



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.



BAYLOR ANNUAL REPORT

IN 2002, BAYLOR EMBARKED ON AN EXCITING INITIATIVE

for the future – Baylor 2012. This vision has provided a roadmap leading to success in virtually every area of University life. Each Imperative of Baylor 2012 was designed to develop students of integrity and faith, while equipping them to reach the highest levels of academic and educational achievement.

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







Establish an environment where learning can flourish

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

PROGRESS SUMMARY

IMPERATIVE GOALS

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

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

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

We are making progress. The Great Texts Program has shown considerable growth since its initiation in 2002. Since writing and speaking are pathways to critical thinking, Baylor will develop writing- and speakingintensive courses to help students communicate with clarity, simplicity and grace.

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

PROGRESS IN DEPTH

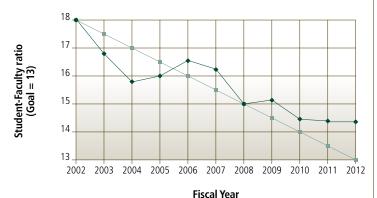
GOAL 1

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

Baylor made significant progress in lowering the student-faculty ratio, moving from 18-to-1 to 14.48-to-1. [Fig. 1.1]

For all other measures of faculty-student interaction, Baylor exceeded the 2012 goals. [Fig. 1.2, 1.3, and 1.4]

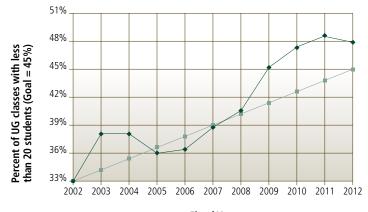
Fig. 1.1 Student-Faculty ratio



◆ Student-Faculty ratio Goal projection

Source: Institutional Research & Testing

Fig. 1.2 Undergraduate classes with less than 20 students



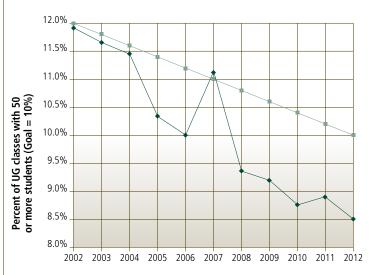
Fiscal Year

• % Classes with less than 20 students

Goal projection

Source: Institutional Research & Testing

Fig. 1.3 Undergraduate classes with 50 or more students



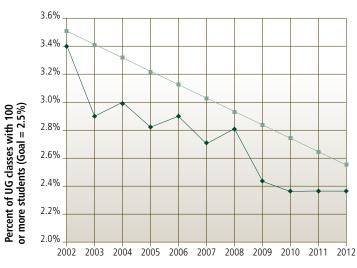
Fiscal Year

• % Classes with less than 50 students

Goal projected

Source: Institutional Research & Testing

Fig. 1.4 Undergraduate classes with 100 or more students



Fiscal Year

• % Classes with 100 or more students

Source: Institutional

Goal projection

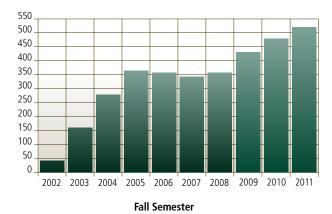
Research & Testing

GOAL 2

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

The Great Texts Program has grown from its initial offering of three sections with approximately 45 students in fall 2002 to 33 sections with 528 students in fall 2011. [Fig. 1.5]

Fig. 1.5 Number of students enrolled in Great Texts courses



Source: Institutional Research & Testing

During the last year (2011), the 10 members of the Great Texts faculty published, or had accepted for publication, 24 peer-reviewed articles and book chapters. They published 28 other articles in popular, professional and trade publications. The Great Texts faculty also made 30 scholarly presentations at academic conferences, including eight lectures at international conferences. Their members had one book (monograph) and one edited collection of articles accepted for publication. The Great Texts faculty received research grants of more than \$265,000.

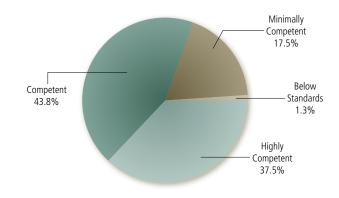
GOAL 3

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

Written and oral communication abilities of students nearing graduation are assessed in alternate years. In spring 2011, a faculty panel assessed a representative sample of 80 students' oral presentations prepared for senior-level courses across the University. [Fig. 1.6] More than 80 percent of the presentations were rated "Highly Competent" (37.5 percent) or "Competent" (43.8 percent) and an additional 17.5 percent met at least minimum standards for oral communication expected of college graduates. Less than 2 percent of the presentations assessed did not meet minimum standards.

A similar assessment of students' written communication skills occurred in 2010 and the results were reported in the *Baylor Annual Report 2011*.

Fig. 1.6 Quality of Oral Presentations, 2011









Create a truly residential campus



THE HEART OF THE BAYLOR EXPERIENCE RESTS in the communion of ideas, experiences and relationships on campus. To facilitate and energize campus life, Baylor will seek to make more desirable residence halls available so that at least 50 percent of Baylor undergraduates are living on campus by 2012. Further, we will develop walking malls along the axes of campus to enhance the total social and relational environment. To complement the physical design of the campus, Baylor will create robust student life programming to enrich the life of the University and to cultivate social skills, leadership and physical fitness; therefore, a full array of opportunities for students to develop lifelong friendships will exist.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Improve Residential Facilities

North Village and Brooks Village have been constructed during the tenure of Baylor 2012. Ten living-learning programs have been implemented. The faculty-in-residence program was initiated and has since grown to 10 faculty members residing in apartments within the residential communities. A faculty partner program has been implemented that engages 60 additional faculty within the residential communities. In addition, current residential facilities have undergone significant renovations, such as Kokernot Residence Hall and the restoration of the Memorial Chapel. At its annual Homecoming meeting in 2011, the Baylor University Board of Regents approved capital improvements, including construction that will be financed through the issuance of bonds for a new 700-bed residential complex and dining facility on the east side of campus to open in fall 2013. Further, students will have a new option for living on campus beginning in August 2012. The University Parks apartment community officially becomes part of the Campus Living & Learning operation over the summer, affording students yet another opportunity to live on campus throughout their Baylor career.

2. Increase Number of Undergraduates Living on Campus

The number and percentage of undergraduates living on campus declined between fall 2010 and fall 2011 due to increased enrollment and decreased housing capacity. As of fiscal year 2011, the total standard capacity is 4,550 beds. (Maximum capacity of 4,745 beds includes expanded occupancy beds.) Overall capacity was reduced by 68 bed spaces between fall 2010 and fall 2011 due to units being taken offline for maintenance or construction purposes and units being re-purposed to house two residents instead of four. Total fall occupancy of 4,472, represents 35.6 percent of the total undergraduate population (12,575).

3. Enhance the Social and Relational Environment

Furnishings in the Bill Daniel Student Center continue to be updated to provide inviting spaces for students. Refurbishment in the Den created additional spaces for student gatherings, student performances, internet access and new dining options. The Baylor Activities Council, Department of Student Activities, Kappa Omega Tau Fraternity,

Baylor Religious Hour Choir and Delta Sigma Theta Sorority, Inc., demonstrate the spirit of the season in their collaboration in presenting expanded activities for Christmas on 5th – an event that presents a live nativity, Christmas Tree Lighting, Christmas Marketplace, cocoa and cookies, carols, New Anthems for an Old Story, Kids' Creation Station, carriage rides, a petting zoo, pictures with Santa, live concerts by campus organizations and national performers and thematic tree displays through the Bill Daniel Student Center. Immediately after the celebration, Barfield Drawing Room is returned to its original design as a living room where students can retreat for quiet study in preparation for finals.

An area between Rena Marrs McLean Gymnasium and Marrs McLean Science Building was redeveloped during summer 2011 and became the home for the National Pan-Hellenic Council Garden. Dedicated in fall 2011, the garden honors the history and heritage of African-American fraternities and sororities. It includes seven monuments honoring the seven Baylor chapters of the Council's "Divine Nine" international Greek letter sororities and fraternities.

Baylor traditions of education and enrichment are featured elements of Baylor Line Camps and common spaces on campus continue to be made more appealing. In partnership with Academic Affairs, University 1000 has been redesigned to help nurture all students as they transition from high school to college life or as they move into the Baylor community from another college setting. After the success of a pilot study in 2010, Baylor Greeters, who provide an initial contact with each incoming student during the summer months, are encouraged to serve as the facilitator for the same group throughout University/BU 1000 groups.

PROGRESS IN DEPTH

GOAL 1

Improve residential facilities

North Village and Brooks Village

The North Village Residential Community, opened in fall 2004 to house 573 primarily upper-division men and women and three faculty-in-residence, holds seven living-learning programs: the Leadership Living-Learning Center (opened fall 2004), the Global Living-Learning Center (opened in 2008), the Engineering and Computer Science Living-Learning Center, the Outdoor Adventure Living-Learning Center, the Entrepreneurship Living-Learning Center (opened fall 2009), AFROTC Living-Learning Center (opened fall 2008) and the Fine Arts Living-Learning Center (opened fall 2010). By the 12th class day, 753 students were participating in these living-learning programs. Brooks Village, with 687 beds, opened in fall 2007. The village consists of two distinct programs: Brooks Residential College and Brooks Flats.

