



IX IMPERATIVE

Enhance involvement of the
entire Baylor family

I HAND THE TORCH



IMPERATIVE

Enhance involvement of the entire
Baylor family



TO INVOLVE THE ENTIRE RANGE OF GROUPS with ties to the University in meaningful relationships with Baylor, we will use emerging technologies to facilitate increased on- and off-campus events, conferences and outreach programs not only for students, faculty and staff, but also for key off-campus constituent groups. Included in the groups with whom Baylor will interact on a regular and concerted basis are prospective students and their parents, alumni, the Central Texas community, Baptists and other Christians, government and other regulatory bodies and members of the higher education community of institutions. Baylor will strengthen and focus its recruiting efforts to introduce a wider audience to the University at a younger age through the effective use of campus facilities.

PROGRESS SUMMARY

IMPERATIVE GOALS

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

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

Both the Marketing and Communications and Constituent Engagement divisions utilized the Web, mobile Web, Twitter and Facebook to consistently communicate information about news, events and programs of interest to on- and off-campus constituents. Electronic communication highlights for 2011 included development of Baylor’s new strategic plan, preservation of the Big 12 conference, promotion of Baylor’s Heisman Trophy winner and the President’s Scholarship Initiative.

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, which employs a full range of communications tools – electronic, video, print, earned and paid media channels – to accomplish their objectives. The Constituent Engagement division, begun in 2011, integrated the Parents League, Baylor Network and Governmental Relations to coordinate the University’s outreach efforts.

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

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

PROGRESS IN DEPTH

GOAL 1

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

Marketing and Communications

In support of this goal, in 2011 the Marketing and Communications division:

- Maintained a strategic planning website on behalf of the President and Provost, and communicated directly through email to keep all Baylor constituents, including alumni, updated on and engaged in the development of the University’s new strategic plan.
- 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 the Big 12 Conference.
- Developed and executed a comprehensive communications plan to celebrate and realize the benefits of continued athletic success with special emphasis on the Heisman.
- Developed and/or continued initiatives to promote giving (“Extraordinary Stories”, “Will You Rise Up Again?” and “10 for TEN”) in addition to giving opportunities connected with regular email communications.

- Provided communications leadership to the annual Homecoming celebration including a website, Facebook efforts, *Baylor Magazine*, Baylor Proud, video, photography and a wide range of tools and mechanisms.
- Partnered with numerous academic units to bolster recruitment, retention and promotion efforts.
- Continued and extended the Baylor Alumni brand via print, Web, social media, video and earned media.
- Finalized and formalized the University Graphic Standards and launched a website in support of those standards.
- Created a broad range of short videos highlighting a wide range of topics titled “@Baylor,” which reached a wide range of constituencies both through electronic media and in-venue locales.

Baylor Network

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

In fall 2011, the Baylor Network began launching 25 general Baylor Alumni Network Facebook groups targeting our emerging market cities (areas with a growing population of Baylor alumni). This will allow the Network to engage Baylor alumni in these places. The facilitation of communication between Baylor and our alumni in these cities (not to mention the communication among the alumni themselves) will deepen, creating a surge of interest and participation in Baylor events in those places.

LinkedIn has served as a forum for both the Baylor Business Network and for general Baylor University alumni group participants. Both groups are jointly 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 and event requests and to increase the effectiveness and efficiency of the event planning related to those events, Baylor Event Services continues to enhance its current 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 group supports events with printing, email communications, RSVPs and specialized event marketing. This partnership has enabled expanded communications services for all events and helps to create consistency with all Baylor messaging related to events.

GOAL 2

Included in the groups with whom Baylor will interact on a regular and concerted basis are prospective students and their parents, alumni, the Central Texas community, Baptists and other Christians, government and other regulatory bodies and members of the higher education community of institutions.

