



BAYLOR  
UNIVERSITY

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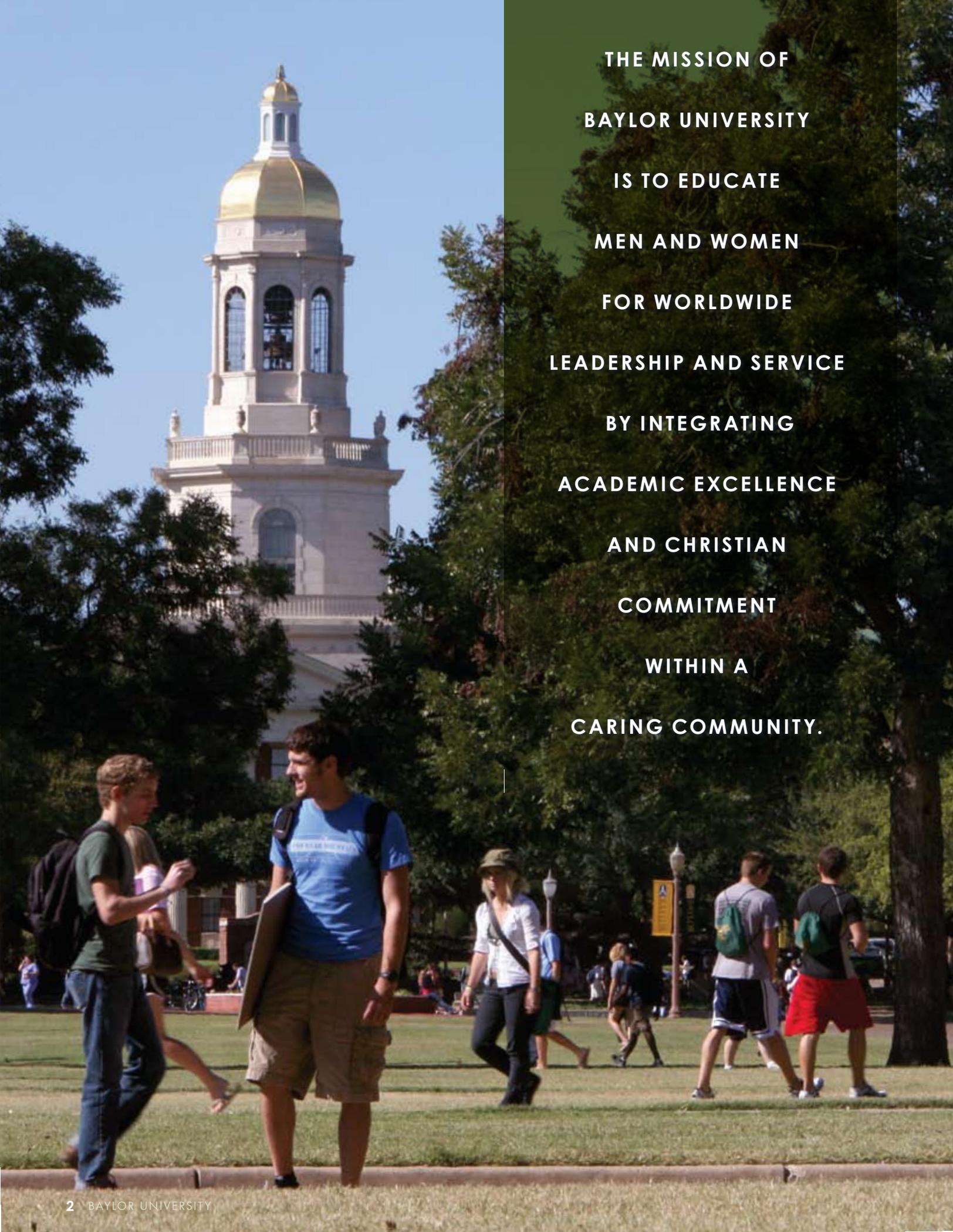
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*"...to meet the needs of all the ages to come."*



**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.**

## ABOUT BAYLOR

Baylor University in Waco, Texas, is a private Christian university and a nationally ranked liberal arts institution. The Carnegie Foundation for the Advancement of Teaching classifies Baylor as a research university with “high research activity.”

Chartered in 1845 by the Republic of Texas through the efforts of Baptist pioneers, Baylor is the oldest continually operating institution of higher learning in Texas and the largest Baptist university in the world. Though 80 percent of our student body call Texas home, we enroll a diverse student population representing all 50 states and 80 countries.

Baylor University’s Baptist founders sought to establish an institution of higher learning dedicated to Christian principles, superior academics and a shared sense of community. Baylor offers the best of a large university through exceptional breadth and depth of

programs along with extraordinary personal attention for the individual student. With more than 14,000 students in 11 nationally recognized academic units, Baylor offers 146 baccalaureate, 76 master, 29 doctoral, and the juris doctor degree programs. The vibrant campus atmosphere, with 260 student organizations, is enhanced by Baylor’s participation as the only private university in the competitive Big 12 Conference for NCAA Division I athletics.

Those early Texas Baptists envisioned and resolved to establish a university “that would be susceptible of enlargement and development to meet the needs of all the ages to come.” Today, their dreams are Baylor’s foundation for providing a high quality academic experience, student interaction with outstanding faculty, a dynamic campus life, and a vibrant Christian community of faith.