Kokernot Residence Hall

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

Memorial Chapel

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

Living-Learning Programs

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

More than 1,400 students reside in 10 different living-learning programs, including two residential colleges, Honors Residential College and Brooks Residential College. Additionally, Engaged Learning Groups (ELGs) are comprised of students pursuing an engaged educational topic with a team of faculty for three to four semesters. The Engaged Learning Group for fiscal year 2011 is Hispanic Families in Transition. This type of living-learning community attracts a diversity of students who find an academic home within a living-learning program. [Fig 2.1]

Fig. 2.1 Living-Learning Program enrollment, fall 2011

Living-Learning Program	Number of Students	Year Initiated
Engineering & Computer Science	262	2004
Honors Residential College	323	2004
Leadership	149	2005
Outdoor Adventure	16	2007
Brooks Residential College	364	2007
Air Force ROTC	45	2008
Global Community	55	2008
Engaged Learning Groups	52	2008
Entrepreneurship	66	2009
Fine Arts	108	2010
TOTAL	1,440	

East Village and University Parks

With the goal of enriching the Baylor experience, the Division of Student Life has embarked upon the development of the East Village. A change to the footprint of the University, this new venue will provide housing for 700 students in two communities. Further, Baylor University students will have a new option for living on campus beginning in August 2012. The University Parks apartment community will officially become part of the Campus Living & Learning operation over the summer affording students yet another opportunity to live on campus throughout their Baylor career. The gated community, which is comprised of 11 buildings of 172 apartments that will house 520 students in single bedrooms, is located within walking distance of the campus on University Parks Drive. With a workout facility, pool, hot tub and basketball and sand volleyball courts, there will be no shortage of opportunities to build community among residents.

Faculty Involvement

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

Baylor's faculty-in-residence/faculty masters for fiscal year 2011-12 include Todd Buras in the Honors Residential College in Alexander/Memorial; Ian Gravagne in North Village, Heritage House; Doug and Michele Henry in Brooks Residential College; Steven Pounders in North Village, University House; Doug Rogers in Allen/Dawson; Laine Scales in Kokernot; Julie Sweet in North Village, Texana House; and Jonathan Tran in Brooks Flats.

Faculty Partners

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

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



GOAL 2

Increase the number of undergraduates living on campus

For the first time in three years (fall 2007, 91.24 percent), overall occupancy fell below 100 percent for the opening of a fall semester. The decrease (6.1 percent) was due in part to adjustments in both the number of planned bed spaces for incoming freshmen (adjusted downward from 3,150 in November to 3,050 mid-summer) [Fig. 2.2] and a lower-than expected freshmen enrollment (3,033 incoming freshmen). The decrease in available applicants was slightly mitigated, however, by a 38.5 percent increase in the number of transfer students accommodated (up 45 residents from fall 2010).

The percentage of undergraduates living on campus declined to 35.6 percent in fiscal year 2012. [Fig. 2.3]

5000 4000 3000 2000 1000 01-02 02-03 03-04 04-05 05-06 06-07 07-08 08-09 09-10 10-11 11-12

Fig. 2.2 Number of beds available on campus

Source: Campus Living & Learning

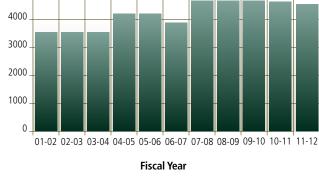
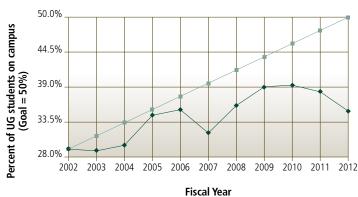


Fig. 2.3 Percentage of undergraduates living on campus



- % UG on campus
- Goal projection

Source: Campus Living & Learning

GOAL 3

Enhance the social and relational environment

Bill Daniel Student Center

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

In fall 2012 the Bear Market Food Court and Den lounge area of the student center introduced new dining options. The Den houses an Einstein Bros. Bagels store, stage and televisions for student use. Further, in the Bear Market Food Court, a more inviting entrance welcomed diners into an expanded space for Chick-Fil-A and Ninfa's, joined by a new Mooyah hamburger restaurant. Quiznos moved into the lobby.

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

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

Bobo Spiritual Life Center

The Bobo Spiritual Life Center is a multifunctional space that can accommodate large and small groups but also strives to provide a space for individual students. Comfortable spaces are convenient for both group and individual study. Coffee is available throughout the week as hospitality to students, faculty and staff using the space or passing through. The renovated TV room also serves as a classroom and meeting facility by providing multimedia equipment, a large dry-erase board, couch seating and a table workstation. Office staff facilitate reservations for groups seeking to use the Bobo Spiritual Life Center. Partnerships with New Student Programs and Residence Life have increased use of the space. Each weekday afternoon at 3:30 p.m. the Baylor community gathers in the Bobo chapel for vespers, a service of prayer and worship. Midday prayer services are offered for the entire Baylor community Thursdays at 12:20 p.m.

Campus Programs and Academic Partnerships

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

- Retention. In order to support the University's retention efforts, Campus Programs works to ensure that students have opportunities to become involved in the Baylor community during their first year. Throughout the academic year, Campus Programs collaborates with student organizations to make sure that quality programs are planned and produced to engage students and provide opportunities to get to know their peers. Annual programs offered during 2011 included Late Night, Bed Races and Chili Cook-Off, Fright Nights and Traditions Rally.
- · Create a greater sense of community among Baylor students, staff, faculty and administration. Programs are purposefully planned to create and support school traditions and allow for personal growth through socialization opportunities. Campus Programs seeks to foster an institutional commitment by planning activities that generate new friendships, a sense of

belonging and personal development. Christmas on 5th Street consistently draws large numbers of student and community participants annually.

• Continued involvement. Campus Programs strives to continue diversifying and educating Baylor's campus through a variety of programming initiatives that offer beneficial experiences for the community as a whole throughout the academic year. Fish Fry Festival, Fright Night, Bed Races and Chili Cookoff, Chinese New Year, Salsa Fest, Gateway to India and Fiesta! have proven successful in drawing the Baylor community together for inspirational programs that also educate the community.

The Baylor Rising Artist Network (BRAN), established in 2003 as a partnership with the Baylor Hankamer School of Business music and entertainment marketing program, serves two purposes. Acknowledging that there is a great deal of musical talent on the Baylor campus, BRAN's primary purpose is to connect talented students to performance opportunities and, second, to provide Baylor students with enjoyable music and access to talented students. By 2008, BRAN initiated a partnership with students from the music and entertainment marketing program to form Uproar Records, which serves as the record label to help produce and promote student musicians on campus. The options for student musicians are endless. Annual events such as Acoustic Café, Chalk Talk, Comedy Nights and photo contests continue to entertain and build community while helping students find a place to develop and hone their talents.

Traditions Education and Enrichment

In addition to Campus Programs events, freshman students learn cheers, enjoy an open-air concert, meet the Baylor football team and receive their Baylor Line jerseys and traditional slime caps during the Traditions Rally. New initiatives sponsored by the Baylor Chamber of Commerce and the Department of Student Activities increased participation in the Baylor Line by 38 percent (700

additional participants) from 2010. Freshmen are exposed to the story of the Immortal Ten during Mass Meeting, held each fall to kick off Homecoming activities. Homecoming 2011 featured Friday Night Flashback, featuring historic displays for each of the components associated with Homecoming (Bonfire, Pigskin, the Line, the Parade, etc.).

The New Student Experience helps entering new and transfer students with their transition into Baylor. Through Orientation, Baylor Line Camps and Welcome Week, students move through activities that help them make connections with upperclassmen and faculty, reinforce their individual strengths, begin to assume leadership roles, receive answers to their many questions and participate in activities that provide information about the traditions and mission of the University. Summer 2011 recorded 1,549 participants in Line Camp (eight on-campus sessions and an Outdoor Adventure option). This record high attendance represented 50 percent of the entering class.

University 1000/BU 1000

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

Summer 2011 marked the first time faculty, serving as Baylor Greeters, were assigned the same group of students for University/BU 1000 groups. Beginning with dinner in the home of a faculty member during Welcome Week, students move through weekly essays and discussions around expectations, success, time management, academic life, life beyond the classroom and making the most of a Baylor education. In shepherding new students into a new life at Baylor, the goal is to help them with practical things, like planning and calendaring, and

with more spiritual matters, such as how their attitudes toward professors and fellow students will impact the academic journey they are beginning. For that reason in fall 2011, 30 upper-class students, who had completed a for-credit leadership class, served as peer leaders to assist in teaching University 1000 classes.