Baylor Nation

Marketing and Communications developed a virtual community of supporters called "Baylor Nation," a target group of Baylor faithful who are prepared to take action on behalf of the University. Baylor Nation is called into action via a website through which the University shares information and invites support. During late summer 2011, 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) re-emerged. Working around the clock during an intense two-month period of time, the Marketing and Communications division led the University's communications and public relations response to the impending challenge. The division:

- Transformed and evolved the Baylor Nation website as a place for all to find news from Baylor and the news media about the emerging situation and to convey Baylor's messages throughout the crisis. The Baylor Nation website was updated and expanded daily to tell a persuasive story.
- Utilized social media, especially Facebook (both original posts and paid ads), to broaden the reach and to convey 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.
- Commissioned original research on public reaction to the threatened conference changes and published the results as "Conference Realignment Poll." The research was frequently cited by media outlets and helped inform decision makers, including ESPN, *The Wall Street Journal's* sports report "The Daily Fix," *Des Moines Register*, *Fort Worth Star-Telegram*, *The Dallas Morning News*, CBSsports.com and the Waco media market.
- Highlighted the economic importance of the Big 12 in the affected states in a print ad authored and signed by key business leaders. The ad ran in Oklahoma City, Tulsa, Dallas, Fort Worth, Houston, Austin, San Antonio and Waco.
- Placed guest columns by President Ken Starr in *USA Today*, the *Waco Tribune-Herald*, *Austin American Statesman* and *The Houston Chronicle* and facilitated stories in the Waco media market and statewide about the future of the Big 12 and the potential financial impact of a change in conference alignment to Baylor and Waco.

- Called Baylor Nation to support the “10 for TEN” campaign and our Alamo Bowl appearance and victory. Baylor Nation also helped celebrate Baylor’s first Heisman Trophy winner.
- Developed a paid advertising strategy that blended the celebration of a great student athlete and a University committed to producing excellent students and leaders in all fields. Ran print ads in *The New York Times*, *Sports Illustrated*, *ESPN the Magazine* and the Alamo Bowl game day program. Electronic billboards were illuminated within minutes after the win along major thoroughfares in Houston, Dallas and San Antonio and additional vinyl boards went up within 5 days in Austin and Waco. Electronic ads were placed on a broad mix of national websites such as SI.Com and Yahoo Sports and the University’s websites were transformed to support the theme “Developing Leaders...and Heisman Trophy Winners.”

Prospective Students

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

Event	2008-2009	2009-2010	2010-2011
Daily Tours	9,287	11,052	17,990
Premieres (Fall, Winter, & Spring)	3,961	3,365	2,891*
Invitation to Excellence	96	412	623
Know Where You’re Going	355	182	281
*Winter Premiere was cancelled due to weather. All numbers reflect prospective student attendance only.			

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

- The fall 2011 class is the third 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 2011 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.

- This year, a new site was launched to support Admissions and Campus Visits. When coupled with goBAYLOR, prospective students can quickly seek information and submit application for consideration.
- For the fall 2011 class a special Facebook page (GoBAYLOR 2011) 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, 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.
- This year, the President (via the Admissions Office), extended Christmas greetings to our database of prospective students (almost 80,000 students).
- The division also planned for and developed print materials to support the visit event experience for high achieving students (Invitation to Excellence), 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.
- In the realm of mobile Web technologies, a mobile version of Move2BU was created to facilitate the transition of new students from their permanent homes into their new homes at Baylor.
- An “Alumni WOW” video was created to feature notable Baylor alumni. This product has been used in recruitment events, including Premiere.

Parents of Students

The Parents League organized numerous programs and activities designed to connect Baylor parents with the campus community.

- The Parents League co-hosted a dinner for parents of incoming freshmen and transfer students with Student Life each evening of summer orientation. More than 2,643 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 61 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 2011 involving more than 3,000 incoming and returning students and their parents, alumni and friends of the University.
- In addition to the 61 Student Send-Off Parties, more than 278 Parents League-sponsored events and meetings were held, involving more than 2,550 parents and students. These events included chapter meetings, 1st Call to Prayer group gatherings, leadership meetings and Bear Care packaging parties, as well as watch parties and parents night out.
- A University calendar 'Just for Parents' was mailed to more than 12,000 parent households in August.
- Parents Weekend (Sept. 23-24) activities included a leadership/volunteer appreciation breakfast attended by more than 90 parents and recognition of Holly and Darius DiTallo as Parents of the Year.
- Five editions of *Perspectives*, the Parents League newsletter was sent to the parents for whom the University has email addresses.
- The Parents Fund received \$147,634 in gifts and pledges from parents of current students in fiscal year 2011. The Student Emergency Fund provided 119 students with awards totaling \$52,638.
- More than 1,400 emails and telephone calls to the Parents Helpline were handled.



