TABLE OF CONTENTS

ABOUT BAYLOR 3
OUR FOUNDATIONAL ASSUMPTIONS 4
CORE CONVICTIONS 5
UNIFYING ACADEMIC THEMES 6
THE BAYLOR MISSION 7
THE CALLING OF BAYLOR UNIVERSITY’S 15TH PRESIDENT 8
PRESIDENTIAL PROFILE 9
FINANCIAL SNAPSHOT 10
FACULTY AND STAFF PROFILES 11
STUDENT PROFILE AND RETENTION TRENDS 12
PROFILE OF FIRST-YEAR STUDENTS 13
ACADEMIC EXCELLENCE 14
ABOUT PRO FUTURIS 18
BAYLOR HISTORY 20
ABOUT OUR ALUMNI 21
ABOUT BAYLOR

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

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

Baylor University's Baptist founders sought to establish an institution of higher learning dedicated to Christian principles, superior academics and a shared sense of community. Baylor offers the best of a large university through exceptional breadth and depth of programs along with extraordinary personal attention for the individual student. With more almost 12,000 students in 12 nationally recognized academic units, Baylor offers 142 baccalaureate, 75 master, 41 doctoral, a juris doctor and two education specialist degree programs. The vibrant campus atmosphere, with more than 300 student organizations, is enhanced by Baylor's participation in the competitive Big 12 Conference for NCAA Division I athletics.

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

THE MISSION OF BAYLOR UNIVERSITY IS TO EDUCATE MEN AND WOMEN FOR WORLDWIDE LEADERSHIP AND SERVICE BY INTEGRATING ACADEMIC EXCELLENCE AND CHRISTIAN COMMITMENT WITHIN A CARING COMMUNITY.
CORE CONVICTIONS

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

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

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

OUR FOUNDATIONAL ASSUMPTIONS

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

Our foundational assumptions are:

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

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

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

• Because we believe that truth is open to human inquiry, Baylor supports academic programs, within and across disciplines, which encourage the vigorous and open pursuit of truth by all the methods of scholarship. In addition, we endorse the exploration of disciplinary and interdisciplinary issues from a Christian point of view including the pursuit of religious knowledge and, more specifically, the personal knowledge of God.

• Because we believe that human life has meaning and purpose, Baylor supports academic programs that seek to illuminate that meaning and purpose and to enrich human life through the creative and artistic works of intellect and imagination.

• Because we believe that truth is open to inquiry and that human beings have obligations both to human communities and to nature, Baylor supports academic programs and research that add to the sum of human knowledge and that apply knowledge to the technological, scientific, and cultural advancement of society.

• Because we believe that human beings are part of nature yet have been given responsibility as stewards of it, Baylor supports academic programs that investigate the natural world, increase understanding of the symbiotic relationship between human beings and the natural world, and protect the environment by encouraging good stewardship of natural resources.

• Because we believe that we have responsibility to care for our health and well-being and that of others, Baylor supports academic and extracurricular programs which seek to promote human physical, mental, and spiritual health.

• Because we believe that individuals have moral and ethical obligations to communities, Baylor supports academic programs that recognize the importance of human institutions, promote an understanding of and responsible participation in economic and social systems, foster citizenship, enhance community, and encourage service.

THE BAYLOR MISSION

The mission of Baylor University is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

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

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

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

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

Aware of its responsibility as the largest Baptist educational institution in the world and as a member of the international community of higher learning, Baylor promotes exemplary teaching, encourages innovative and original research, and supports professional excellence in various specialized disciplines. Advancing the frontiers of knowledge while cultivating a Christian worldview, Baylor holds fast to its original commitment — to build a university that is Pro Ecclesia, Pro Texana.
THE CALLING OF BAYLOR UNIVERSITY’S 15TH PRESIDENT

In Baylor’s 171-year history, the role of University president has been filled by only 14 individuals — from pastors and denominational leaders to lawyers and academicians. Each shared a passion for the university and a determination to increase Baylor’s reputation as a leader in Christian higher education. The 15th President of Baylor University, with the strong support of a dedicated Board of Regents, world-class faculty, talented staff, engaged student body and committed alumni, will be called upon to lead Baylor into a new era of excellence, partnership, growth and service.