Common Spaces

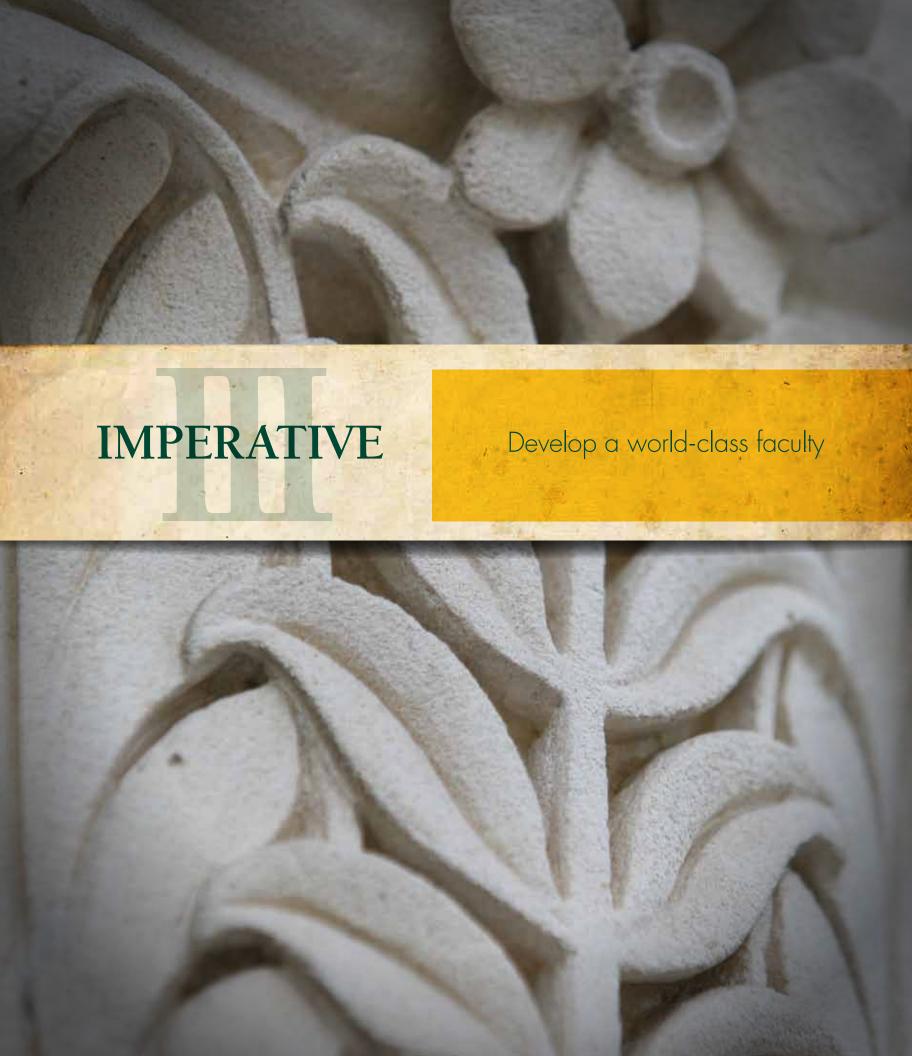
Each year the graduating class (the Senior class) has chosen to unite in fellowship for a common cause while providing opportunities for future students to grow in fellowship from their Baylor legacy. The table [Fig. 2.4] below provides information about recent gifts from graduating senior classes.

Fig. 2.4 Senior Class Gifts, 2005-2011

Class	Gift	Amount
2005	Prayer garden in honor of Dr. Ray Wilson and Prof. Bob Jones	\$80,000
2006	Bear Park	\$25,000
2007	Draper/Old Main Courtyards	\$16,500
2008	Endowed Scholarship to support classmates	\$30,000
2009	Endowed Scholarship and flame for Immortal Ten Sculpture	\$22,900
2010	Endowed Scholarship Fund, The President's Scholarship Initiative	\$23,985
2011	Endowed Scholarship Fund, The President's Scholarship Initiative	\$26,518









Develop a world-class faculty



BAYLOR WILL CONTINUE TO RECRUIT FACULTY from a variety of backgrounds capable of achieving the best of scholarship, both in teaching and research. We will recruit high-potential junior faculty as well as highly esteemed senior faculty who embrace the Christian faith and are knowledgeable of the Christian intellectual tradition. Many of these faculty will especially exemplify the integration of faith and learning in their disciplines and in interdisciplinary or collaborative activities. A significant number of Baylor faculty will continue to be recognized as leaders in their respective disciplines and in productive, cutting-edge research.

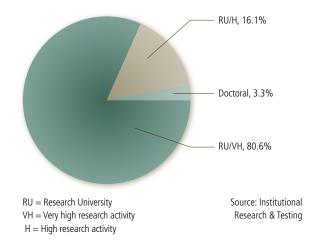
PROGRESS SUMMARY

IMPERATIVE GOALS

The majority of new Baylor faculty graduated from universities with very high research production.

Of the tenured/tenure track faculty hired fall 2002 through fall 2011, more than three-fourths received their degrees from universities characterized by "very high research activity." [Fig. 3.1]

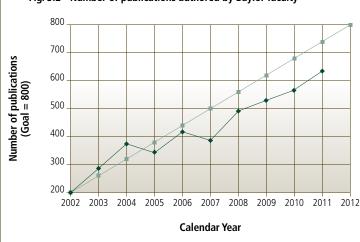
Fig. 3.1 New tenured/tenure track faculty hires by Carnegie Classification of degree granting institution



We are making remarkable progress in faculty publications.

The number of publications in major journals by Baylor faculty has more than doubled, from 202 in 2002 to 636 in 2011. [Fig. 3.2]

Fig. 3.2 Number of publications authored by Baylor faculty



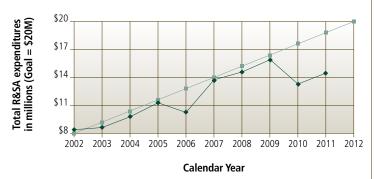
- Number of publications by Baylor faculty
- Goal projection
 Source: ISI Web of Knowlege

We are making progress for fiscal support of research.

Research expenditures have grown significantly during the course of Baylor 2012; however, while growth decreased in fiscal year 2010, expenditures remain ahead of 2002. [Fig 3.3 and 3.4] This growth in external support for research has combined with our increases in graduates with research doctorates to produce the new Carnegie classification of "research university" for Baylor.

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

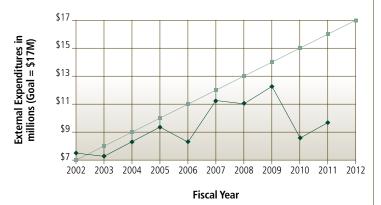
Fig. 3.3 Total research and sponsored activity expenditures



- Total research & sponsored activity expenditures
- Goal projection

Source: Office of Vice Provost for Research

Fig. 3.4 External expenditures from grants



- · External expenditures from grants
- Goal projection

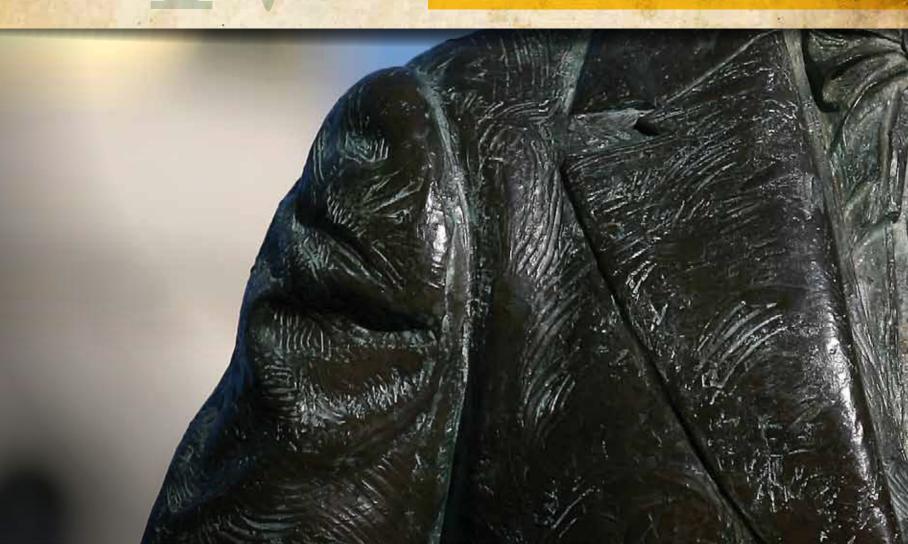
Source: Financial Services

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

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

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











IN COORDINATION WITH RECRUITING AND RETAINING A WORLD-CLASS FACULTY,

Baylor will recruit a student body of high academic merit, Christian character, commitment to service, and potential for leadership. We will seek students from a range of backgrounds to enrich our community and, through scholarships and other forms of support, we will further enhance Baylor's student profile at both the undergraduate and graduate levels.

PROGRESS SUMMARY

IMPERATIVE GOALS

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

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

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

The percentage of minority undergraduate and graduate students has been increasing, especially for undergraduate enrollment.

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

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

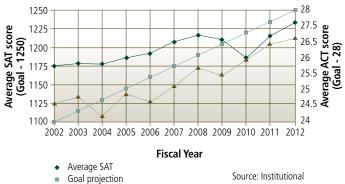
PROGRESS IN DEPTH

GOAL 1

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

The average SAT score of first-time freshmen increased in fall 2011 to 1236. The average ACT score of first-time freshmen has been increasing over the past few years. The average ACT score in fall 2011 was 27.0. [Fig. 4.1]



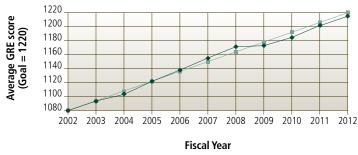


The average GRE score for graduate students is increasing, and we are slightly below the goal of 1220. [Fig. 4.2 and 4.3] The average GMAT score of Hankamer School of Business increased to 617 in fall 2011. [Fig. 4.4] Additional information about MBA employment rates and starting salaries is shown in Figs. 4.5 and 4.6.