Alumni

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

- Continued to deploy the “Baylor Alumni” identity scheme and deployed that mark onto key Web resources, social media platforms, print materials and advertising.
- Continued to manage the 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. *Baylor Magazine* was moved into the Web architecture of this site so that alumni and other constituents could easily access the magazine’s content.
- Developed and distributed the annual Baylor Proud Christmas eCard to more than 90,000 unique email addresses (faculty, staff, alumni and students) in December 2011.
- Developed and distributed the annual University Christmas eCard from President Starr to 100,565 unique email addresses (faculty, staff, alumni and students) in December 2011.
- Continued to enhance and use the Official Facebook Page for Baylor University. The page’s fan base grew from 43,000 in December 2010 to 71,000 in December 2011.
- 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 35,000 guests.
- *Baylor Magazine*, the quarterly magazine of the University, is distributed to more than 125,000

homes. Throughout the year, stories supporting the initiatives of the University and priorities of alumni are covered in features and news stories in the magazine. The December 2011 issue was adjusted in production to support the celebration of the Heisman Trophy victory and share details about the forthcoming Strategic Plan.

- Homecoming 2011 brought new opportunities for alumni outreach and communication. 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 event ticket availability and purchase. New this year was the introduction of the Baylor Alumni Network’s Homecoming tradition, the Reunion Alumni Buffet Receptions. The division used a range of media to support promotion, registration and venue pageantry for the event.
- The annual Meritorious Achievement Awards were given at Homecoming 2011. 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. During an awards dinner, each recipient was featured in a video montage also produced by Marketing and Communication.
- Placed news stories about the Strategic Planning Process, Parents of the Year, Meritorious Award recipients and Founders Medal honorees in local, national and Christian media.
- Worked closely with Constituent Engagement on the home football game tailgate events. From venue signage to electronic and print promotion.

The Baylor Network continued to strengthen its reputation in cities with the highest concentration of alumni, parents and friends having a business interest. More than 80 events were hosted featuring outstanding business leaders.

- In Houston, the **Baylor Business Network (BBN)** featured Larry Heard, president/CEO Transwestern; Mark McCollum, EVP/CFO Halliburton, and Alex Brennan-Martin, Brennan's in Houston. To further serve the needs of our Houston constituents, the BBN started a business group in the Sugar Land area. In Ft. Worth, speakers were economist Ray Perryman; Wes Yeary, Baylor sports chaplain; Ian McCaw, Baylor athletics director and Bill Lively, the president of the host committee for Super Bowl XLV. Austin hosted all Baylor graduates who serve in the Texas Legislature, as well as Bill Anderson, VP for HEB, and Todd Patulski, deputy athletics director for Baylor. San Antonio featured Major General David Rubenstein of Fort Hood. Dallas continues its monthly meetings and an annual golf tournament. As a result of its sponsorship program, with 16 sponsors this year, and the golf tournament, Bill Dube inducted the BBN of Dallas into the Endowed Scholarship Society at the October meeting. BBN-Dallas also contributed an additional \$5,000 to bring the total contributions to the Excellence Fund of the Hankamer School of Business to \$150,000. The Business Network hosted the Hankamer Senior Student Appreciation Banquet again in 2011 and provided speakers each semester for students in BUS 1301. Another project of BBN-Dallas is to blanket the city with Baylor emblems and make them available to all first-time attendees in order to increase the visibility of Baylor. More than 400 emblems have been distributed. Speakers in Dallas included Dr. Ken Blanchard, well-known author in leadership and management; President Starr; Temple Weiss, EVP/CFO of LaQuinta; Micheal Williams, CEO of 3i Construction; and Grant Teaff, executive director of American Football Coaches. In addition, the Baylor Business Network arranges

for networking among members through Bear 2 Bear activities in both Dallas and Houston.