## OUR FOUNDATIONAL ASSUMPTIONS

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

Our foundational 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.



## CORE CONVICTIONS

The number of national universities that take their religious identity seriously is small, and Baylor is one of a smaller group representing the free church tradition of Christianity. Among these, Baylor already stands out for its achievements, academic and religious. And judged by objective academic standards, Baylor continues to move forward with distinction.

Our goal is intellectual activity that springs from disciplined habits of the heart and inspires action on behalf of the world. From Baylor's foundational assumptions we draw the following core convictions:

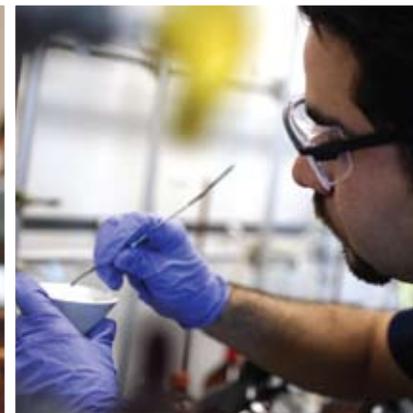
- Encourage the integration of Christian faith and the intellectual life
- Support, encourage and expect excellence in all undertakings
- Provide a unique place for learning and the building of community
- Equip individuals to understand life as a divine calling and thus serve society and the world in 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

## UNIFYING ACADEMIC THEMES

Baylor's heritage, foundational assumptions, and core convictions establish the grounds for a framework of unifying themes that make our academic programs distinctive. The integration of these themes throughout our academic programs reflects the mission through which Baylor profoundly affects the world.

The six primary themes which mark and shape the Baylor academic community are as follows:

- 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, Baylor supports 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 wellbeing 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 BAYLOR MISSION

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.

Chartered in 1845 by the Republic of Texas and affiliated with the Baptist General Convention of Texas, Baylor is both the state's oldest continuously operating institution of higher learning and the world's largest Baptist university. Established to be a servant of the church and of society, Baylor seeks to fulfill its calling through excellence in teaching and research, in scholarship and publication, and in service to the community, both local and global. The vision of its founders and the ongoing commitment of generations of students and scholars are reflected in the motto inscribed on the Baylor seal: *Pro Ecclesia, Pro Texana* – For Church, For Texas.

**Pro Ecclesia.** Baylor is founded on the belief that God's nature is made known through both revealed and discovered truth. Thus, the University derives its understanding of God, humanity, and nature from many sources: the person and work of Jesus Christ, the biblical record, and Christian history and tradition, as well as scholarly and artistic endeavors. Affirming the value of intellectually informed faith and religiously informed education, the University seeks to provide an environment that fosters spiritual maturity, strength of character, and moral virtue.

**Pro Texana.** Integral to its commitment to God and to the church is Baylor's commitment to society. Whereas that society in the mid 1800s was limited to Texas, today Baylor's sphere of influence is indeed the world. The University remains dedicated to the traditional responsibilities of higher education – dissemination of knowledge, transmission of culture, search for new knowledge, and application of knowledge – while recognizing the global proportions these responsibilities have assumed. To those ends, Baylor provides expanded

opportunities for civic education and for church and community service at home and abroad.

**Pro Ecclesia, Pro Texana.** Baylor University is committed to excellence at the undergraduate, graduate, and professional levels. Baylor encourages all of its students to cultivate their capacity to think critically, to assess information from a Christian perspective, to arrive at informed and reasoned conclusions, and to become lifelong learners. Beyond the intellectual life, the University pursues the social, physical, ethical, and spiritual development of each student.

Aware of its responsibility as the largest Baptist educational institution in the world and as a member of the international community of higher learning, Baylor promotes exemplary teaching, encourages innovative and original research, and supports professional excellence in various specialized disciplines. Advancing the frontiers of knowledge while cultivating a Christian world-view, Baylor holds fast to its original commitment – to build a university that is *Pro Ecclesia, Pro Texana*.



## THE CALLING OF BAYLOR UNIVERSITY'S 14TH PRESIDENT

In Baylor's 164 year history, the role of University president has been filled by only 13 individuals – from pastors and denominational leaders to lawyers and academicians. Each shared a passion for the university and a determination to increase Baylor's reputation as a leader in Christian higher education. The 14th President of Baylor University, with the strong support of a dedicated Board of Regents, world-class faculty, talented staff, engaged student body and committed alumni, will be called upon to lead Baylor into a new era of excellence, partnership, growth and service.

During the past 10 years the University has seen tremendous growth. New programs have been established in undergraduate, graduate and professional studies. New state-of-the-art facilities and living-learning centers have been completed and are filled with students, from freshmen to graduate level. But it is our commitment to Christian faith combined with academic excellence in teaching and research that differentiates Baylor from other higher education institutions. To further this distinction beyond our state and national borders, steady growth in professional and service opportunities both near and far off undergird the mission of the University, "to prepare men and women for worldwide leadership and service."