Research & Testing

Fig. 4.2 Average GRE score of graduate students

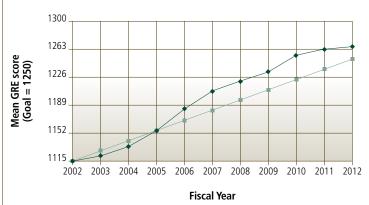
Average ACT



- Average GRE of graduate students
- Goal projection

Source: Institutional Research & Testing

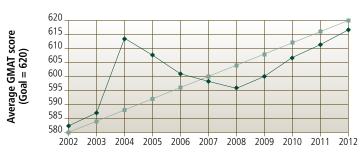
Fig. 4.3 Average GRE of doctoral students



Mean GRE of Doctoral studentsGoal projection

Source: Institutional Research & Testing

Fig. 4.4 Average GMAT score of MBA students

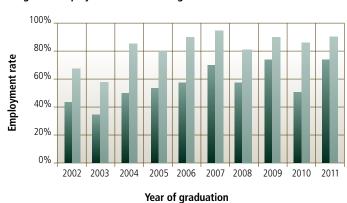


Fiscal Year

- Average GMAT MBA students
- Goal projection

Source: Institutional Research & Testing

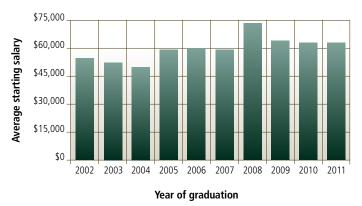
Fig. 4.5 Employment rates of MBA graduates



Upon graduation90 days after graduation

Source: MBA Office

Fig. 4.6 Starting salaries of MBA graduates



Source: MBA Office

Based on data from the fall 2010 CIRP Freshman Survey (the CIRP Freshman Survey was not administered in fall 2011), approximately 59 percent of first-time freshman Baylor students rated themselves "above average" or "highest 10 percent" in level of spirituality as compared with the average person of his/her age. [Fig. 4.7] This percentage far exceeds the percentage of students from private and public universities. Approximately 46 percent of first-time freshman Baylor students indicated that "influencing social values" was an "essential" or "very important" objective. [Fig. 4.8] In comparison, only 38 percent-45 percent of students at private and public universities indicated this same conviction. Additional information from the survey is shown in Figs. 4.9, 4.10 and 4.11.

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

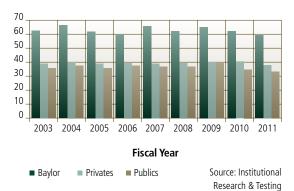


Fig. 4.8 Percentage of first-time students who indicated "Influencing Social Values" as an "Essential" or "Very Important" objective

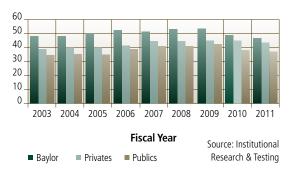


Fig. 4.9 Percentage of first-time students who indicated "Developing a Meaningful Philosophy of Life" as an "Essential" or "Very Important" objective

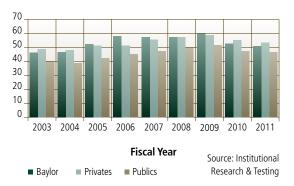


Fig. 4.10 Percentage of first-time students who "Frequently" or "Occasionally" performed community service as part of a class during their senior year of high school

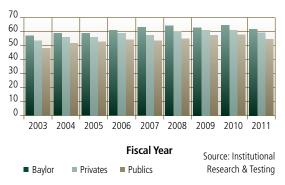
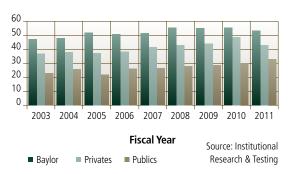


Fig. 4.11 Percentage of first-time students who indicated chances are "Very Good" they will "Participate in Volunteer or Community Service Work" while in college

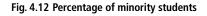


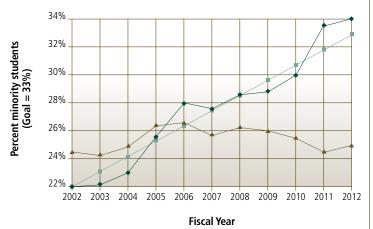
GOAL 2

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

The percentage of minority undergraduate students has been increasing over the past several years. The percentage of minority undergraduate students is currently 34.2 percent. [Fig. 4.12]

The percentage of minority graduate students is currently 25.4 percent. [Fig. 4.12]





- % Undergraduate minority
- ▲ % Graduate minority
- Goal projection

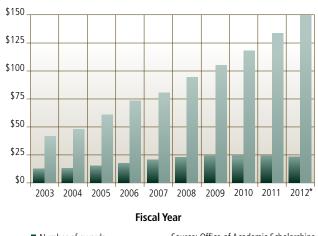
Source: Institutional Research & Testing

GOAL 3

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

The number of institutional scholarships accepted by undergraduate students has increased from 14,388 in 2002-03 to 23,191 in 2011-12. The total amount of institutional scholarships accepted by undergraduate students has increased from \$41,657,382 in 2002-2003 to \$149,602,477 in 2011-12. [Fig. 4.13]

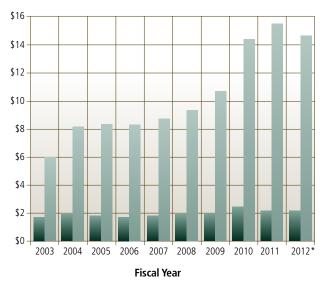
Fig. 4.13 Institutional aid – undergraduate scholarships Number of awards and total amount (\$Millions)



- Number of awardsTotal amounts (\$M)
- Source: Office of Academic Scholarships and Financial Aid
- * Projected

The number of institutional scholarships accepted by graduate students has increased from 1,657 in 2002-03 to 2,247 in 2011-12. The total amount of institutional scholarships accepted by graduate students has increased from \$5,944,920 in 2002-2003 to \$14,565,310 in 2011-12. [Fig. 4.14]

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



- Number of awardsTotal amounts (\$M)
- Source: Office of Academic Scholarships and Financial Aid
- * Projected





Initiate outstanding new academic programs in selected areas



TO CHALLENGE STUDENTS WITH EXCEPTIONAL ACADEMIC POTENTIAL, Baylor will create

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

PROGRESS SUMMARY

IMPERATIVE GOALS

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

The Honors College has been created and has grown to include approximately 1,380 students with increasingly high SAT scores.

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

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

PROGRESS SUMMARY

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

The number of doctoral programs in the social sciences and humanities has grown to 12 since 2002. The total number of Baylor doctoral programs has grown to 24.

The total number of PhD students has increased by approximately 46 percent, and the average GRE score of PhD students has increased by 157 points.

PROGRESS IN DEPTH

GOAL 1

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

The Honors College (which includes the Honors program, BIC program and academic majors in the Honors College) had a total enrollment of 1,386 students in fall 2011 with an average SAT of 1338. [Fig. 5.1]

Enrollment in the BIC program increased to 587 in fall 2011. [Fig. 5.2]

Fig. 5.1 Average SAT of Honors College students

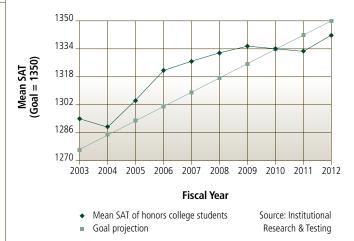
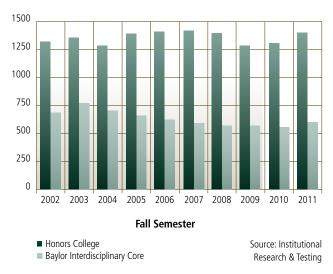


Fig. 5.2 Number of Honors College and Baylor Interdisciplinary Core students



GOAL 2

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

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

GOAL 3

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

PhD programs include:

- Biology
- · Biomedical Studies
- Chemistry
- · Church-State Studies*
- Curriculum and Teaching*
- Ecological, Earth and Environmental Sciences
- Educational Psychology*
- Electrical and Computer Engineering
- English*
- Kinesiology, Exercise, Nutrition and Health Promotion

- Geology
- History*
- · Information Systems
- Mathematics
- Philosophy*
- · Physics
- · Political Science*
- Psychology
- · Religion*
- · Religion, Politics and Society*
- · Sociology*
- Statistics

Other doctoral degrees:

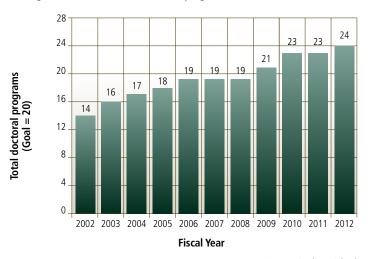
- · Doctor of Education*
- · Doctor of Psychology*

Not included in this count are Baylor doctoral degrees in:

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

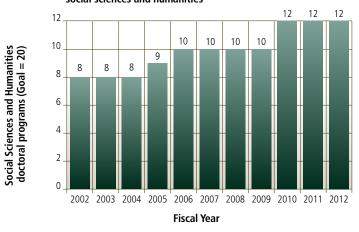


Fig. 5.3 Total number of doctoral programs



Source: Graduate School

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



Source: Graduate School

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

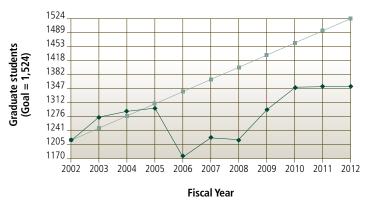
^{*}Humanities or Social Sciences

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

As of fall 2011, we have increased graduate student enrollment by 11.1 percent. [Fig. 5.5] There was a sharp decline in the number of graduate students in fall 2005. Decreases in enrollments in the Hankamer School of Business and School of Education graduate programs accounted for 56 percent of the total decrease in graduate student enrollment. In addition, the School of Social Work became an independent unit in fall 2005. Although the graduate student enrollment has not risen as desired, the mean GRE score of these students has increased by 130 points since fall 2002. [Fig. 5.6]

As of fall 2011, we have increased doctoral student enrollment by 45.8 percent. [Fig. 5.7] Doctoral student enrollment has increased steadily since fall 2002. Along with an increase in doctoral student enrollment, the mean GRE score for these students has increased by 157 points. [Fig. 5.8]