- **Engineering and Computer Science Network** held meetings featuring prominent Waco leaders and Baylor professors along with Baylor students who informed the local Baylor ECS alums about events in the area. Most notably the Engineering/Computer Science Alumni hosted Baylor professor Ken Van Treuren and local business leader Lauren Dryer of SpaceX, Inc.
- **The Future Alumni Network (FAN)** coordinates existing elements within the Baylor Network and the Baylor Student Experience. FAN serves as the transition vehicle from students to alumni who are knowledgeable about Baylor, see their connection with Baylor and other Baylor constituents as meaningful and find any number of ways to contribute to the success of both.
 - We have seen the positive outcomes of the Future Alumni Network through our presence at Bear Fair, Student Foundation's Bearathon, Diadeloso and other on-campus events. We had the opportunity to engage and distribute the brand of the Baylor Alumni Network to over 1,200 Baylor students. Through the presence that is being established, many new relationships have been fostered with other campus organizations that share the same vision and desired outcomes that the Future Alumni Network promotes. We are currently building a Student Advisory Committee that will help identify and personalize our initiatives with Baylor students.
 - Another exciting aspect of the FAN program is its role in establishing new campus traditions that speak directly to our students in preparation for Baylor alumni life. The Senior Road Trip to Independence with President Starr proved to be a meaningful opportunity for our graduating seniors, as well as a symbolic transition from student to alumni life. Ninety-eight students attended the inaugural trip in May 2011.

- **The Baylor Sports Network** coordinated and participated in several events in the Central Texas/Waco area. The Kickoff Dinner, Hall of Honor Dinner, Home Tailgates, the highly successful March of the Bears, National Signing Day event, Equestrian Dinner and Basketball Recognition Dinner were opportunities for our constituents who are knowledgeable about Baylor to engage and build connections and contribute to the success of Baylor through our athletic programs. Efforts were made to create constituent synergy around track and field events. The Sports Network has implemented a number of ways in which to engage students, including the further 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 also have 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 2011. One significant addition was the beginning of connecting global constituents via Facebook groups. The continued increase in the number of our constituents pursuing careers and ministry opportunities outside the U.S., particularly among young graduates, has made it imperative that we ramp up our ways to communicate with them electronically in a dynamic fashion. Also, the ability to quickly reach constituents in response to such global crises as the tsunami in Japan in March 2011, enabled the Global Network to provide both communication response – i.e., reaching people feared lost, etc. –

and the promise of meaningful prayer assistance worldwide. 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 MBA, i5 Program, School of Engineering and others, in connecting international programs with volunteer global partners. Representation on the Advisory Board for the Global Living and Learning Center provided continued opportunities to stay associated with international students and others interested in global careers. The Global Network partnered with other campus offices to form the first Global Impact Roundtable in 2010, culminating in an extensive document that provided input for the University's Strategic Planning Process.

- Diadeloso Texas was held again at SeaWorld Texas in San Antonio. The statewide effort brings the Baylor family together for one large, family-oriented event. More than 750 attended.
- Singspiration 2011 saw another overflow crowd at Seventh and James Baptist Church to experience this time-honored tradition. This year's Homecoming event once again focused on the fine tradition of music at Baylor, honoring Baylor choral legends, Dr. Dick Baker, Dr. Euell Porter, Dr. Robert Young and Dr. Hugh Sanders. The evening included performances by a combined Baylor School of Music choir, BRH Choir and the Alumni Choir.
- During the 2010-2011 year, the 13 **Baylor Women's Network** groups throughout the country continued to grow the variety of their events. Desiring to be inclusive of different alumni interests, the women offered "how to" and marketplace type events. All gatherings were coupled with philanthropic opportunities for service, sponsorship of events and financial giving to student scholarship funds. The groups hosted 113 events, with 4,207 attending.