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

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

Operating Budget Expenditures 2016-17

<table>
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<tr>
<th>EXPENDITURES AND TRANSFERS</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Instruction</td>
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<tr>
<td>Academic Support</td>
<td>48,663,245</td>
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<tr>
<td>Research and Public Service</td>
<td>9,895,033</td>
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<td>Student Services</td>
<td>42,268,152</td>
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<tr>
<td>Plant Operations and Maintenance</td>
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<tr>
<td>Institutional Support</td>
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<tr>
<td>Scholarships and Fellowships</td>
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<td>Intercollegiate Athletics</td>
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<tr>
<td>Auxiliary Enterprises</td>
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<tr>
<td>Total Budgeted Expenditures</td>
<td>$850,491,768</td>
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Undergraduate Student Cost Profile 2016-17 Academic Year

<table>
<thead>
<tr>
<th>ESTIMATED COSTS</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>$42,206</td>
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<td>Average Room &amp; Board</td>
<td>11,432</td>
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<tr>
<td>Subtotal</td>
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<tr>
<td>Books and Supplies</td>
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<tr>
<td>Average Personal Expenses</td>
<td>2,554</td>
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<tr>
<td>Average Travel Expenses</td>
<td>1,416</td>
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<td>Total</td>
<td>$59,252</td>
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Endowment Market Value

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<th></th>
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<tr>
<td>Permanent Endowment</td>
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<td>$799,902,000</td>
<td>$882,090,000</td>
<td>$950,578,000</td>
<td>$950,711,000</td>
<td>$919,230,000</td>
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<td>Board Designated Endowment</td>
<td>169,160,000</td>
<td>164,259,000</td>
<td>179,067,000</td>
<td>200,623,000</td>
<td>214,839,000</td>
<td>234,305,000</td>
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<td>Total Endowment</td>
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<td>$964,161,000</td>
<td>$1,061,157,000</td>
<td>$1,151,201,000</td>
<td>$1,165,550,000</td>
<td>$1,153,535,000</td>
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<td>Permanent Endowment</td>
<td>83.2%</td>
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<td>83.1%</td>
<td>82.6%</td>
<td>81.6%</td>
<td>79.7%</td>
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<tr>
<td>Board Designated Endowment</td>
<td>16.8%</td>
<td>17.0%</td>
<td>16.9%</td>
<td>17.4%</td>
<td>18.4%</td>
<td>20.3%</td>
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<td>Total Endowment</td>
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<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
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</tbody>
</table>

FACULTY PROFILE

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

Baylor employs a total of 988 AAUP instructional faculty, 485 are tenured. More than 90 percent of tenured faculty hold doctoral degrees, 4 percent professional degrees, and 4 percent master’s degrees.

STAFF PROFILE

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

A total of 1,604 staff members are employed by Baylor; 501 are categorized as executive staff, 638 as monthly staff and 465 as bi-weekly staff.
STUDENT PROFILE

Fall 2016 brought record enrollment at Baylor. More than 36,900 students were enrolled across the undergraduate, graduate and professional programs. First-time freshmen numbered 3,803 and transfers numbered 410 for the semester. While 69 percent of students originated from Texas, students from California, Colorado, Oklahoma, Louisiana, Illinois, Missouri, Arkansas, Kansas and Tennessee made up another 16 percent, and students from the remaining states and more than 70 countries complete the mix.

In 2016, 34 percent of first-year students identified themselves as minorities, while 59 percent of the class was female and 41 percent was male. The student to faculty ratio was 15 to 1 and the average undergraduate class size was 27.

