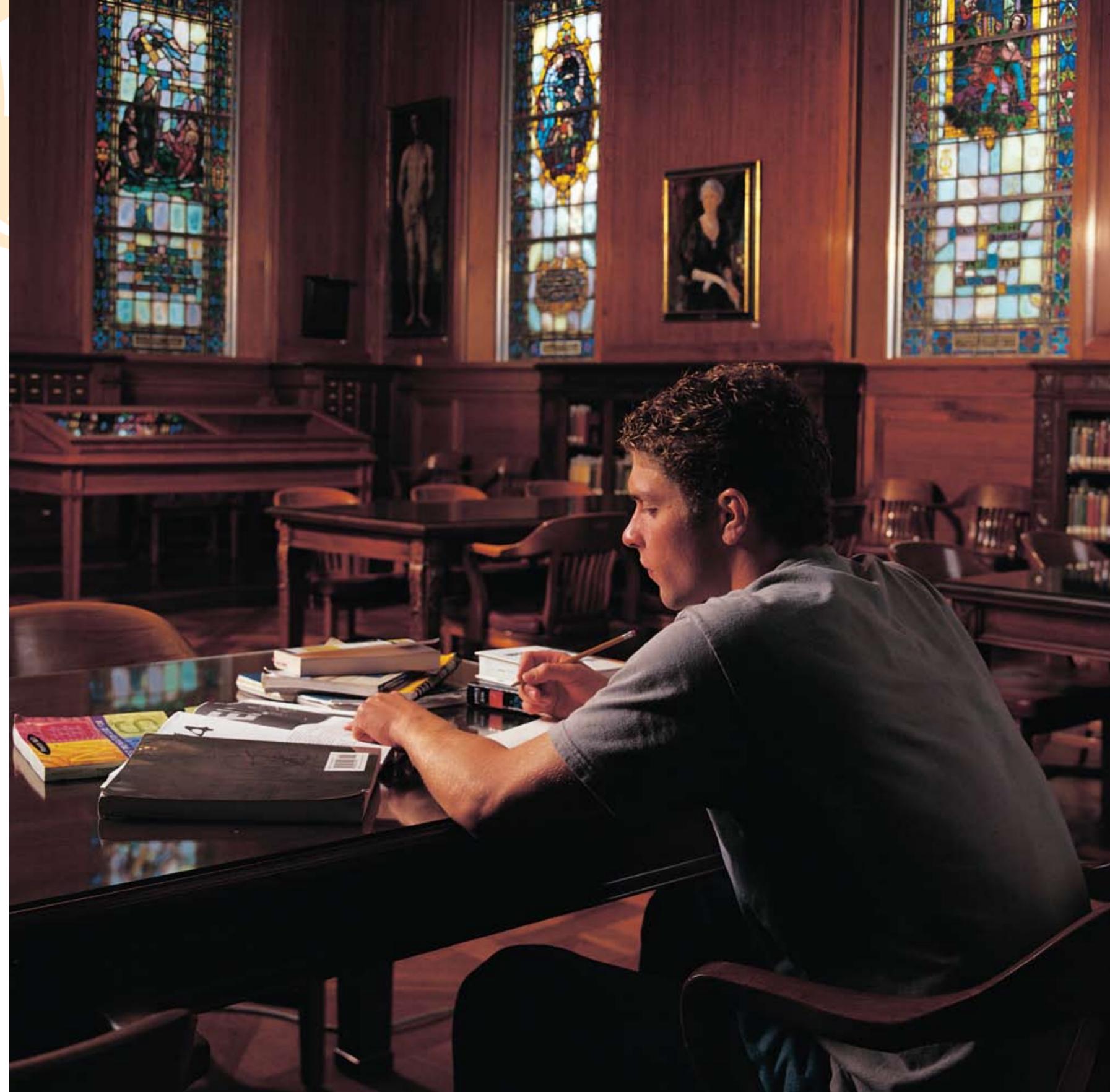


# Imperative 4

## Attract and support a top-tier student body

In coordination with recruiting and retaining a world-class faculty, Baylor will recruit a student body of high academic merit, Christian character, commitment to service, and potential for leadership.

We will seek students from a range of backgrounds to enrich our community and, through scholarships and other forms of support, will further enhance Baylor's student profile at both the undergraduate and graduate levels.