Central Texas Community

The Marketing and Communications division helped promote a number of activities to engage the Central Texas community:

- In April 2011 and March 2012, Baylor held 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.
- News stories in the Waco and Central Texas media market drew attention to several Baylor programs impacting the Central Texas community, such as:
 - A new childcare program at Baylor University Piper Center for Family Studies and Child Development, designed to merge and benefit special-needs children and typically developing youngsters.
 - The People's Law School, a one-day, free event at Baylor Law School designed to make the law user friendly and to educate members of the community about their legal rights.
 - Baylor's environmental progress, since establishing sustainability initiatives in 2007.
 - A Tribute to Fallen Heroes ceremony held on Baylor campus in observance of the 10th anniversary of the Sept. 11, 2001, terrorist attacks.
- Staff worked collaboratively with the School of Social Work to promote the Texas Hunger Initiative, a major research-driven effort to combat hunger in Texas, through an upgraded website and outreach through media channels. This project has attracted national attention.
- Throughout its 167 years, Baylor has played a major role in the history of Texas. To support the University's governmental relations efforts, a display highlighting these contributions in areas from service, to research, to business was designed and exhibited for a week in the state capital. A reception was also held in the display corridor.

- The move of Baylor School of Social Work to downtown Waco gave Baylor an opportunity to illustrate its commitment to the community in a tangible way. A large lighted sign was designed in cooperation with facilities services to place on the building. It serves as a strong illustration of the Baylor-Waco partnership.

Baptists and Other Christians

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

- The Cooperative Baptist Fellowship met this year in Tampa, Fla., 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 October in Amarillo, Texas, where more than 1,700 gathered. The Baylor exhibit at this location offered 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.
- In November, Baylor hosted the 60th Anniversary of Word Records. Event promotion, media promotion/coverage and on-site participation highlighted this historic event.
- In recognition of the longstanding partnership between Baylor and the BGCT, a special insert section was produced for the convention issue of the Baptist Standard. The insert carried stories about the historical ties and modern-day partnerships between the two entities.

Marketing and Communications placed news stories about Baylor research that would be particular interest to Baptists and other Christians.

- Research by sociologists in the third wave of the Baylor Religion Survey, a random sampling of more than 1,700 adults conducted for Baylor by the Gallup Organization, was promoted by the Marketing and Communications division. As a result, the survey received more than 100 major placements in worldwide newspaper and television media, including *USA TODAY*, *The Huffington Post*, *Christianity Today*, *Religion News Service*, *The Washington Post*, *Houston Chronicle*, *Milwaukee Journal-Sentinel*, *Tampa Tribune*, *Austin American-Statesman*, the *Baptist Standard*, *CNN*, *New York Daily News*, Fox Business Network, *The Economist*, *The Tennessean*, *CNBC* and the *Christian Science Monitor*.
- Research by a Baylor sociologist finding that frequent Bible reading leads to greater concern about social justice issues was covered by *Christianity Today*, *Baptist Press*, *BeliefNet News* and the *Biblical Recorder*.

Numerous features on Baylor programs emphasizing its Christian identity were placed in denominational and religious media outlets, including:

- The Educating for Wisdom in the 21st Century conference, sponsored by Baylor's Institute for Faith and Learning, that demonstrated how Christian universities can produce wise people, not just trained workers, in the *Baptist Standard* and *Books and Culture*.
- Research into the value of short-term missions by Dr. Dennis Horton, associate professor of religion at Baylor, in the *Waco Tribune-Herald*, *Baptist Standard*, *Word & Way*, *The Alabama Baptist* and several mainstream publications.
- A new master's program at the Baylor School of Social Work designed to prepare international students to bring about change at the national level in their home countries (news organizations

followed up on the program in November following a \$3.6 million gift from Baylor parents Carl and Martha Linder to fund the initiative).