STUDENT RETENTION TRENDS

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

Baylor has achieved an upward trend in retention rates for several years. The retention rate for all undergraduates from fall 2015 to fall 2016 was 90.4 percent, and the retention rate for first-time freshmen from fall 2015 to fall 2016 increased to 89 percent, compared to 81.9 percent for the 2009-10 period.

PROFILE OF FIRST-YEAR STUDENTS

<table>
<thead>
<tr>
<th>Gender</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1,265</td>
<td>1,341</td>
<td>1,501</td>
<td>1,425</td>
<td>1,449</td>
</tr>
<tr>
<td></td>
<td>38.9</td>
<td>42.0</td>
<td>41.4</td>
<td>42.0</td>
<td>41.4</td>
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<tr>
<td>Female</td>
<td>1,989</td>
<td>1,849</td>
<td>2,124</td>
<td>1,969</td>
<td>2,054</td>
</tr>
<tr>
<td></td>
<td>61.1</td>
<td>58.0</td>
<td>58.6</td>
<td>58.0</td>
<td>58.6</td>
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<tr>
<td>All</td>
<td>3,254</td>
<td>3,190</td>
<td>3,625</td>
<td>3,394</td>
<td>3,503</td>
</tr>
<tr>
<td></td>
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<table>
<thead>
<tr>
<th>Minority Status</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minority</td>
<td>1,109</td>
<td>1,094</td>
<td>1,283</td>
<td>1,138</td>
<td>1,198</td>
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<tr>
<td></td>
<td>34.1</td>
<td>34.3</td>
<td>35.4</td>
<td>33.5</td>
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<tr>
<td>Non-minority</td>
<td>2,145</td>
<td>2,096</td>
<td>2,342</td>
<td>2,256</td>
<td>2,305</td>
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<tr>
<td></td>
<td>65.9</td>
<td>65.7</td>
<td>64.6</td>
<td>66.5</td>
<td>65.8</td>
</tr>
<tr>
<td>All</td>
<td>3,254</td>
<td>3,190</td>
<td>3,625</td>
<td>3,394</td>
<td>3,503</td>
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</table>

<table>
<thead>
<tr>
<th>High School Quartile*</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
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<td>1,992</td>
<td>1,665</td>
<td>1,470</td>
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<td>72.3</td>
<td>76.3</td>
<td>73.7</td>
<td>76.3</td>
<td>74.9</td>
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<tr>
<td>Second</td>
<td>574</td>
<td>458</td>
<td>513</td>
<td>417</td>
<td>403</td>
</tr>
<tr>
<td></td>
<td>23.6</td>
<td>21.7</td>
<td>22.7</td>
<td>21.4</td>
<td>21.8</td>
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<tr>
<td>Third</td>
<td>71</td>
<td>61</td>
<td>54</td>
<td>41</td>
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<td>2.9</td>
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<td>1.1</td>
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<td>Fourth</td>
<td>28</td>
<td>12</td>
<td>27</td>
<td>23</td>
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<td>0.1</td>
<td>1.2</td>
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<tr>
<td>All</td>
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<td>2,114</td>
<td>2,259</td>
<td>1,951</td>
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<td>100.0</td>
<td>100.0</td>
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</tr>
</tbody>
</table>

*Among students submitting high school class ranks
ACADEMIC EXCELLENCE

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

Accredited by the Commission on Colleges of the Southern Association of Colleges and Schools, Baylor is one of the select 10 percent of U.S. colleges and universities with a Phi Beta Kappa chapter. Baylor also ranks in the top seven of colleges and universities participating in the National Merit Scholarship program.

Baylor was ranked 71st in the 2016 U.S. News & World Report rankings of the nation's top national doctoral-granting universities. Baylor was among the top two Big 12 universities in the U.S. News rankings.

In the past ten years, 38 Baylor students have been selected for Fulbright awards, and two students were selected for the prestigious Marshall Scholarship.