# Imperative 5

## 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.

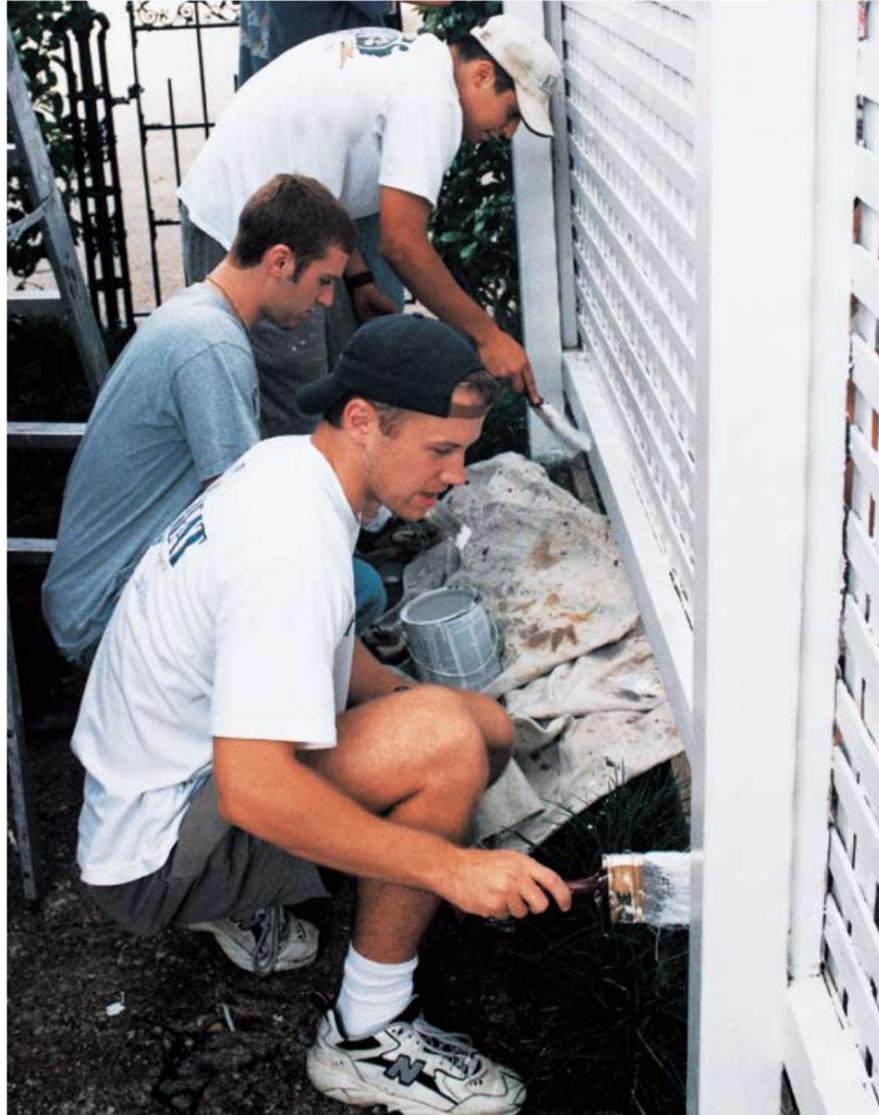
While our undergraduate programs should be comprehensive, at the graduate level we must focus on niches that fit our mission and afford the greatest opportunities for national success, including ethics in the professions and the intersection of religion with law, economic development, politics, literature, and culture. Accordingly, by 2012 Baylor will feature at least 10 doctoral programs in the social sciences and humanities, including a new Ph.D. 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 Ph.D. 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.



## Imperative 6

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.



# Imperative 7

## 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 percentage points by the year 2012. Further, Baylor will augment its fine arts programs by completing Phase II of the music building project and improve Engineering and Computer Science facilities by providing upgraded space for laboratories.