## BAYLOR UNIVERSITY PRESIDENTIAL PROFILE

The President of Baylor University is the chief executive officer and reports to the Board of Regents. The President will be expected to articulate and exemplify the mission, foundational assumptions and core convictions of the University. The 14th President of Baylor University should present the following desired qualifications:

### ACADEMIC VISION

- be committed to the highest standards of academic excellence
- hold a firm and comprehensive understanding of the Christian intellectual tradition and an appreciation for Baylor's Baptist heritage
- be fully committed to and supportive of faculty as teachers and scholars
- be able to engage, shape and, where appropriate, challenge the nation's dominant intellectual discourse
- be committed to undergraduate, graduate and professional education
- understand global trends in higher education and be committed to enhancing Baylor's national preeminence in Christian higher education

### PROFESSIONAL EXPERIENCE

- possess a terminal degree and a successful record of academic administration or demonstrated success in executive leadership with an understanding and appreciation of the nature and goals of institutions of higher education
- represent Baylor compellingly to donors and lead a development campaign; be able to inspire all constituencies to support the institution
- build a strong leadership team to manage a large, complex academic institution and work effectively with diverse constituencies
- have demonstrated executive leadership experience including financial management
- demonstrate a successful track record of effective communication and the ability to articulate, in writing and speech, complex ideas
- possess a proven record of working in a collaborative manner with a governing body

### LEADERSHIP STYLE

- be a servant leader, able to lead, inspire and encourage followership
- be humble, approachable, a good listener, with a sense of humor
- be transparent, collaborative; value people and their gifts
- appropriately represent Baylor locally, nationally and internationally
- be committed to racial, ethnic, economic and gender diversity
- bring all constituencies to actionable consensus; possess the ability to energize and inspire students, faculty, staff, parents, alumni, regents and external stakeholders

### PERSONAL ATTRIBUTES

- be a mature Christian with a vibrant faith
- possess a powerful affinity for and commitment to the mission, foundational assumptions, core convictions, and traditions of the University
- possess a deep sense of calling and vocation to the presidency of Baylor
- possess a love for students from diverse backgrounds
- be willing to take an active leadership role in the Waco community
- be Baptist

## FINANCIAL SNAPSHOT

Baylor's financial strength is a testament to the value students, parents, alumni and friends of the University place on a Baylor education. Fiscally responsible operations management and well-executed investment strategies have placed Baylor in a strong financial position for the coming years.

### Operating Budget Funds 2007-08

#### EXPENDITURES AND TRANSFERS

Instruction	\$137,754,552
Research and Public Service	2,892,758
Academic Support	28,238,941
Student Services	22,164,653
Plant Operations and Maintenance	45,148,794
Institutional Support	44,922,007
Scholarships and Fellowships	92,184,669
Discretionary Transfers	14,314,060
Intercollegiate Athletics	32,418,457
Auxiliary Enterprises	31,616,645
<b>Total Expenditures and Transfers</b>	<b>\$451,655,536</b>

### Undergraduate Student Cost Profile 2008-09 Academic Year

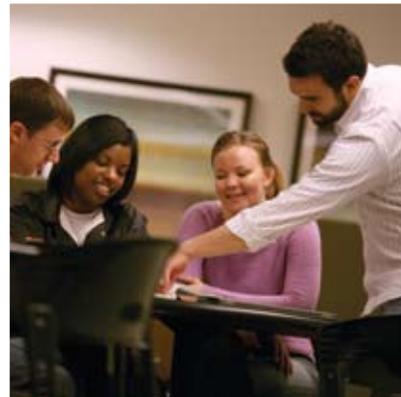
#### ESTIMATED COSTS

Tuition & Fees	\$26,234
Average Room & Board	9,238
<b>Subtotal</b>	<b>\$35,472</b>
Books and Supplies	1,634
Average Personal Expenses	2,120
Average Travel Expenses	1,720
<b>Total</b>	<b>\$40,946</b>

### Endowment Fund Balance – Market Value

May 31, 2003 through May 31, 2008

	May 31, 2003	May 31, 2004	May 31, 2005	May 31, 2006	May 31, 2007	May 31, 2008
Permanent Endowment	\$465,189,000	\$566,655,000	\$628,503,000	\$725,266,000	\$849,855,000	\$894,844,000
Board Designated Endowment	92,153,000	105,686,000	117,634,000	144,902,000	164,189,000	174,090,000
<b>Total Endowment</b>	<b>\$557,342,000</b>	<b>\$672,341,000</b>	<b>\$746,137,000</b>	<b>\$870,168,000</b>	<b>\$1,014,044,000</b>	<b>\$1,068,934,000</b>
Permanent Endowment	83.5%	84.3%	84.2%	83.3%	83.8%	83.7%
Board Designated Endowment	16.5%	15.7%	15.8%	16.7%	16.2%	16.3%
<b>Total Endowment</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



## FACULTY PROFILE

The world class faculty of Baylor University balances a commitment to great teaching with a love of learning and a passion for discovering new knowledge. Through research in areas from great texts of ancient philosophers and ancient bones of fossilized mammoths to sustainable energy, water purification, religion in America, and commercial solutions for coconut farmers, Baylor faculty bring relevant, real-world experience into the lives of their students.

Baylor employs a total of 823 AAUP instructional faculty; 410 are tenured. More than 90 percent of tenured faculty hold doctoral degrees, 3 percent professional degrees, and 5 percent masters degrees.