142 undergraduate, 75 master's and 41 doctoral degree programs, plus a juris doctor and two education specialist degree programs, through its 12 academic units:

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

COLLEGE OF ARTS AND SCIENCES

The College of Arts and Sciences, the University's largest academic division, offers comprehensive programs and courses in the humanities, social sciences and natural sciences. From English to geology and political science to physics, undergraduate students may choose from more than 50 majors through the college's more than 20 departments. These courses challenge students to develop essential communication, problem-solving and cooperation skills that prepare them for a wide range of professions as well as post-graduate study.

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

HANKAMER SCHOOL OF BUSINESS

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

With 24 undergraduate and 13 graduate business degree programs to choose from, the school provides a complete education that includes distinctive hands-on learning opportunities in the context of a values-based culture. BusinessWeek lists Baylor's undergraduate business program at 68th in the country. U.S. News & World Report ranks Baylor's undergraduate business program 61st among all business schools. The school's pioneering entrepreneurship program is ranked 9th in the nation. Its full-time MBA program is ranked 57th. Baylor's executive MBA program, offered in Austin and Dallas, is recognized among the top programs in the world by Financial Times.

SCHOOL OF EDUCATION

The Baylor School of Education prepares more professional educators for Texas schools than any other program in the state. It offers 22 programs at the undergraduate, master's and doctoral levels with concentrations in education, counseling, guidance and school administration. The college is ranked among the top 30 programs in the nation by U.S. News & World Report.
acclaim from a wide range of employers. Science graduates receive top compensation and engineering and computer science. Baylor computer engineering, bioinformatics, mechanical and master’s degrees in engineering, electrical and technical skills. The school offers bachelor’s degrees students’ communication, ethics, teamwork and with challenging technical programs to develop Science combines traditional liberal arts curriculum AND COMPUTER SCIENCE

SCHOOL OF ENGINEERING AND COMPUTER SCIENCE

Baylor’s School of Engineering and Computer Science combines traditional liberal arts curriculum with challenging technical programs to develop students’ communication, ethics, teamwork and technical skills. The school offers bachelor’s degrees and master’s degrees in engineering, electrical and computer engineering, bioinformatics, mechanical engineering and computer science. Baylor computer science graduates receive top compensation and acclaim from a wide range of employers. The school’s bioinformatics major, a specialization that combines molecular biology and computer science, is one of the first of its kind in the world. A laboratory housing the human genome project database gives bioinformatics students unparalleled research experience.

GRADUATE SCHOOL

With more than 2,500 graduate students on campuses in Waco, Dallas, San Antonio and West Point, Baylor’s Graduate School offers more than 100 master’s and doctoral degree programs. The Graduate School’s programs in entrepreneurship, music, religion, speech pathology, physical therapy, social work and healthcare administration consistently receive high national rankings. The clinical psychology program at Baylor, the nation’s oldest accredited university program of this kind, has a reputation for producing outstanding clinical psychologists. The Honors Program and University Scholars both challenge advanced students in the program to develop thesis projects under the guidance of faculty mentors.

BAYLOR LAW SCHOOL

The Princeton Review has described the law school as “the Marine Corps of law schools” and noted, “The Baylor University School of Law is very small, very affordable and very difficult to get into. For students lucky enough to gain admission, Baylor’s unique, ultra-intense and tough practice court program is arguably the best training ground in the nation for practicing lawyering.” Baylor Law School has an unsurpassed record of success on the State Bar Exam, with a 97.52 percent success rate on the 2013 exams.

In the “Best Law Schools” category of U.S. News and World Report’s 2017 edition of “Best Graduate Schools,” Baylor Law School ranks 41st nationally for Trial Advocacy and 55th overall.