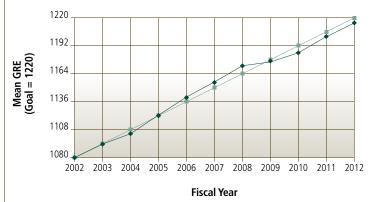
Fig. 5.5 Number of graduate students



• Number of graduate students Goal projection

Source: Institutional Research & Testing

Fig. 5.6 Average GRE of graduate students



Mean GRE of graduate students

Goal projection

Source: Institutional Research & Testing

Fig. 5.7 Number of doctoral students

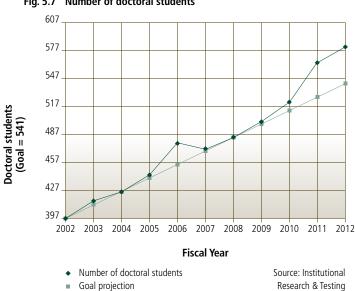
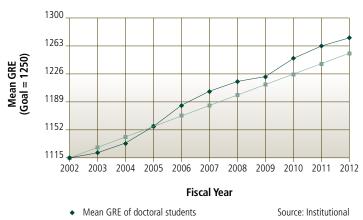


Fig. 5.8 Average GRE of doctoral students



Goal projection

Research & Testing





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



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

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Life Work as a Calling

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

2. Stewardship of Service

Several programs have been implemented to help students understand life as stewardship of service. These programs include discipline- and vocationspecific missions, University Missions, Baylor Line Camp, community ministries and academic partnerships, student organization leadership development, community service and other campus programs. The Baylor Interdisciplinary Poverty Initiative was established in June 2007. In 2008, Baylor was selected as the first Campus Kitchen in Texas. During spring 2011, 10,014 pounds of food were rescued, 11,688 meals were provided to three community partners, and 4,717 hours of community service were provided. In fall 2009, Baylor hosted its first AmeriCorps*VISTA in the Division of Student Life and held the first national conference on poverty. In 2010, Baylor gained the assistance of five representatives from AmeriCorps*VISTA.

PROGRESS IN DEPTH

GOAL 1

Life Work as a Calling

Resident Chaplains

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

Fig. 6.1 Resident chaplain program

Year	Number	Location		
2001	5	Allen-Dawson, North Russell, South Russell, Martin, Quadrangle		
2002	8	Added Brooks, Collins, Penland		
2003	9	Added Alexander; moved Quadrangle to Arbors		
2004	9	Changed Alexander to Memorial-Alexander, added North Village; eliminated Allen-Dawson		
2005	10	Added Kokernot		
2006	9	Eliminated Brooks position		
2007	12	Added Brooks College and Brooks Flats; restored Allen-Dawson		
2008	12	No changes made		
2009	12	No changes made		
2010	12	No changes made		
2011	12	No changes made		

Source: Student Life

Chapel Programming

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

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

Academy for Leader Development and Civic Engagement

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

Fig. 6.2 Number of students served per academic year

Academic Year	LEAD-LLC	Course Enrollment	Fellows Program	Student Organizations	Total Number of Students
2004	31	363	0	110	504
2005	49	309	0	82	440
2006	80	376	11	84	551
2007	108	393	13	68	582
2008	154	450	14	121	739
2009	143	349	27	149	667
2010	156	148*	33	156	493*
2011	151	456	17	256	880

Strengths Presentations

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

GOAL 2

Stewardship of Service

Discipline-Specific Missions

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

Fig. 6.3 Discipline-specific mission trips, 2002-2011

Miision Area	Number of Students, Faculty and Staff	Trip Emphasis			
Honduras					
2011	15	Engineering			
2010	12	Engineering			
2009	12	Engineering			
2003	49	Medical missions, deaf education, education, and engineer			
2007	23	Medical missions, deaf education, education, and engineerin			
2007	17	Medical missions and deaf education			
2000	8	Medical missions and deaf education			
	0	Medical Hissions and deal education			
Kenya 2011	130	Communication development, medical/public health,			
2010	87	music, sports ministry, women's leadership General ministry, medical/public health,			
		social work, sports ministry			
2009	72	General ministry, medical/public health			
2008	0	Cancelled due to civil unrest			
2007	96	Administration, ministry, music, seminary			
2006	104				
2005	145	Engineering, music, medical, leadership, ministry			
Armenia					
2007	12	Engineering, business, general ministry			
2006	4	Exploration of future mission projects			
South Afric	:a				
2002	4	General ministry			
Rwanda					
2011	21	Community development, social entrepreneurship			
2010	23	Business, engineering			
2009	35	Business, engineering, social work			
	32				
2008		Social work, religion, ministry and sports			
2007	7	Administration and seminary			
Ghana					
2011	50	Community development, Baylor Religious Hour Choir			
2010	15	General ministry, youth/sports			
2008	17	General ministry (residence hall)			
New York					
2008	10	Psychology			
New Orlea	ns				
2008	35	Disaster relief			
Czech Repu	ıblic				
2008	10	Seminary – youth ministry			
Argentina		,			
2009	24	Music			
Uganda	'				
2011	21	Accounting			
2010	19	Accounting			
2009	17	Accounting			
Belize	17	Accounting			
2011	10	Childhood Davalanment			
2010		Childhood Development			
	60	Medical			
Los Angele					
2011	7	Anti-human trafficking			
2010	12	Anti-human trafficking			
Cambodia					
2011	9	Anti-human trafficking			
England					
2011	7	Poverty, public policy			
Ethiopia					
2011	8	Nursing			
France					
2011	7	Spiritual formation			
Greece	,	.,			
2011	12	Leadership, outdoor recreation			
Guatemala		Ecoacisinp, outdoor recreation			
		American Medical Student Association			
2011	27	American Medical Student Association			
Mississippi					
2011	g	Nursing			

2011

Nursing

University Missions

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

Participation at the Freshman Retreat increased from 40 students in fiscal year 2009 to a record 248 freshmen and staff participants in fall 2011. A post-retreat assessment indicated that students experienced the retreat as a meaningful time where they explored spiritual formation as they began college.

Baylor Line Camps

Beginning with a pilot program in 2002, Baylor Line Camp is a program that equips new students in their transition to Baylor while emphasizing their personal strengths. Baylor Line Camp generates enthusiasm and excitement for all new students while encouraging the Baylor spirit in campus activities, traditions and athletic events.

In a continuous effort to improve the Line Camp program, Student Life staff in 2006 identified barriers that prevented larger numbers of incoming students from participating. By reducing the cost significantly and offering more sessions to avoid conflicts with students' other summer activities, the percentage of students participating has increased significantly; to the point that 40 percent of the entering class attended a line camp in 2010. In 2011, 200 additional spaces were added to Line Camps, making it possible for 50 percent of freshmen to attend.

Fig. 6.4 Baylor Line Camp attendance 2004-2011

Year	Number Attending		
2004	272		
2005	309		
2006	175		
2007	649		
2008	1,025		
2009	1,240		
2010	1,336		
2011	1 549		

Community Ministries and Academic Partnerships (CMAP)

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

- According to the Profile of Undergraduate Students, 2,017 undergraduate students enrolled in fall 2011 indicated an interest in vocational Christian ministry.
- · Small group offerings were expanded to 13 in fall 2009 in an attempt to meet the developmental needs of students. Traditional biblical book study, graduate student small group, specific Bible study for freshmen and book studies from thoughtful Christian authors challenge and stretch students to think and explore their faith in new ways.
- The exploration of gifts, calling and vocation is facilitated by increased practical opportunities for Youth Ministry Team members to lead in local churches and increased training opportunities from Baylor faculty. Since fall 2008, Youth Ministry teams have traveled to 42 churches around the state to assist with youth programs.
- Cultural exchange has been the focus in international ministry, where weekly dinners averaging 100 students per night have grown to approximately 150 students each night.
- Chaplains have responded to regular gatherings designed for intentional relationships, training and resources with the student chaplains in Baylor Greek Life.
- Christian Formation Practices is offered as an alternative Chapel program to promote spiritual formation and faith development for students beyond their first-year experience.

6.4 Source: Student Life

Student Organization Leadership Development

While leadership development occurs within many campus programs, internships and other opportunities provided on campus, Student Activities views student organizations as a substantial vehicle for meaningful student development. Students' ongoing leadership development through student organizations occurs within a framework of experiential learning supported by guided practice. To this end, the Department of Student Activities works closely with officers and advisors of student organizations to offer a variety of leadership development workshops and seminars that include risk management training as with the State of Texas statutes.

Community Service

The Department of Student Activities facilitates meaningful service opportunities for students in order to develop and foster leadership in areas of social responsibility. The ultimate goal of service and service-learning is to instill the spirit of volunteerism and service-learning into the lifestyles of students so they

will continue to be committed to the value of service after they leave the University setting. Learning outcomes fostered by these community service endeavors include civic engagement, social responsibility, understanding the world outside self, personal/organizational obligation to larger community, stewardship, value for diversity, faith development, leadership, communication skills and service learning. Programs such as the Poverty Summit (initiated as an annual event in fall 2008), Steppin' Out, Baylor Buddies, Santa's Workshop and Baylor Relay for Life help instill these learning outcomes within Baylor students and the surrounding community. In addition to the programming offered by the Department of Student Activities, hundreds of individuals are matched with volunteer and ongoing service opportunities throughout the Waco community by staff members. Department of Student Activities staff members work with more than 150 local service agencies and local churches to help meet the needs of the Waco community with the strength, heart and service of thousands of students each semester.



Baylor Interdisciplinary Poverty Initiative

Established in 2007, the Baylor Interdisciplinary Poverty Initiative is a partnership between Academic Affairs and the Division of Student Life. In 2010, The Poverty Initiative partnered with Student Activities and the national Campus Kitchen Project to fund and hold Hungry for Justice, Baylor University's third annual Poverty Summit. Hungry for Justice attracted more than 300 students from 32 universities for a three-day conference focusing on social, economic and environmental issues stemming from poverty.

During 2011, 13,904 pounds of food were rescued, 14,403 meals were provided to three community partners and 6,677 hours of community service were provided. A Baylor University Community Garden was dedicated in 2011 and staffed by student volunteers.