## STAFF PROFILE

Baylor University staff share a commitment to the University mission – contributing to the preparation of students for worldwide leadership and service – whether their work is in an academic area, student recruitment, University development or in one of the many units that support the University operation.

A total of 1,288 staff members are employed by Baylor: 604 are categorized as executive staff, 193 as monthly staff and 491 as bi-weekly staff.

## STUDENT PROFILE

Fall 2008 brought record enrollment at Baylor. More than 14,541 students were enrolled across the undergraduate, graduate and professional programs. First-time freshmen numbered 3,062 and transfers 404 for the semester. While more than 80 percent of students originated from Texas, students from California, Colorado, Oklahoma, Louisiana, Illinois, Missouri, Arkansas, Kansas and Tennessee make up another 10 percent, and students from the remaining states and more than 80 countries complete the mix.

In 2008, 31 percent of first-year students identified themselves as minorities, while 59 percent of the class was female and 41 percent was male. The student to faculty ratio was 15 to 1 and the average undergraduate class size was 28.

## STUDENT RETENTION TRENDS

Retention is an outcome of a commitment to student life and learning. The departments in Baylor's Paul L. Foster Success Center are strongly committed to students' success; however, retention is not owned by any one department or one individual. It is a collaborative effort which spans the entire Baylor community. Improving the quality of student life and learning is an ongoing, collaborative effort and important priority across campus.

Baylor continued an upward trend in January through May enrollment in 2009, with the University enrolling 375 more students than last spring, the fifth consecutive year that Baylor has seen an increase in spring enrollment. The retention rate for all undergraduates from fall 2008 to spring 2009 increased to 95.2 percent, compared to a 94.9 percent retention rate from fall 2007 to spring 2008. Baylor's undergraduate retention rate has improved each of the last six years. The retention rate for first-time freshmen from fall 2008 to spring 2009 fell slightly to 94.5 percent, compared to 95.1 percent for the 2007-08 period.





## PROFILE OF FIRST-YEAR STUDENTS

Gender	Fall 2004		Fall 2005		Fall 2006		Fall 2007		Fall 2008	
	Number	Percent								
Male	1,104	39.6	1,299	41.0	1,065	38.3	1,109	40.6	1,259	41.1
Female	1,681	60.4	1,869	59.0	1,718	61.7	1,623	59.4	1,803	58.9
All	2,785	100.0	3,168	100.0	2,783	100.0	2,732	100.0	3,062	100.0

Minority Status	Fall 2004		Fall 2005		Fall 2006		Fall 2007		Fall 2008	
	Number	Percent								
Minority	843	30.3	968	30.6	670	24.1	783	28.7	962	31.4
Non-minority	1,942	69.7	2,200	69.4	2,113	75.9	1,949	71.3	2,100	68.6
All	2,785	100.0	3,168	100.0	2,783	100.0	2,732	100.0	3,062	100.0

High School Quartile*	Fall 2004		Fall 2005		Fall 2006		Fall 2007		Fall 2008	
	Number	Percent								
First	1,670	66.8	1,912	67.4	1,706	70.2	1,800	76.3	1,866	71.7
Second	591	23.6	661	23.3	558	23.0	428	18.1	598	23.0
Third	202	8.1	216	7.6	145	6.0	119	5.0	126	4.8
Fourth	37	1.5	46	1.6	22	0.9	13	0.6	11	0.4
All	2,500	100.0	2,835	100.0	2,431	100.0	2,360	100.0	2,601	100.0

\*Among students submitting high school class ranks



**Baylor offers 146 undergraduate, 76 master and 29 doctoral degree programs, plus the juris doctor degree, through its 11 academic units:**

- College of Arts and Sciences
- Hankamer School of Business
- School of Education
- School of Engineering and Computer Science
- Graduate School
- Honors College
- Baylor Law School
- School of Music
- Louise Herrington School of Nursing
- George W. Truett Theological Seminary
- School of Social Work