# Imperative 8

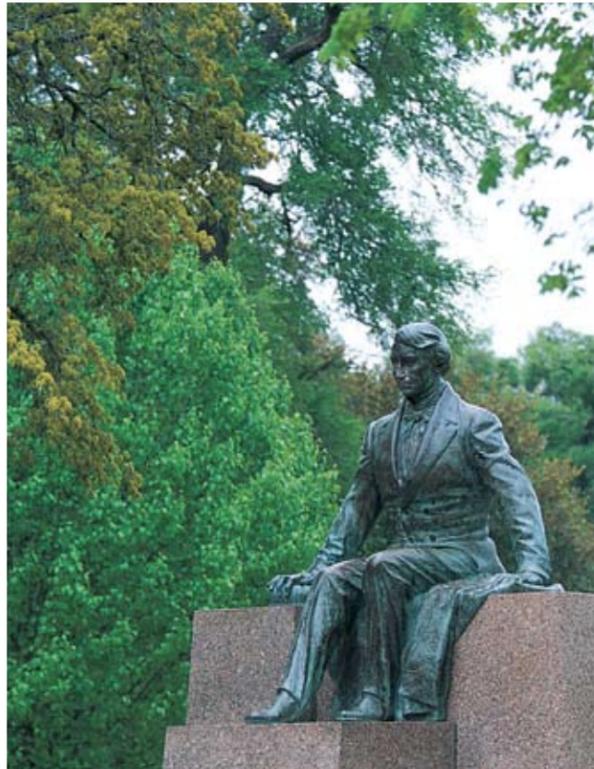
## Construct useful and aesthetically pleasing physical spaces

Community can be enhanced 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.



# Imperative 9

## 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.



# Imperative 10

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.



# Imperative 11

## 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.

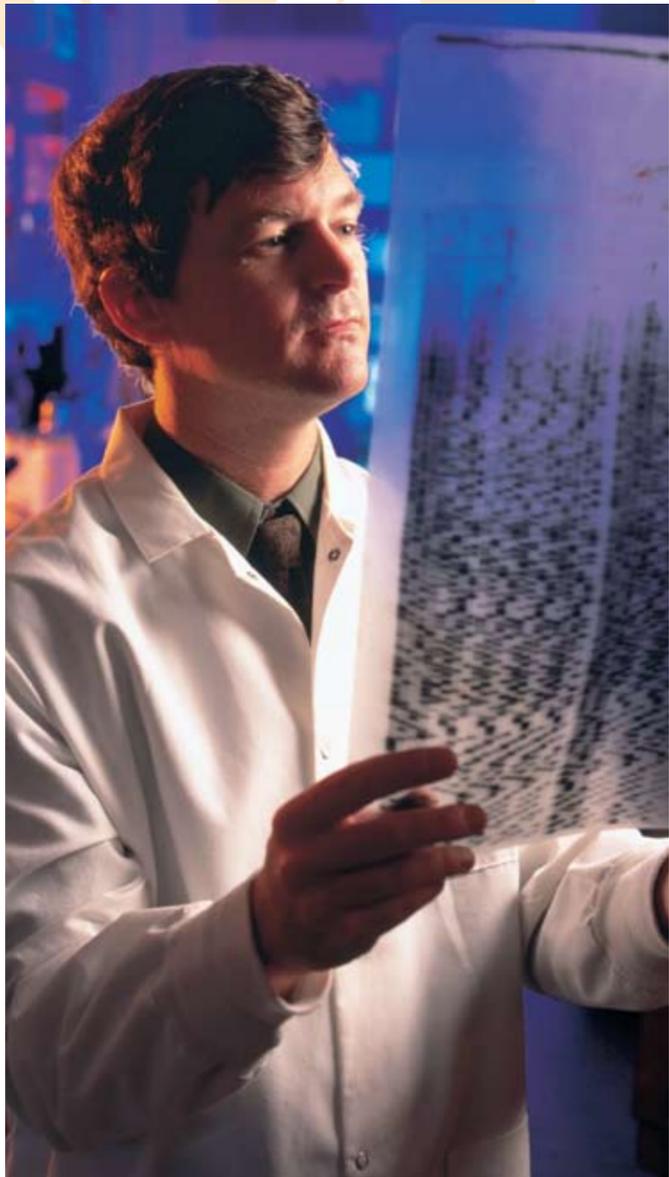


# Imperative 12

## 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.



The full text of Baylor 2012, representing the contributions of faculty, staff, students, alumni and regents, is available online at [www.baylor.edu/vision](http://www.baylor.edu/vision). You may also request the printed version by sending an e-mail to: [vision@baylor.edu](mailto:vision@baylor.edu), or write to:

Office of the President  
Baylor University  
P.O. Box 97096  
Waco, TX 76798-7096