In 2008, Baylor was selected as the first Campus Kitchen in the state of Texas. Managed by student volunteers, Campus Kitchen's mission is to recover food, prepare and deliver meals and provide nutrition education for economically disadvantaged populations. During spring 2009, students served 1,682 meals.

In fall 2009, Baylor hosted its first AmeriCorps*VISTA in the Division of Student Life and hosted the first national conference on poverty.

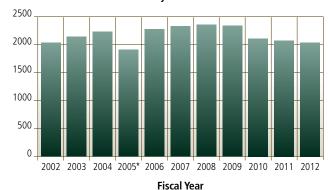
In 2011, Baylor gained the assistance of six representatives from AmeriCorps*VISTA. The first cohort of nine Discipline Specific Summer Service Learning Interns and Fellows volunteered for eight to 10 weeks in nationwide placements addressing social justice and poverty of human capability.

Ministry Student Enrollment

The number of undergraduate students who have indicated a vocational Christian ministry interest remains at over 2,000. Please note that the data for fall 2004 (fiscal year 2005) had errors due to migration to a new system.

Fig. 6.5 Undergraduate students with an interest in vocational Christian ministry

Number of students



* The data for fall 2004 (fiscal year 2005) had errors due to migration to a new system.

Source: Institutional Research & Testing









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

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Construct a world-class science building

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

2. Harry and Anna Jeanes Discovery Center

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

3. Paul L. Foster Success Center

The first floor and basement wings of the Sid Richardson Science Building were remodeled and reopened in fall 2007 to house the Paul L. Foster Success Center. The Department of Mathematics is now housed on the second and third floors.

4. Phase II of the Music Building Project

The next phase of the McCrary Music Building was included in the plans for a new Arts District and is no longer being considered as a stand-alone project.

5. Improve Engineering and Computer Science facilities

The Central Texas Technology and Research Park, which will house the Baylor Research and Innovation Collaborative (BRIC), will provide graduate research space for the School of Engineering and Computer Science and for select Baylor interdisciplinary research centers and institutes. Phase 1 of the renovation of the former General Tire facility began in July 2010 and was completed in May 2012. Phase 2 of the renovation was approved by the Board of Regents in November 2011 and will be completed by December 2012.

PROGRESS SUMMARY

6. Other academic facilities

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

PROGRESS IN DEPTH

GOAL 1

Construct a world-class science building

The Baylor Sciences Building was opened in fall 2004. With more than 500,000 square feet of space, 33 classrooms, more than 160 faculty offices and more than 150 teaching and research labs, the building houses the Departments of Biology, Chemistry, Geology, Physics and Psychology/Neuroscience.

The building design exceeded by more than one-third the energy-saving requirements of the 2000 International Energy Conservation Code, which required a variety of approaches for an environmentally-responsible design.

GOAL 2

Harry and Anna Jeanes Discovery Center

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

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

GOAL 3

Paul L. Foster Success Center

The first floor and basement wings of the Sid Richardson Science Building were remodeled to house the Paul L. Foster Success Center, which occupied the space in fall 2007.

The second and third floors of the building were refurbished and once again house the Department of Mathematics.

GOAL 4

Phase II of the Music Building Project

The next phase of the McCrary Music Building is no longer a stand-alone project. In 2010 the University developed a concept for a new Arts District. This donor-funded project will consist of a complex for theater arts, visual arts, music, film and digital media and an art museum.

GOAL 5

Improve Engineering and Computer Science Facilities

The School of Engineering and Computer Sciences has reorganized to add a third department for mechanical engineering and renovated offices to accommodate the additional faculty. Other spaces in the building have been repurposed for research and classroom use as required by additional faculty and expanded academic programs.

The Central Texas Technology and Research Park, which will house the Baylor Research and Innovation Collaborative (BRIC), will provide graduate research space for the School of Engineering and Computer Science and for select Baylor interdisciplinary research centers and institutes. Phase 1 of the renovation of the former General Tire facility began in July 2010 and was completed in May 2012. Phase 2 of the renovation was approved by the Board of Regents in November 2011 and will be completed by December 2012.

GOAL 6

Other academic facilities

Morrison Hall

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

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

Libraries

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

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

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

Cashion Academic Center

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

Simpson Athletics and Academic Center

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

Marrs McLean Science Building

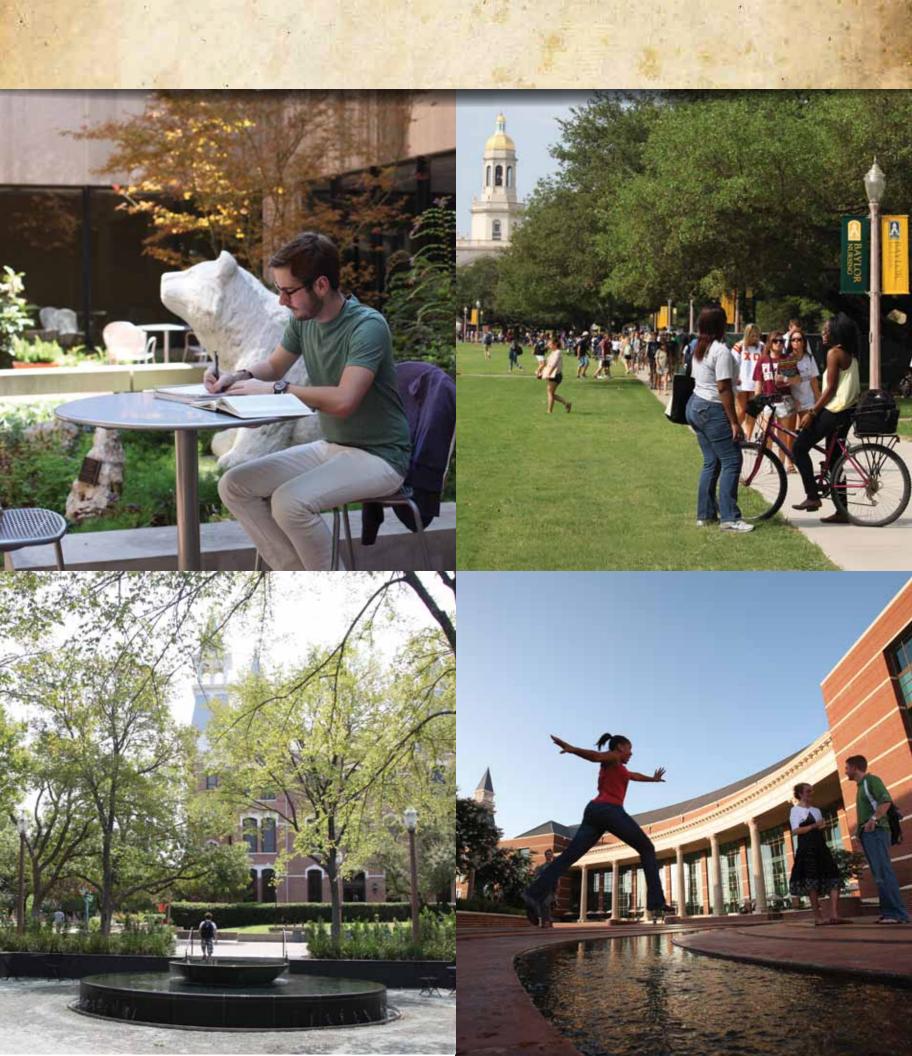
Programming and planning has been completed and the construction has been approved for the renovation of the Marrs McLean Science Building to provide additional academic space. This project is scheduled to be completed by the start of classes in fall 2013.

The School of Social Work

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







Construct useful and aesthetically pleasing physical spaces



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

along both sides of the Brazos River and construct a Baylor Retirement Village. Finally, Baylor will continue to develop venues that enhance life on the campus and provide for major sports and other student life events.

PROGRESS SUMMARY

IMPERATIVE GOALS

1. Create green spaces and walking malls

Beginning in 2004, additional green spaces were added by replacing parking lots and razing former commercial buildings along I-35. Phase 1 of a new master plan for 5th Street and Fountain Mall was implemented in summer 2011.

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

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

3. Build the Stacy Riddle Forum

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

4. Construct a new intramural fields complex

The intramural fields complex was completed and ready for use in fall 2003. Additionally, studies have begun to evaluate additional areas on or around campus for more intramural fields.

5. Create a prayer garden

Three prayer gardens have been established on campus.

6. Renovate façades of buildings

This project has yet to be initiated.

7. Increased attention to landscaping and works of art

A number of green spaces have been added in recent years. Attention has been given to landscaping on all major construction projects on campus. Colorful banners displaying the Baylor Institutional Mark

PROGRESS SUMMARY

and those for the various schools and colleges have been installed on campus to identify University spaces and support a sense of community.

8. Construct parking facilities at the perimeter of the campus

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

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

A landscape architect has been retained to develop a master plan that can be implemented over a number of years. This plan will include Waco Creek from the Baylor Sciences Building to the Brazos River. This plan will help connect campus to the completed Brazos River Walk, which extends from the Ferrell Center to downtown Waco.

10. Construct a Baylor Retirement Village

This project has yet to be initiated.

11. McMullen-Connally Faculty Center

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

12. Jay and Jenny Allison Indoor Practice Facility

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

PROGRESS IN DEPTH

GOAL 1

Create green spaces and walking malls

In summer 2004, the University created more green space and increased pedestrian safety by closing a number of parking lots.

During fall 2008, business structures between campus and I-35 were razed to create green space. These areas, now filled with grass and trees, provide an attractive view of campus from I-35.

A landscape architect designed a master plan for Fifth Street and Fountain Mall in order to improve landscaping in these areas in phases throughout the coming years. Phase 1 of the plan, completed in summer 2011, replaced the streets through Fountain Mall with grass.