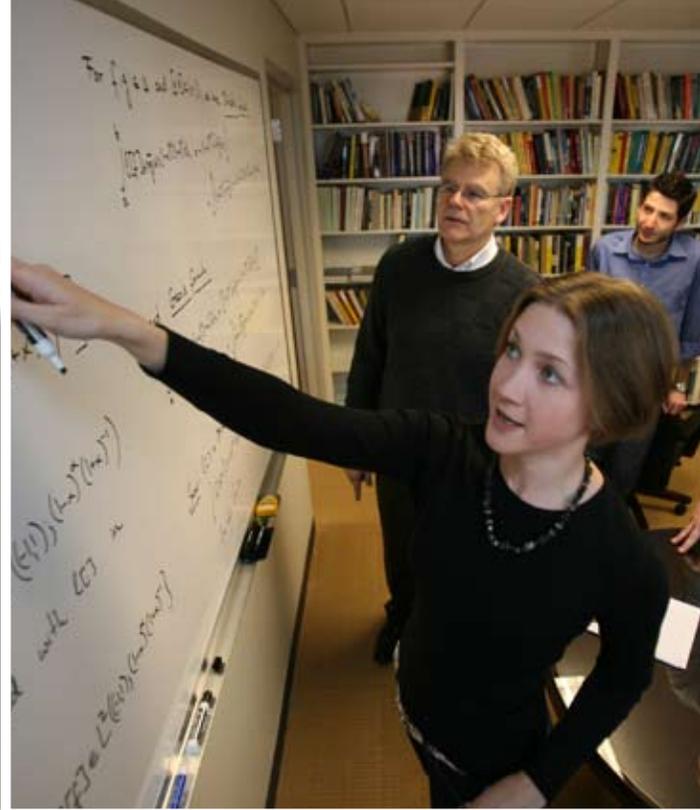
## ACADEMIC EXCELLENCE

Baylor University is classified by the Carnegie Foundation for the Advancement of Teaching as a research university with “high research activity.” This reinforces Baylor’s international reputation for educational excellence built upon the faculty’s commitment to teaching, scholarship and interdisciplinary research.

Accredited by the Commission on Colleges of the Southern Association of Colleges and Schools, Baylor is one of the select 11 percent of U.S. colleges and universities with a Phi Beta Kappa chapter. Baylor also ranks in the top 25 of colleges and universities participating in the National Merit Scholarship program.

Baylor is ranked 76th in the 2009 *U.S. News & World Report* rankings of the nation’s top national doctoral-granting universities. Baylor was among the top three Big 12 universities in the *U.S. News* rankings.

Since 2001, Baylor students have received 19 Fulbright Scholarships, four Truman Scholarships, four Goldwater Scholarships, five Critical Language Scholarships and two Marshall Scholarships. Other highly competitive scholarships earned by our students include a Graduate Research Fellowship from the National Science Foundation and honors internships with the Federal Bureau of Investigation.



## COLLEGE OF ARTS AND SCIENCES

The College of Arts and Sciences, the University's largest academic division, offers comprehensive programs and courses in the humanities, social sciences and natural sciences. From English to geology and political science to physics, undergraduate students may choose from 100 areas of study through the college's more than 25 departments. These courses challenge students to develop essential communication, problem-solving and cooperation skills that prepare them for a wide range of professions as well as post-graduate study.

## HANKAMER SCHOOL OF BUSINESS

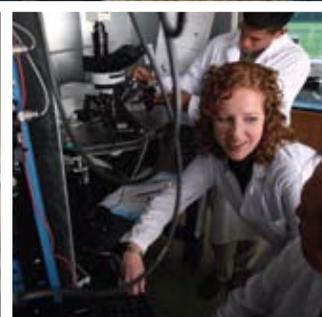
The Hankamer School of Business produces graduates with world-class business skills in the functional areas of business – accounting, finance, marketing, information technology, management, economics and others. In addition, Baylor Business students develop “ethics skills” that yield credibility and true leadership potential in today's organizations.

With 19 undergraduate and 13 graduate business degree programs to choose from, the school provides a complete education that includes distinctive hands-on learning opportunities in the context of a values-based culture.

*BusinessWeek* lists Baylor's undergraduate business program at 45th in the country and places the accounting program at 7th nationally. *U.S. News & World Report* ranks Baylor's undergraduate business program 65th among all business schools. The school's pioneering entrepreneurship program is ranked 14th in the nation. Its full-time MBA program is ranked 63rd. Baylor's executive MBA program, offered in Austin, Waco and Dallas, is recognized among the top programs in the world by *Financial Times*.

## SCHOOL OF EDUCATION

The Baylor School of Education prepares more professional educators for Texas schools than any other private university in the state. The school offers a wide variety of accredited bachelor's, master's



and doctoral degrees through four departments: curriculum and instruction, educational administration, educational psychology, and health, human performance and recreation.

The school has partnered with the Waco Independent School District to establish 10 professional development schools designed to prepare new teachers for the classroom and enrich experienced teachers. The school also offers a joint degree in public administration with the political science department.

### **SCHOOL OF ENGINEERING AND COMPUTER SCIENCE**

Baylor's School of Engineering and Computer Science combines traditional liberal arts curriculum with challenging technical programs to develop students' communication, ethics, teamwork and technical skills. The school offers bachelor's degrees and master's degrees in engineering, electrical and computer engineering, biomedical engineering, mechanical engineering and computer science. Baylor computer science graduates receive top compensation and acclaim from a wide range of employers.

The school's bioinformatics major, a specialization that combines molecular biology and computer science, is one of the first of its kind in the world. A laboratory housing the human genome project database gives bioinformatics students unparalleled research experience.

### **GRADUATE SCHOOL**

With 1,200 graduate students on campuses in Waco, Dallas, San Antonio and West Point, Baylor's Graduate School awards more than 600 master's degrees and 70 doctoral degrees to students each year. The Graduate School's programs in entrepreneurship, music, religion, speech pathology, physical therapy, social work and health care administration consistently receive high national rankings. The clinical psychology program at Baylor, the nation's oldest accredited university program of this kind, has a reputation for producing outstanding clinical psychologists.

### **HONORS COLLEGE**

The programs in Baylor's Honors College enrich students with superior academic qualifications and motivation. Established as part of Baylor 2012,

the college includes the Baylor Honors Program, University Scholars Program, Interdisciplinary Core and Great Texts Program.

The Honors Program and Baylor Interdisciplinary Core both challenge advanced students in the program to develop thesis projects under the guidance of faculty mentors.