SCHOOL OF MUSIC

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

LOUISE HERRINGTON SCHOOL OF NURSING

The Louise Herrington School of Nursing offers upper division (junior and senior) bachelor’s and master’s programs. The School of Nursing offers one of the nation’s fastest growing accredited theological schools. Since welcoming its first class in 1994 with one master of divinity program, Truett Seminary now offers a doctor of ministry program along with a master of theological studies degree and concentrations and dual degrees in social work, music, education, business administration and law. More than 1,300 Truett graduates are serving in a wide range of ministries throughout the world.

ROBBINS COLLEGE OF HEALTH AND HUMAN SCIENCES

Created in 2014, the Robbins College of Health and Human Sciences comprises three anchor academic units that share the common purpose of improving health and the quality of life: Communication Sciences and Disorders, Family and Consumer Sciences, and Health, Human Performance and Recreation. The College draws upon Baylor’s Christian mission and tradition in healthcare to prepare scholars and leaders who can translate theory into practice and advance knowledge of health and human behavior. With the goal of fostering a team-based approach to patient care, the College is establishing interdisciplinary research collaborations to advance solutions for improving the quality of life for individuals, families and communities.

DIANA R. GARLAND SCHOOL OF SOCIAL WORK

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

Approved by the Baylor Board of Regents in 2012, Pro Futuris is a strategic vision for the University that resulted from the active participation of faculty, students, staff, alumni and friends throughout the nation. Echoing the University’s motto of Pro Ecclesia (“For Church”), Pro Texana (“For Texas”), Pro Futuris (“For Our Future”) contains institutional aspirations that build upon Baylor’s rich heritage of achievement in higher education and point the way forward to advance Baylor’s mission of preparing men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

In the years since the advent of Pro Futuris, Baylor has experienced remarkable growth and dramatically strengthened its operations. From the beginning of 2014 to the end of 2015, our campus underwent a transformation that marked the most dynamic growth in Baylor’s history. Major projects included the $100 million, 275,000-square-foot Paul L. Foster Campus for Business and Innovation; home to the nationally ranked Hankamer School of Business, and the $266 million McLane Stadium, which stands as the largest project ever built in Waco and the Central Texas region. In addition these new campus landmarks, which were supported by unprecedented financial support from alumni, friends, and the City of Waco, our student body has repeatedly broken records in size, credentials, and diversity, and the ranks of our faculty have steadily increased and grown in scholarly stature.

Such accomplishments are the direct result of a University-wide effort to achieve a set of specific five-year goals based on the aspirations of Pro Futuris, which are fully described at bayored.org/profuturis. These five-year goals were developed by Baylor’s senior leadership through months of collaboration across campus and approved by the Board of Regents in 2014.

FIVE-YEAR GOALS

Transformational Education
Preserve and enhance the undergraduate learning environment:
• Sustain the undergraduate student body around 13,000
• maintain the academic quality of incoming freshmen students (as measured by standardized admissions test scores) at approximately a 27 ACT or above a 1220 SAT
• provide a student/faculty ratio of 14:1
• sustain the percentage of classes of less than 20 students at or to least 50%
• decrease the percentage of classes greater than 30 students to 8%
• increase overall retention to 90% or greater
• increase first-year retention to 89% or greater
• achieve a four-year graduation rate of 59%
• achieve a six-year graduation rate of 72%
• Sustain the undergraduate student body

Enhance the University’s capacity to develop students as worldwide leaders and servants:
• institute a university-wide plan to enhance students’ ability and commitment to serve as ethical leaders informed by biblical perspectives, intercultural understanding, and compassionate service to others
• send 700 students on BU sponsored mission trips annually
• deliver cultural competency education to 1,200 students, faculty, and staff annually
• develop and implement a plan to enhance outreach efforts to and recruitment of members of diverse groups that are underrepresented among faculty, staff and students

