



Imperative IX

Enhance involvement of the entire Baylor family.

Executive Summary

“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.”

(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 all served to keep constituents informed about activities and events in their geographical area. (p. 3)

(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. (pp. 4-14)

(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. (pp. 14-15)

Further Detail

(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 and well regarded 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 is also making use of unique 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 also served as a forum for both the Baylor Business Network, and for general Baylor University alumni group participants. There are currently 2,184 unique members in the BBN LinkedIn group, as well as 4,897 members of the Baylor University Alumni group. Both groups are jointly owned and moderated by alumni volunteers and the Network. Both serve as event notification sites and job boards.

- **Baylor Event Services (BES)**

In an effort to streamline all university conference & event requests, and to increase the effectiveness and efficiency of the event 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 wing 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. Systems include options to pickup/drop-off equipment, have equipment delivered and set up, or have equipment completely operated by the BES team.

BES's new Communications wing supports every event with printing, email communications, RSVPs, and specialized marketing when the Marketing and Communications division must be focused on larger university needs. This partnership has enabled expanded communications services for all events and helps to create consistency with any Baylor messaging related to events.

(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 of time, the Marketing and Communications Division led the university's public communications and public relations response to the impending challenge.

- Developed the Baylor Nation brand as a rallying cry for Baylor faculty, staff, students, alumni, and friends.
- Developed and evolved a Baylor Nation web site as a place for all to find news from Baylor and the news media about the emerging situation. The Baylor Nation web site 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 call the Baylor Nation to action on behalf of the University.
- Held two news conferences and media conference calls with President Starr, Director of Athletics, Ian McCaw and Regent Emeritus Drayton MacLean, 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, as well. 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 Chronicle* 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 Communication 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 over 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.
- Further, the Rise Up video campaign motivated Baylor alum and Christian Musician David Crowder to write and record an original song, *Rise Up*. The song was featured at the home games and 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 over 70,000 times. The song has subsequently been leased by Mr. Crowder to ESPN and Fox television.
- Baylor Media Communications pitched David 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 *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:

	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
***All numbers reflect prospective student attendance only.			

Baylor Event Services hosts a myriad of summer programs in June and July each year that bring 7500 to 12,000 youth and prospective students to campus. A primary goal of these summer programs 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 and 12 were transfer students.
- More than five percent of the first-year class reported that they had attended a summer program at Baylor before they applied 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 utilized 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, 1st Call to Prayer group gatherings, leadership meetings and Bear Care packaging parties.
- A university calendar 'Just for Parents' was mailed to 12,081 parent households on August 26, 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: January 22, March 25, April 21, August 30, October 11, November 12 and December 14.
- 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.
- More than 1400 emails and telephone calls to the Parents' Helpline were received and responded to.

- **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 scheme and deployed that mark 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 & students) in December 2010.
- Distributed the annual university Christmas eCard to 95,657 unique email addresses (faculty, staff, alumni & students) in December of 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. Every 8 to 10 days, a selection of posts is compiled and proactively sent to over 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 over 125,000 homes. Throughout the year, stories supporting the initiatives of the University and priorities of alumni are covered in features and news stories in the magazine. Class Notes, a special section of the magazine sharing news from and about alumni, was introduced in fall '09 has become one of the most read sections of the magazine. A special issue of the magazine 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. Assistance with the printed parade program, video used in new venues and other tools supported the students' desire to increase the professionalism of the events. 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 on Aug. 2, 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 pre-game radio show. During an awards dinner, each recipient was featured in a video montage also produced by marketing and communication. 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%) alumni are proud to be graduates of Baylor. About 90% believe Baylor is among the best or better than other colleges and universities and 82% 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 Years named by the Baylor Parents League and Baylor Lawyer of the Year named by Baylor Law School.
- On behalf of the President and Provost, 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 (November 2010 "Reflection," December 2010-April 2011 "Community Input") 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, we continued to offer focused Network events and expanded the way we 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 our "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 Mike Singletary and NASA Astronaut Dr. John Olivas in Houston and Texas Ranger Owner Chuck Greenberg and Drayton McLane in Ft. Worth. Austin hosted all Baylor graduates who serve in the Texas Legislature, as well as Jody Conradt, former coach at UT. Dallas continued its monthly meetings and an annual golf tournament. As a result of its sponsorship program and the golf tournament they now have \$53,000 in the BBN-Dallas Endowed Scholarship fund and have 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 "Bear 2 Bear" breakfast is held in Houston for job search networking. Many one-on-one "Bear 2 Bear" 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 hosted Dr. Truell Hyde May 26, 2010 and Larry Groth, Waco City Manager February 24, 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 all opportunities for our constituents who are knowledgeable about Baylor to engage, build connections and contribute to the success of Baylor through our athletic programs. We are currently working 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 any number of 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 also been made to ensure a full and robust partnership with the Department 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 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. Over 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.
- Between June 1, 2009 and May 31, 2010, the 13 **Baylor Women's Network** groups offered even more of 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 hosted 96 events, compared to 61 in fiscal 2009, with 2802 attending.