The Honors College also houses an office for national and international scholarships to assist Baylor students in applying for Rhodes, Fulbright, Marshall, Truman, Goldwater, Rotary and other prestigious scholarships and awards.

### **BAYLOR LAW SCHOOL**

The Princeton Review has described the law school as “the Marine Corps of law schools” and noted, “The Baylor University School of Law is very small, very affordable and very difficult to get into. For students lucky enough to gain admission, Baylor’s unique, ultra-intense and ‘tough’ practice court program is arguably the best training ground in the nation for practicing lawyering.”

Baylor Law School has an unsurpassed record of success on the State Bar Exam, with a 97.06 percent success rate on the February 2009 exam; a 91.58 percent success rate on the July 2008 exam; and a 95.83 percent pass rate on the February 2008 exam.

The law school’s mock trial and moot court teams are extremely successful in interscholastic state, regional and national competitions. The school also offers a joint graduate degree in public administration with Baylor’s political science department.

### **SCHOOL OF MUSIC**

For more than 100 years the School of Music has offered its students a thorough background of music training enriched through high-quality performance opportunities. Student performing groups include a symphony orchestra, marching band, a cappella choir, wind ensemble, opera theater and show choir. The school presents more than 300 concerts each year by students, faculty and guest artists.

### **LOUISE HERRINGTON SCHOOL OF NURSING**

The Louise Herrington School of Nursing offers upper division (junior and senior) bachelor’s and master’s programs at the Baylor University Medical Center in Dallas. Undergraduate nursing students pursue a bachelor’s degree in nursing while preparing for the registered nurse licensure. The school also offers a master’s degree in nursing in three areas: nursing administration and management, family nurse practitioner and neonatal nurse practitioner.

### **GEORGE W. TRUETT THEOLOGICAL SEMINARY**

The George W. Truett Theological Seminary is one of the nation’s fastest growing accredited theological schools. Since welcoming its first class in 1994 with one master of divinity program, Truett Seminary now offers a doctor of ministry program along with a master of theological studies degree and concentrations and dual degrees in social work, music, education, business administration, law and global missions. More than 300 Truett graduates are serving in a variety of ministries throughout the world.

### **SCHOOL OF SOCIAL WORK**

The Baylor School of Social Work offers both baccalaureate and graduate social work degrees and is home to the Center for Family and Community Ministries and the Institute for Gerontological Studies. The School of Social Work has a national reputation as the leading institution for preparing professional social workers for work with congregations and faith-based organizations. The school’s faculty maintains a rigorous research agenda that is based on developing effective and promising strategies for addressing social problems such as poverty, illiteracy, and unemployment, predominantly through the work of faith-based organizations and congregations.





## ABOUT BAYLOR 2012

In 2002, Baylor embarked on an exciting initiative for the future called Baylor 2012. The purpose, to ascend to a unique leadership position in higher education while remaining faithful to our strong Christian mission. 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. Progress toward these goals is leading to an institution informed, energized, and motivated by a Christian identity that makes a striking difference in the character of its academic life. This difference will be obvious to discerning observers, who will see a university whose students, faculty, and staff serve the world and make it better, yet whose values are not simply the world's, but reflect the will of God for all creation.

Following are some of the areas in which progress has been made this year toward the imperatives of Baylor 2012. For a complete review of progress on each of the 12 imperatives, visit [www.baylor.edu/about/vision/progress](http://www.baylor.edu/about/vision/progress).



## 2012 PROGRESS

### **I: Establish an environment where learning can flourish**

In fall 2008, Baylor's student-faculty ratio reached 15:1, a vast improvement from 18:1 in 2002 and on track to achieve 13:1 by 2012. The percentage of undergraduate classes with fewer than 20 students has steadily improved, from 33 percent in 2002 to 40.2 percent in 2008. The average class size is 28.

### **II: Create a truly residential campus**

To enhance the college experience, Baylor seeks to increase the number of undergraduates living on campus and progress has been steady – from 28 percent of undergraduates in 2002 to 37 percent in 2008. This effort is supported by new housing facilities, including the North Village Residential Community and Brooks Village with Robbins Chapel, and integrated academic and social environments, such as the Engineering and Computer Science Living-Learning Center, Brooks College and the Honors Residential College.

### **III: Develop a world-class faculty**

More than three-fourths of tenured and tenure track faculty hired between fall 2002 and fall 2008 received degrees from universities characterized by “very high research activity.”

Progress also is measured by significant increases in research expenditures. During 2012 initiatives, external expenditures from grants have increased by almost \$4 million, while total research and sponsored activity expenditures have grown by almost \$6 million.

### **IV: Attract and support a top-tier student body**

Entrance exam scores at the undergraduate and graduate levels have been increasing steadily since implementation of 2012. The number of institutional scholarships and the total amounts of those scholarships accepted by our students has steadily increased since 2002-2003. Plus, our students receive highly competitive national and international scholarships.

### **V: Initiate outstanding new academic programs in selected areas**

The Honors College, established in 2002 as a 2012 initiative, has grown to more than 1,300 students and attracts students with exceptionally high SAT scores.

The total number of doctoral students has increased by approximately 26 percent, and the average GRE score of PhD students has increased by 115 points.