Continue to improve the functionality and aesthetic quality of the campus:
• build and successfully operate McLane Stadium
• build and open the Paul L. Foster Campus for Business and Innovation
• build the Clyde Hart Track and Field Stadium
• build the Williams Family Soccer and Olympic Sports Center
• build the Beachamp Athletics Nutrition Center
• build the Ellison Chapel
• install our RSSC (with growth in engineering, industry partners and academic affiliations
• renovate older residence halls (N. Russell 2013, Penland 2016, Martin 2017, Collins 2018 and then other)
• renovate Finland and Memorial Dining Halls

Potential projects seeking donors or other sources of funding:
• construct McLane Alumni Events Center and Hall of Fame at McLane Stadium
• repurpose Hankamer/Cashin
• develop new or expanded nursing facility
• develop visitors center and spirit store
• expand the Law School
• develop phase one of arts district
• renovate Tidwell Bible Building
• renovate the Fereill Center

Compelling Scholarship
Approach the profile of Carnegie Foundation’s Research Universities with Very High Research Activity:
• add Master’s, Graduate Professional and Doctoral programs that do not increase dependence on undergraduate tuition
• increase annual total Doctorate production to 120
• increase annual STEM Doctorate production to 36
• increase overall annual research funding to $25 million

Extend Baylor’s influence on public policy issues consonant with our Christian mission:
• create monthly opportunities for Baylor faculty to share their research with national and international policymakers
• double the number of students participating in public policy internship programs
• utilize earned and paid media to showcase research by Baylor faculty to policymakers

Informed Engagement
Create educational opportunities that benefit the community and Baylor alumni:
• develop a robust education outreach program that includes lifelong learning, continuing education and distance education
• establish a comprehensive plan to broaden the University’s global and local impact
• establish common student learning outcomes for informed engagement that draw upon our Christian commitment to address challenges to society through humble service and evidence-based, capacity-building partnerships

Committed Constituents
Engage all Baylor alumni and friends in the life and aspirations of the University:
• increase the total alumni giving rate to 20%
• increase the amount of scholarship giving

Promote the second phase of “From Here We Build” campaign for $320 million:
• raise $120 million for scholarships and financial aid support
• raise $50 million for student life enhancement (Career and Professional Development, Global Engagement, Leadership Development)
• raise $50 million for academic and programmatic development

Advance and protect the Baylor brand:
• commission and conduct a national market research study to assess Baylor brand awareness and strength, and develop new communication strategies to advance the brand based on research findings

Judicious Stewardship
Improve access and affordability:
• shift total operating budget expenditures to be 5% under graduate tuition dependent by 2018/2019
• increase the endowment per undergraduate student to $10,000
• partner with 38 community colleges, subject to criteria and evaluation of academic quality, to reduce the overall cost of Baylor’s education for transfer students
• establish a fixed four-year tuition rate and fixed transfer tuition rate
• execute operational efficiencies and risk reduction without compromising educational quality

Increase the amount of scholarship giving

Increase the total alumni giving rate to 20%
BAYLOR HISTORY

Chartered by the Republic of Texas in 1845 through the efforts of Baptist pioneers, Baylor is the oldest continuously operating university in Texas. William M. Tryon, R.B.B. Baylor and James Huckins are credited as the university’s founders. Tryon, a missionary appointee of the American Baptist Home Mission Society, came to Texas in 1841. Baylor, which became a Christian in 1859 at age 46, received his license to preach and emigrated to Texas, was judge of the third judicial district and a member of the Texas Supreme Court. Huckins, the first missionary to Texas from the American Baptist Home Mission Society, was considered the mastermind of the Texas Baptist Education Society.