- **Central Texas Community**

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

- In April 2010 Baylor hosted the Central Texas Tailgate event at the Baylor Ballpark. 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 the annual Willow Creek Leadership Summit on Baylor's campus and hosted 300 attendees from a variety of community and church organizations and faculty and staff. Participants from around the region received reduced price admission to the summit because of Baylor's participation.
- In September 2010, Baylor hosted, along with Highland, Columbus Avenue, and First Woodway Baptist Churches, the third annual Waco Community Hymn Sing at the Baylor Ferrell Center, featuring special guests 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 nine Baylor choirs and 40 area-churches along with the Baylor Symphony Orchestra and had more than 3,000 attendees. Baylor Community Relations and Marketing Communications assisted 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 university from around the country came to visit with 850 central Texas high school students.

Community Relations partnered with the Office of Admissions to develop 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 effort to broaden our reach to the local Hispanic Community.

- Throughout 2010, Baylor University has been involved with the Education Alliance and an integral part in the planning team of the Greater Waco Education Alliance Summit, assisting in marketing and outreach efforts, overall Summit planning, and Alliance Board Development.
- In October, Baylor was honored as Corporate Partner of the Year by the Cen-Tex African American Chamber of Commerce, recognizing, in particular, the work of Baylor's 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 educational institution, a growing comprehensive research university and a valuable and collaborative member of the Waco community.
- Hosted 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 be a part of events where Baptists gathered:

- Cooperative Baptist Fellowship met this year in Charlotte, NC 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, TX 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 a tremendous opportunity to showcase the University to the more than 4,000 in attendance. Meeting every 5 years, the BWA brings Baptist 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 get and keep racially diverse membership on CNN and in Urban Christian News and Austin American-Statesman.

- Burgeoning topic of animals/religion/ethics at universities and Baylor's Engaged Learning Group on the topic in the Washington Post, Inside Higher Education and USA TODAY.
- Baylor Institute for Studies of Religion Conference of World Christianity in the Baptist Standard.
- Baylor Parents League "First Call to Prayer," Christmas on Fifth 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 at Baylor's Mayborn Museum.
- "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's Spiritual Life department, and the BGCT's Missions, Evangelism, and Ministry division to attract the annual Congreso event to Baylor's campus for the third year in a row. Congreso is the largest annual gathering of Hispanic Baptist students in North America and brings over 5,000 teens and young adults to Baylor's Ferrell Center for worship, preaching, and small group training.

- **Higher Education Community of Institutions**

Marketing and Communications highlighted the inauguration of new president Ken Starr.

- An advertising initiative was planned and launched to share news of the Inauguration of Ken Starr 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 the President's arrival.
- A large number of higher education institutions were invited to send representatives to participate in the Inauguration of President Ken Starr. In all, about 125 representatives of higher education organizations participated in the installation ceremony of Ken Starr.

Baylor Media Communications took the lead in introducing Baylor President Ken Starr to Baylor constituents and other audiences locally, statewide and nationally through strategic use of media.