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

For the 2008-09 year, 12 Truett Seminary students served as resident chaplains by living in residence halls and ministering to Baylor undergraduates.

Also in the 2008-09 year, more than 100 students consistently served in Texas Baptist Church youth ministries; 153 students, faculty and staff participated in discipline-specific mission trips; and 2,428 undergraduate students indicated an interest in vocational Christian ministry.

### **VII: Provide outstanding academic facilities**

The \$103 million Baylor Sciences Building, the \$23 million Jeanes Discovery Center of the Mayborn Museum Complex, and the renovation of Sid Richardson Building to house the Paul L. Foster Success Center are a few of the new buildings and significant renovations on our campus. The most recent addition is the \$34 million Highers Athletics Complex and Simpson Athletics and Academic Center, which returns student athlete practice facilities and student support services to campus.

### **VIII: Construct useful and aesthetically pleasing physical spaces**

The Stacy Riddle Panhellenic Building, the Baylor Intramural Complex and the McMullen-Connally Faculty Center are beneficial additions to the campus, along with three new parking facilities strategically located on the periphery of campus. New green spaces on campus include the Erica Cummings Memorial Prayer Garden adjacent to the Sciences Building, the Hulme Family Prayer Garden within the North Village, and the Wilson-Jones Memorial Garden near Rena Marrs McLean Gym.

### **IX: Enhance involvement of the entire Baylor family**

The Baylor Network had 17,347 constituents register for Network activities and held 555 events, including three outside the U.S., in 2007-08. The Baylor Proud blog, a new web-based initiative aimed at Baylor alumni, averages 500 visits and nearly 1,000 page views per day and the site averages about 6,700 unique visitors per month. Baylor Proud's RSS feeds currently average 6,000 page visits per month.

### **X: Build with integrity a winning athletic tradition in all sports**

Since the beginning of the Big 12 Conference in 1996, Baylor has led the conference in graduation rates five times and finished second three times. Nearly 4,000 of our student-athletes have made the Big 12 Commissioner's Honor Roll during the past 13 years, including a school-record 462 honorees in 2008-09.

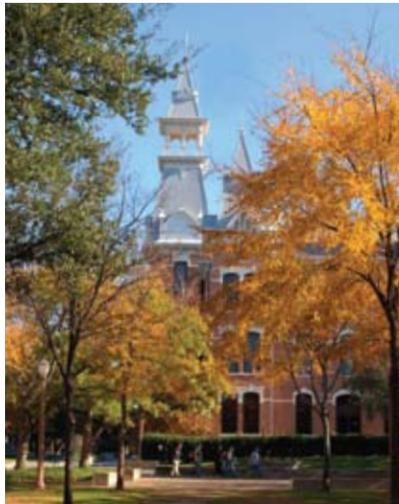
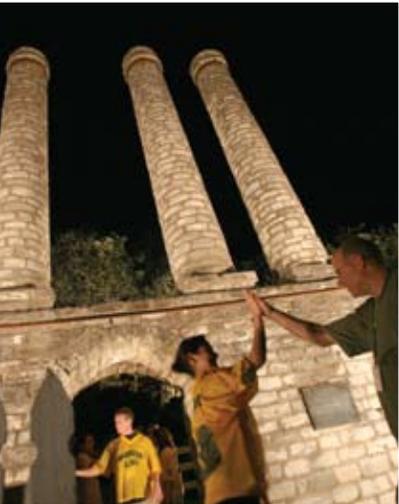
Baylor also has won a combined 34 Big 12 regular season (21) and tournament (13) championships, which surpasses the 29 titles (26 regular season and three tournament) earned in 81 years of Southwest Conference membership. From 2004 to 2009, only one conference competitor has earned more Big 12 championships than Baylor.

### **XI: Emphasize global education**

The number of Baylor's international programs has increased from 50 programs in 2002 to 64 programs in 2008, providing faculty and students with expanded study abroad opportunities. While the events of Sept. 11, 2001, impacted the number of international students on campus, the percentage has risen to nearly 4 percent of the undergraduate population.

### **XII: Achieve a \$2 billion endowment**

The market value of the University endowment has seen significant growth during recent years and was at \$1.06 billion as of May 31, 2008. A successful comprehensive fund raising campaign with heavy emphasis on gifts earmarked for endowment will further advance this goal.



## BAYLOR HISTORY

Chartered by the Republic of Texas in 1845 through the efforts of Baptist pioneers, Baylor is the oldest continuously operating university in Texas. William M. Tryon, R.E.B. Baylor and James Huckins are credited as the university's founders. Tryon, a missionary appointee of the American Baptist Home Mission Society, came to Texas in 1841. Baylor, who became a Christian in 1839 at age 46, received his license to preach and emigrated to Texas, was judge of the third judicial district and a member of the Texas Supreme Court. Huckins, the first missionary to Texas from the American Baptist Home Mission Society, was considered the mastermind of the Texas Baptist Education Society.

In December 1844, Tryon and Baylor prepared the petition for charter of a Baptist university. Several names for the university were proposed, but eventually Baylor agreed to allow his name to be used. Soon thereafter, it was approved by the Texas Legislature, and the charter was signed February 1, 1845, by Anson Jones, president of the Republic.