The former Ivy Square property at University Parks Drive and I-35 was demolished and replaced with sod. Long-term plans call for converting this green space into intramural fields.

A new Vara Martin Daniel Fountain was installed in the area near Carroll Science Building and adjacent to the Immortal 10 memorial.

The National Pan-Hellenic Garden, honoring the history and heritage of African-American fraternities and sororities, was located between Rena Marrs McLean Gymnasium and Marrs McLean Science Building, near to Fountain Mall. The garden was dedicated in fall 2011.

GOAL 2

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

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

After consideration by the Strategic Planning Council, an alternative plan calls for the construction of a new student building across from the McLane Student Life Center and reassigning the space in the Bill Daniel Student Center to other academic or student life purposes.

GOAL 3

Build the Stacy Riddle Forum

The Stacy Riddle Forum was opened in fall 2003 and serves as home to Baylor sororities. The two-story, 51,000-square-foot building contains nine sorority suites/meeting rooms, a computer lab, a chapel and prayer room and an apartment for the resident manager.

GOAL 4

Construct a new intramural fields complex

The intramural fields complex was completed and ready for use in fall 2003. It is located on LaSalle Avenue directly across from the Ferrell Center.

A consultant has been retained to put together a master plan study for additional intramural fields.

GOAL 5

Create a prayer garden

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

GOAL 6

Renovate façades of buildings

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

GOAL 7

Increased attention to landscaping and works of art

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

The Immortal Ten memorial was completed and installed in summer 2007 and dedicated at Homecoming that fall. As part of this project, various landscaping elements (lighting, walls, paving, etc.) were included to enhance the sculpture.

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

Colorful outdoor banners were installed on lampposts along high-traffic pedestrian and driving routes to add to the beauty, pageantry and community identity of campus. Banners representing each school/college and the University were located along Fountain Mall, the northwest public entrance to campus (University Parks Drive and Dutton Avenue) and the Wiethorm Visitors Center's entrance and parking area. Additional banners were installed near areas that attract high vehicle and walking traffic.



The remodeling of Waco Hall and the recognition of the 80th anniversary of the building's dedication presented an opportunity to reinforce the Baylor-Waco connection and improve the aesthetics of the building's lobby. Large graphic posters were designed and installed in four strategic locations in the lobby to showcase the community's involvement in the construction of the building and the rich history shared by Baylor and the city of Waco. These durable poster displays can be updated every few years to showcase different aspects of the Baylor-Waco partnership.

GOAL 8

Construct parking facilities at the perimeter of the campus

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

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

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

GOAL 9

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

An extension of Waco's existing Brazos River Walk from I-35 to the Ferrell Center was completed in summer 2009. The State of Texas is seeking funding to complete the last section of River Walk from the Ferrell Center to the intramural fields. This project is dependent on funds from the State of Texas.

A landscape architect has been retained to develop a master plan that can be implemented over a number of years. This plan will focus on Waco Creek from the Baylor Sciences Building to the Brazos River. This plan will help connect campus to the recently completed river walk.

GOAL 10

Develop a Baylor Retirement Village

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

GOAL 11

McMullen-Connally Faculty Center

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

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

GOAL 12

Simpson Athletics and Academic Center

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





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 worldwide 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, familyoriented 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 oneon-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 modernday 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 400year 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.

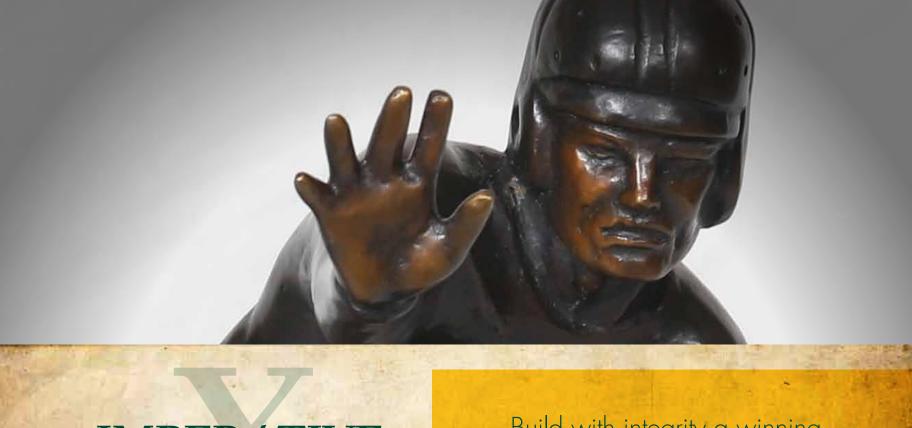
General use of facilities for camps, conferences and meetings

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.

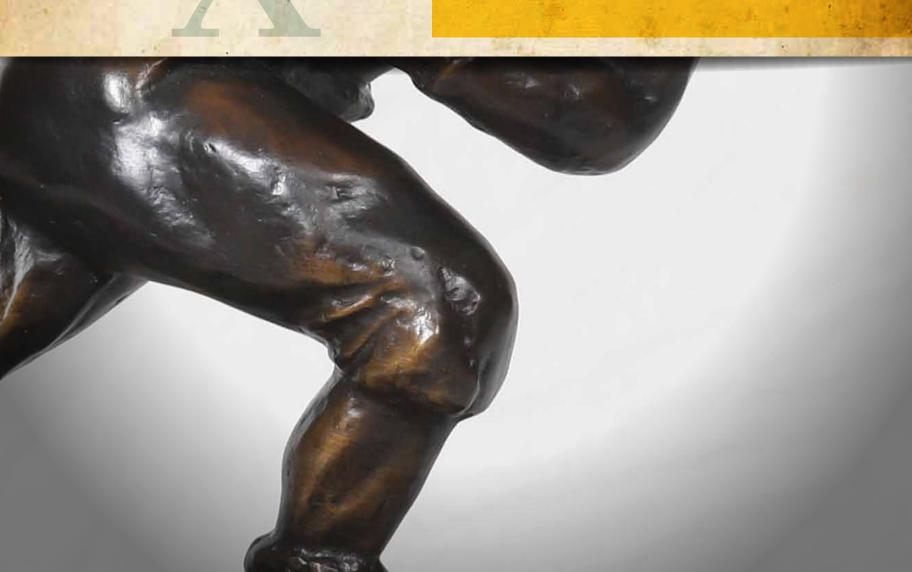
BES hosts the Region II, 5-A University Interscholastic League (UIL) Regional Meet each spring. This meet brings nearly 2,000 of Texas' elite academic and athletic high school students to Baylor for regional competition, prior to the UIL state competition in Austin.

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.



Build with integrity a winning athletic tradition in all sports





IMPERATIVE

Build with integrity a winning athletic tradition in all sports



BAYLOR RECOGNIZES BOTH the vital role of athletics in the life of the collegiate institution and the potential for harm from misplaced priorities. Pursuant to the goal of creating a winning tradition with complete integrity, Baylor will participate across the full spectrum of men's and women's athletics and will strive to be competitive in every athletic venue in which it participates. We will achieve graduation rates comparable with the very finest Division I schools and integrate student-athletes into the full range of student life.

PROGRESS SUMMARY

IMPERATIVE GOALS

- 1. Pursuant to the goal of creating a winning tradition with complete integrity, Baylor will participate across the full spectrum of men's and women's athletics and will strive to be competitive in every athletic venue in which it participates.
 - We are maintaining our challenging goals, and we continue to strive to establish a winning tradition in all areas of competition.
- 2. We will achieve graduation rates comparable with the very finest Division I schools and integrate student-athletes into the full range of student life.
 - The NCAA Graduation Success Rate for Baylor student-athletes was 79 percent in fiscal year 2011.

PROGRESS IN DEPTH

GOAL 1

Pursuant to the goal of creating a winning tradition with complete integrity, Baylor will participate across the full spectrum of men's and women's athletics and will strive to be competitive in every athletic venue in which it participates.

For the past few years, we have met or exceeded our goal of having at least 12 teams participate in NCAA post-season play (with the exception of 2008). [Fig. 10.1] We met our goal of having 10 teams ranked in the Top 20 in the nation in 2005. We had 14 teams ranked in the Top 20 in the nation in 2011. [Fig 10.2]

We met our goal of finishing 25th in the NACDA Directors' Cup standings in 2005. In 2010, we finished 31st in the Cup standings, which is the second highest ranking in Baylor athletic history. [Fig. 10.3]

Fig. 10.1 Athletic teams in post-season play

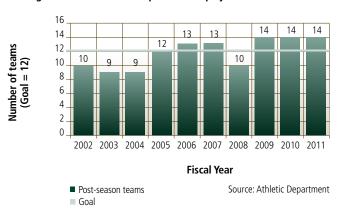




Fig. 10.2 Athletic teams ranked in Top 20 in nation

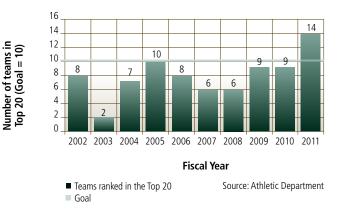
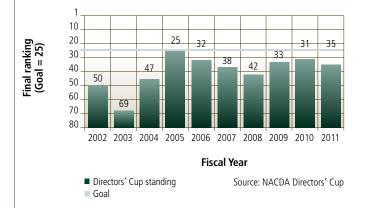


Fig. 10.3 NACDA Directors' Cup standings



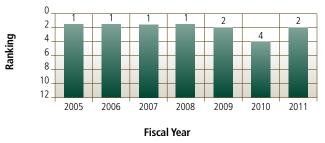
GOAL 2

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

Until 2009, Baylor had ranked first in NCAA Graduation Success Rate (GSR) among all Big 12 institutions. In 2011, Baylor tied for second along with Iowa State and Kansas. [Fig. 10.4 and 10.5] The GSR adds to the first-time freshmen cohort, those students who entered midyear as well as student-athletes who transferred into an institution. In addition, the GSR will subtract students from the entering cohort who are considered allowable exclusions (those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a church mission), as well as those who would have been academically eligible to compete had they returned to the institution.