- On June 1, 2010, President Starr's first day at Baylor, Baylor Media Communications organized a news conference for the president to meet with local media, with stories resulting in 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 the news conference.
- 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: July 9, 2010, Fort Worth Rotary Club speech, covered by the Fort Worth Star-Telegram; July 25, 2010, Amarillo Send-off Party, covered by KVII-TV, KAMR-TV and Amarillo Globe-News; Aug. 1, 2010, Washington, D.C., Send-off Party, pitched to Washington Post and D.C.-area TV news stations; Aug. 12, 2010, San Antonio Send-off Party, covered by KSAT-TV and WOAI-AM; Sept. 24, 2010, Tyler Green Acres Baptist Church breakfast, covered by KETK-TV; Oct. 12, 2010, Dallas Bar Association Philbin Awards, covered by the Dallas Morning News and KDFW-TV; and Nov. 15, 2010, 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 get to know President Starr as a leader in higher education and as a Constitutional scholar: August 2010, Q&A, The Wacoan; October 2010, Waco Today feature on Baylor First Lady Alice Starr; July 8, 2010, KRZI-AM, live interview Baylor's flagship radio station about the Big 12 and the Rise Up campaign; July 7, 2010, KRLD-AM Dallas, live interview on the Scott Braddock Show about the Supreme Court nomination of Elena Kagan; Aug. 6, 2010, The Wall Street Journal, article about the Supreme Court nomination of Elena Kagan; Aug. 18, 2010, FOX News Channel, live TV interview on the Greta Van Susteren Show about immigration and citizenship issues in SB 1070; Sept. 3, 2010, Baptist Standard, Q&A; October 2010, Texas Monthly, "Object Lesson feature on the objects found in the president's study; Dec. 9, 2010, KTRH-AM, Houston, interview on the 10th anniversary of the Florida presidential ballot recount, and Dec. 31, 2010, 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. Communicated directly through email to inform all 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 all local media, Baptist Standard, KCBI-FM (Dallas), Houston Chronicle and Associated Press. They provided reporters with 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), KTEN-TV (Sherman-Denison/Ardmore, OK), KSWO-TV (Lawton, OK/Wichita Falls), KLTV-TV (Tyler/Longview), KRIS-TV (Corpus Christi), KJTV (Lubbock) and KALB-TV (Alexandria, LA).

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 Ken Starr, to transform from a regional Baptist school to world-class - but still 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 the popular national overnight radio program, "Coast to Coast America."
- 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 (UK) Web MD, AOL Health, Yahoo! News, Medicine.net and Orange County (CA) Register.
- 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 web site 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 web site 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 just over \$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 web site, averaging just under 170,000 page views per month through the fall.
- Working with the Executive Vice President and Provost launched the strategic planning initiative. This included creating a specially built web site to support the effort. Utilized Baylor News to support the launch of the initiative and ongoing content will encourage participation at various stages of the initiative.
- Produced a special edition of Baylor News in advance of the Inauguration of Judge 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 since its founding and shared a schedule of events to which all faculty and staff were invited.
- The Presidential Symposium Series was launched with the Inauguration of Judge Starr and hosted four events on campus in 2010. Four additional speakers will speak on campus throughout the spring. Printed invitations and advertisements promote the speakers' 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 web site, 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.

(3) Strengthen and focus recruiting efforts to introduce a wider audience to the University at a younger age through the effective use of campus facilities.

- **General use of facilities for camps, conferences and meetings**

Baylor's 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 1700 and vary in program areas focusing on academics, athletics, leadership, study/research, and Christian worship. Any available housing space and facility spaces allowed 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 hosts the Region II, 5-A University Interscholastic League (UIL) Regional Meet each spring. This meet brings nearly 2,000 of Texas' elite academic and athletic high school

students to campus for regional competition. The step following their visit to Baylor is the UIL state competition in Austin.

Waco Hall is a unique venue on campus and in Waco and because of its size is used specifically for recruiting prospective students during events such as Fall, Winter, and Spring Premier. Major student life programming occurs in Waco Hall throughout the year and on an annual basis through Welcome Week, Orientation, After Dark, Pigskin, Homecoming events, numerous Greek and multicultural events, and Chapel services. Additionally, many departmental and community events and meetings are held in Waco Hall; guest lectures, worship services, alumni events, civic performances, and high school commencements.