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

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

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

ABOUT OUR ALUMNI

With more than 2,500 graduates in the May 2016 commencement services, Baylor has more than 160,000 living alumni. A few of our notable former students include:

POLITICAL AND JUDICIAL
• Former Governors of Texas
  - Sid Ross
  - Pat Morris Neff (later president of the University)
  - Price Daniel
  - Mark White
  - Ann Richards
• Bob Bullock – former Texas Lieutenant Governor
• Tom Connally – represented Texas in U.S. Senate from 1929-1993
• Jennifer Elrod – Judge, United States Court of Appeals, 5th Circuit
• Leon Jaworski (Baylor Law School) – special prosecutor during the Watergate scandal and one of the first partners of the major international law firm Fulbright & Jaworski
• Priscilla Owen – Judge, United States Court of Appeals, 5th Circuit

BUSINESS
• Joel Allison – president and CEO of Baylor Scott & White Health
• Rebecca Bridges Dinnin – executive director of the Alamo
• Paul Foster – founder and chairman of Western Refining
• Mark Hurd – CEO of Oracle Corporation
• Gary Keller – co-founder and chairman of Keller Williams Realty International
• J. Sayles Leach – chairman and CEO of Texasco from 1953 to 1996
• Marjorie Scardino – first woman to head a top 100 firm on the London Stock Exchange
• Drayton McLane Jr. – chairman of McLane Group, L.P.
• Frank Newport – editor-in-chief of The Gallup Poll

ARTS AND ENTERTAINMENT
• David Crowder – award-winning Christian recording artist
• Jeff Dunham – award-winning ventriloquist and comedian
• Robert Fulghum – author
• Chip and Joanna Gaines – stars of HGTV’s “Fixer Upper”
• John Lee Hancock – director of The Blind Side and The Rookie
• Angela Kinsey – actress on the television series, The Office
• Steven Stucky – recipient of the 2005 Pulitzer Prize for Music
• Trey Wingo – host of ESPN’s “NFL Live” and SportsCenter

MILITARY
• Jack Lummus – Medal of Honor recipient
• John R. Kane – Medal of Honor recipient
• William S. Graves – commander of the American Expeditionary Forces in Siberia from 1918 to 1920
• Gale Pollock – first woman to serve as Surgeon General of the United States Army in 2007, former chief of the Army Nurse Corps
• John Paul Stapp – Air Force medical researcher known as the “fastest man on earth” in 1954

RELIGION
• George W. Truett – pastor of First Baptist Church of Dallas from 1897 to 1944, Baptist statesman
• B. H. Carroll – Baptist leader, founder of Southwestern Baptist Theological Seminary in 1908
• Robert Preston Taylor – Batsam Death March survivor and Chief of Chaplains of the United States Air Force from 1962 to 1986

SCIENCE AND MEDICINE
• Norman E. Shumway – widely regarded as the father of heart transplantation • James H. Homer – pioneer in polymer chemistry, 1993 Nobel Prize winner
• Edward David Breaker – recipient of the 2009 Nobel Prize in Chemistry
• Daniel Chi-Wai Tsang – Hong Kong Baptist University president from 1993 to 1997, chairman of the Chinese Medical Council of Hong Kong
• Gordon Teal – developer of the first silicon transistor
• H. Bentley Glass – one of the United States’ leading biologists and geneticists in the 1960s

EDUCATION
• Randell O’Brien – president of Carson-Newman University
• Daniel Chi-wai Tsang – Hong Kong Baptist University president from 1993 to 1997, chairman of the Chinese Medical Council of Hong Kong
• Judy Holley Mohraz – former president of Goucher College (Baltimore), president and CEO of Virginia G. Piper Charitable Trust from 2012 to 2014
• D. Michael Lindsay – president of Gordon College
• Dub Oliver – president of Union University
• William Bennett Bizzell – former president of Texas A&M University and the University of Oklahoma
• Olin Robson – president of Middlebury College from 1975 to 1990, president of the Salzburg Global Seminar in Austria from 1992 to 2005

SPORTS
• Robert Griffin III – 2011 Heisman Trophy winner
• Olympic gold medalist Michael Johnson and Jeremy Wariner
• Mike Singletary – College and NFL Hall of Fame
• Jimmy Walker – winner of the 2016 PGA Championship
All correspondence and inquiries regarding the search should be sent to Baylor’s Presidential search consultant:

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