- The establishment of Baylor's Baptist Studies Center for Research that will preserve the 400-year global heritage of Baptists through a virtual depository of important Baptist documents, photographs, books and other collections.
- The Baylor-hosted Congreso, one of the largest gatherings of Hispanic students in Texas, in the *Baptist Standard* and *Waco Tribune-Herald*.
- Baylor's inclusion in the top 10 Honor Roll of Great Places to Work published by *The Chronicle of Higher Education* was featured in the *Baptist Standard*, Salem Radio Network News, *Baptist Press* and *Florida Baptist Witness*.
- The release of a draft of Baylor's new Strategic Plan, which underscores the University's desire to be known as "a national research university that resolutely embraces its Christian identity," in the *Baptist Standard*, *Associated Baptist Press* and *Waco Tribune-Herald*.
- Patients and their families from Texas Children's Hospital who were special guests of Baylor at the Texas Bowl in Houston were featured on KRIV-TV FOX 26 Morning News (Houston), the *Baptist Standard*, KWIX-TV and KCEN-TV.
- The display of an interactive Bible museum at Armstrong Browning Library in conjunction with the 400th anniversary of the King James Bible conference at Baylor, in *USA TODAY*, *The Dallas Morning News*, *Temple Daily Telegram* and *Waco Tribune-Herald*, among others.

Higher Education Community of Institutions

The Texas Equalization Grant funding was threatened during the past year's development of the Texas biennial budget. Baylor marketing joined efforts to rally forces through grass roots, Web and social media tools to draw attention to the potential impact on students.

Donors

The Marketing and Communications division:

- Created a custom event experience in San Antonio in support of donor development – particularly related to the on-campus stadium. Invitations, video, pageantry, messaging, script and program direction were provided by the marketing and communication division (working closely with our partners in event services, development, athletics and facility planning and construction.)
- Worked with University Development and the President's Office to continue support for *How Extraordinary the Stories: The President's Scholarship Initiative*. Utilized *Baylor Magazine*, the Baylor Nation website and social media to support the initiative. Supported the initiative by prominently placing "Extraordinary Stories" and links to those stories on Baylor's website and social media platforms.
- Created and distributed a video of the president's appeal, "Will You Rise Up Again?" in support of the scholarship initiative.
- Continued to promote and operate (in conjunction with ITS Internet Services and University Development) the online giving system which grew from just over \$1.4 million in 2010 to just under \$1.8 million in total online credit card donations for calendar 2011. Additionally, a mechanism was developed to support adding gifts to other transactions with the University (including Baylor Alumni Network events, Bearathon sign-up and Staff Council shirt sales).
- Supported the President's Scholarship Initiative with an advertising series in *Baylor Magazine* for the year 2011.
- Produced *What you didn't know about Baylor may inspire you!*, a special publication featuring brief stories about Baylor's diverse research initiatives for use with potential donors and research partners in targeted events or communication.

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. The faculty and staff page is consistently one of the most popular Web pages on the Baylor website. Traffic to the Web page grew from just under 170,000 page views per month in fall 2010 to over 275,000 page views per month in 2011.
- Launched the Presidential Symposium Series with the 2010 inauguration of President Starr. Three events in this series were held on campus in 2011. Printed invitations and advertisements promote the speakers' events to faculty and staff, the Central Texas community and higher education audiences.
- Provided support to "On Topic with President Ken Starr," featuring guests entrepreneur T. Boone Pickens and former Secretary of State Condoleezza Rice with printed invitations, event pageantry, advertising, Web-based information and video production support.
- Launched a mobile website for faculty and staff, including a mobile map.

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 has grown to an average of more than 250,000 page views per month and is among the highest traffic sites at Baylor.
- In partnership with Student Activities, developed and implemented a communications that encouraged current student participation in

Baylor athletic events, Diadeloso, Christmas on 5th and other Student Life events. Launched a mobile website for Students, including a mobile map and New Student Experience presence.

- In concert with Spiritual Life, commissioned a daily devotional thought to complement the Daily Verse presence on the students website.
- Assisted with the promotion and dedication of a new National Pan-Hellenic Council garden on campus.
- Collaborated with the Paul L. Foster Success Center to distribute tools to encourage sophomore student retention. Created Web and print materials for use in these efforts.

GOAL 3

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

General use of facilities for camps, conferences and meetings

Baylor's BES department works with approximately 60 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 Baylor for regional competition, prior to the UIL state competition in Austin.

Waco Hall, a distinctive venue on campus and in Waco, is an ideal location for recruiting students during events, such as Fall and Spring Premiere. 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, Waco Hall is the site for a variety of special events, meetings, lectures, high school commencements and civic performances, drawing in an audience beyond the campus community.