Classes began in May 1846 in a small wooden building on a hillside in Independence, Texas. The first president, the Rev. Henry Lee Graves, was succeeded in 1851 by the Rev. Rufus C. Burleson. During Burleson's 10-year tenure, the university operated male and female departments housed on separate campuses a mile or so apart. Burleson resigned in 1861 to become president of the fledgling Waco Classical School, later Waco University. In 1866 Baylor University's female department received a separate charter to become the Baylor Female College, now known as Mary Hardin-Baylor University in Belton.

As Texas' Baptist denomination spread, other Baptist colleges and academies were established, competing with Baylor for students and financial support. Population shifts, economic and sociological changes made Baylor's operation at Independence increasingly difficult. Efforts to unite competing Baptist organizations and establish one central university succeeded in 1886, when the Baptist General Association and the Baptist State Convention consolidated, forming the Baptist General Convention of Texas. That same year, Baylor and Waco universities unified to become Baylor University at Waco.



Mark Hurd

Drayton McLane Jr.

Angela Kinsey

Mike Singletary

Priscilla Owen

Joseph Cao

## ABOUT OUR ALUMNI

With more than 1,900 graduates in the May 2009 commencement services, Baylor has over 115,000 living alumni. A few of our notable former students include:

### MEDAL OF HONOR RECIPIENTS

- Jack Lummus
- John R. Kane

### ARTS AND ENTERTAINMENT

- David Burrows - film and television producer, director and writer
- Phil Driscoll - Grammy-winning trumpet player
- Jeff Dunham - award-winning ventriloquist and comedian
- Angela Kinsey - actress on the television series, *The Office*
- Kevin Reynolds - director of "Fandango", *Robin Hood: Prince of Thieves*, *Waterworld* and *The Count of Monte Cristo*
- Steven Stucky - recipient of the 2005 Pulitzer Prize for Music
- Trey Wingo - host of ESPN's "NFL Live" and NCAA Women's Basketball Tournament

### BUSINESS

- John Baugh - founder and former CEO of Sysco Corporation
- Ed Crenshaw - President of Publix Supermarkets, Inc.
- Paul Foster - President and CEO of Western Refining
- Mark Hurd - President and CEO of Hewlett-Packard Corp.
- Gary Keller - Co-founder and chairman of Keller Williams Realty International
- Marjorie Scardino - first woman to head a top 100 firm on the London Stock Exchange
- Bob R. Simpson - co-founder, chairman, and CEO of XTO Energy, a Fortune 500 company

- Jerry Clements - named one of the "50 Most Influential Women in Law" in America by the *National Law Journal*
- Drayton McLane Jr. - chairman of Houston Astros Baseball Club and McLane Group, L.P.
- Frank Newport - editor-in-chief of The Gallup Poll
- Hal C. Wingo - former senior editor of *LIFE* magazine and a founder of *People* magazine

### POLITICAL AND JUDICIAL

- Former Governors of Texas:
  - Sul Ross
  - Pat Morris Neff (*later president of the University*)
  - Price Daniel
  - Mark White
  - Ann Richards
- James B. Adams - Texas legislator, and former director of the Federal Bureau of Investigation
- Bob Bullock - Lieutenant Governor, State Comptroller of Public Accounts, Secretary of State, State Representative
- Joseph Cao - Republican representative of Louisiana's 2nd District and the first Vietnamese-American to serve in Congress
- Tom Connally - represented Texas in U.S. Senate from 1929-1953
- Bill Daniel - former Governor of Guam and Democratic member of the Texas House of Representatives
- Sam B. Hall - former Congressman and federal judge
- Ernest Istook - former Congressman from Oklahoma's 5th Congressional District
- Leon Jaworski (Baylor Law School) - special prosecutor

during the Watergate scandal and one of the first partners of the major international law firm Fulbright & Jaworski

- Priscilla Owen - Judge, United States Court of Appeals, 5th Circuit
- Tom Phillips - Chief Justice of Texas Supreme Court (1988-2004)
- William S. Sessions - former director of the Federal Bureau of Investigation (1987 - 1993)

### ATHLETES

- Jason Smith, 2nd pick overall in 2009 NFL draft by St. Louis Rams
- Aaron Miller, 36th pick overall in the 2009 MLB draft by the Los Angeles Dodgers
- Olympic gold medalists Michael Johnson and Jeremy Wariner
- Mike Singletary - NFL Hall of Famer and current NFL head coach, San Francisco
- 2007 NBA Finals participants David Wesley, guard, and Melvin Hunt, assistant coach, both with Cleveland Cavaliers
- Aundre "Hot Shot" Branch - member of the Harlem Globetrotters
- 2007 NFL Super Bowl XLI participants Fred Miller, Chicago Bears tackle, and Justin Snow, Indianapolis Colts deep snapper
- MLB players include Kip Wells, Washington Nationals pitcher; Jason Jennings, Texas Rangers pitcher; David Murphy, Texas Rangers outfielder; and Kelly Shoppach, Cleveland Indians catcher
- Sophia Young - All-Star forward for the San Antonio Silver Stars of the WNBA



**BAYLOR**  
UNIVERSITY

All correspondence and inquiries regarding the search should be sent to Baylor's Presidential search consultant:

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