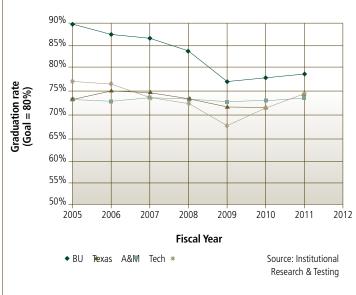
Fig. 10.4 Big 12 NCAA Graduation Success Rate ranking

■ BU Ranking



Source: Athletic Department

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











IMPERATIVE

Emphasize global education



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

PROGRESS SUMMARY

IMPERATIVE GOALS

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

The number of Baylor's international programs has increased, from 50 programs in fiscal year 2002 to 93 programs in fiscal year in 2011. In addition, there are six mission trips that include academic credit.

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

The level of participation by students in study abroad programs has fluctuated between fiscal year 2003 and fiscal year 2011. There was a decline in participation between fiscal year 2002 and fiscal year 2003 which can be attributed to the events of Sept. 11, 2001.

3. Increase the percentage of international students on campus.

The percentage of undergraduate international students on campus has remained relatively constant since fiscal year 2005. The percentage of international graduate students has declined between fiscal year 2005 and 2011.

4. Expand international opportunities for faculty and graduate students.

The number of international programs has increased from 50 in fiscal year 2002 to 99 in fiscal year 2011. This increase has expanded opportunities for faculty and students.

PROGRESS IN DEPTH

GOAL 1

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

The number of international programs at Baylor has been steadily increasing since fiscal year 2002. [Fig. 11.1] As of 2011, there are 93 study abroad programs and six mission trips that include academic credit.

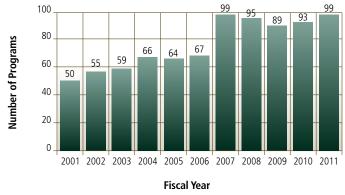
All programs are available online for review and consideration by parents and students. The department website is under reconstruction to provide better information.

Safety and security procedures have been implemented by Baylor based upon consultation with third-party experts.

Pre-departure orientation and information sessions are provided to assist students in preparing for their international experience.

BearsAbroad, an online management tool for study abroad, continues to track all elements of the study abroad. Another method, Bear Tracker, is also in place to track international movement of all students, faculty and staff. Baylor continually explores ways to make the administration process as simple and efficient as possible while maintaining a high level of safety.

Fig. 11.1 Number of international programs



Source: Center for International Education

GOAL 2

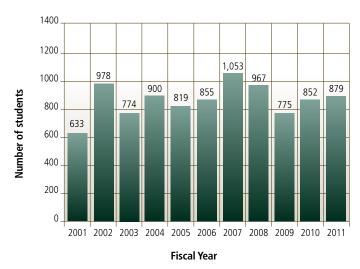
Raise the level of participation by students in study abroad programs.

The number of students participating in study abroad programs has been increasing since fiscal year 2003. A decline in student participation between 2002 and 2003 can be attributed to the events of Sept. 11, 2001. The decline in student participation in 2009 can be attributed to the economic conditions.

The number of students participating in study abroad programs has increased by 39 percent from fiscal year 2001 (prior to 9/11) to fiscal year 2011. In fiscal year 2011, Baylor had 99 international programs and sent a total of 879 students abroad for academic credit. [Fig. 11.2] In addition, many students have traveled abroad on mission trips but receive no academic credit (189 in 2011).

In fiscal year 2011, the Goodrich Scholarship was awarded to 139 Baylor students. The total amount in scholarships was over \$235,000. This scholarship is awarded on the basis of need and merit for participation in study or research abroad programs.

Fig. 11.2 Number of students enrolled in international programs



Source: Center for International Education

GOAL 3

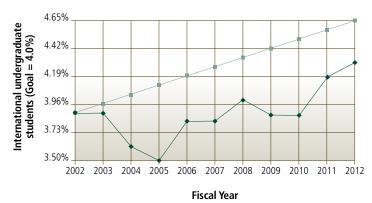
Increase the percentage of international students on campus.

The percentage of undergraduate international students decreased in fiscal years 2004 and 2005. For the past four years, however, this percentage has risen to 4.3 percent [Fig. 11.3]

The percentage of graduate international students peaked in fiscal year 2005. The current percentage of graduate international students is 13.2 percent. [Fig. 11.4]

According to the "Open Doors" report published by the Institute of International Education, international students represented 4.3 percent of total U.S. higher education enrollment in 2001-02 (2.8 percent of total undergraduate students and 13.7 percent of total graduate students). In 2010-11, the percentage of international students declined to 3.6 percent of total U.S. higher education enrollment. Beginning in 2010-11, the "Open Doors" report discontinued publishing the percentage of international students by level (undergraduate and graduate).

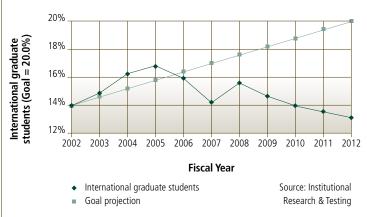
Fig. 11.3 Percent of international undergraduate students



- International undergraduate students
- Goal projection

Source: Institutional Research & Testing

Fig. 11.4 Percent of international graduate students



GOAL 4

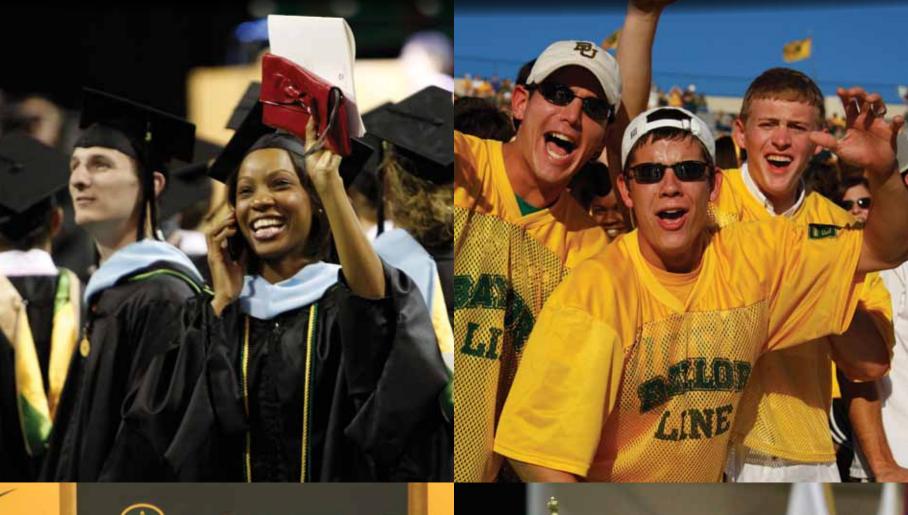
International opportunities for faculty and graduate students.

The number of international programs has increased from 50 in fiscal year 2002 to 99 in fiscal year 2011. [Fig. 11.1]











/E



IMPERATIVE

Achieve a \$2 billion endowment



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

PROGRESS SUMMARY

IMPERATIVE GOALS

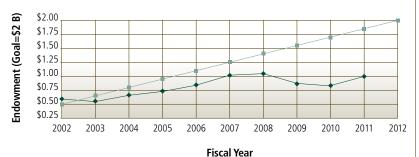
We are making progress, although the effects of a sluggish economy continued to impact the University's efforts.

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

The market value of the University's endowment was \$1 billion as of May 31, 2011, indicating the beginnings of a rebound. [Fig. 12.1] The effects of the economy can be seen in the fiscal year 2009 and 2010 ending market values.

Endowments across the country continue to contend with challenging economic conditions. The 2011 National Association of College and University Business Officers (NACUBO)-Commonfund Study of Endowments® (NCSE) indicates endowments are beginning to slowly rebound from the negative effects of the national financial crisis.

Fig. 12.1 Endowment



- Endowment
- Goal projection

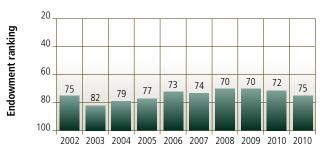
Source: Office of Investments



Since 2003, Baylor had made steady strides in the NACUBO rank of total endowment and ended fiscal year 2011 at 75th in the rankings. [Fig. 12.2]

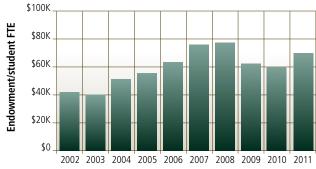
The endowment per student full-time equivalent (FTE) remains ahead of the 2002 level. FTE was \$66,266 in 2011, up from \$59,516 in 2010. The NACUBO ranking of endowment per FTE among private universities moved to 172 in fiscal year 2011 – the third best rank that Baylor has achieved. [Figs. 12.3 and 12.4]

Fig. 12.2 NACUBO endowment ranking



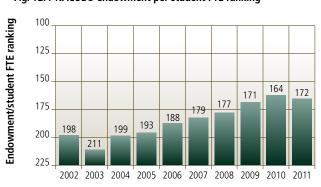
Source: Office of Investments

Fig. 12.3 NACUBO endowment per student FTE



Source: Office of Investments

Fig. 12.4 NACUBO endowment per student FTE ranking



Source: Office of Investments



