

TO YOU I HAND THE TORCH

PRO ECCLESIA | PRO TEXANA

PROFUTURIS

A Strategic Vision for Baylor University



BAYLOR
UNIVERSITY

*Pro Ecclesia, Pro Texana, **Pro Futuris***

The motto of Baylor University – for Church, for Texas – was established in 1851 by Baylor's second president, Rufus Burleson. For more than 160 years, "Pro Ecclesia, Pro Texana" has remained at the heart of Baylor University. As a reminder that we exist to serve both God and the world, our motto is not a relic of our history, but a celebrated declaration of who we are today and who we will be in the future.

As we approached the culmination of our visioning process, three concepts for a name came to the fore. Our new vision encourages us to be courageous, and so we considered a name associated with boldness. The visioning process also reminded us of our history, and the tradition and biblical mandate that urge us to be light to the world. So we considered names associated with illumination. Ultimately, we selected a name that honors our past – with all its boldness and all its tradition – but also heralds a new day in which we look forward with expectancy to all that is yet to be.

We have named our new vision **Pro Futuris** – for the future. An extension of our motto, **Pro Futuris** reminds us that our past is inextricably linked to our future, and that our obligation, to God and to the world, continues.

We plan for a future of educational excellence, built upon the Christian faith that undergirds all that we do. We strive for a future in which creations and innovations are not made only for the sake of scientific discovery or personal fulfillment, but for the real, lasting benefit they might have on humanity. We seek a future in which our students are provided a transformative educational experience that will imbue them with the knowledge of their future responsibility to serve, as well as to lead.

In 1931, beloved Baylor President Samuel Palmer Brooks challenged future generations to "face the future boldly." Today, we embrace this clarion call once again. Guided by a strategic vision, Baylor University courageously takes its stand, for God, for the world and for our future.



BAYLOR
UNIVERSITY

Table of Contents

I. A Letter from the President of Baylor University	2
II. Baylor's Distinctive Role in Higher Education	5
III. Baylor's Commitments	6
A. Mission Statement	6
B. Foundational Assumptions	7
C. Core Convictions	7
D. Unifying Academic Themes	8
IV. The Institutional and Environmental Context	
Leading up to the Commencement of <i>Pro Futuris</i>	9
A. Overview of Progress During <i>Baylor 2012</i>	9
B. The State of Higher Education	11
C. Baylor's Financial Position	12
D. The Planning Process	13
V. Our New Strategic Vision: <i>Pro Futuris</i>	15

A Letter from the President of Baylor University

Among the many notable facts about Baylor is our long and rich history as the oldest, continuously operating university in Texas. Since 1845, the vision of Baylor's founders has inspired and guided us. It now informs the direction of our new strategic vision.

Abiding faith, courage, and conviction – these are the characteristics that guided Judge R.E.B. Baylor during this University's formative years. Judge Baylor oversaw courtrooms by day and, in the evening, preached in crowded churches and revival tents. William Milton Tryon, missionary to Texas and chaplain of the Texas Congress, ministered to the spiritual needs of leaders in the halls of the young Republic's capital. James Huckins, the first Baptist missionary to the new Republic, traversed hills and plains, attending to the needs of townspeople in the rough-hewn Texas territory. Together, these courageous founders shared a vision of a future university where young people would be educated and nurtured – both academically and spiritually – by outstanding and dedicated faculty members. Indeed, the foresight of these visionary leaders – to establish a university “susceptible of enlargement and development to meet the needs of all ages to come” – made possible the Baylor University that is recognized today for academic excellence and Christian commitment.

As the years scrolled by, other University leaders accepted the heavy mantle of the Founders' vision and built upon it. Before taking office in 1851, Rufus Burleson, Baylor's second president, reached out to educators around the nation seeking counsel as to the framework for developing a modern university. This invaluable input guided Dr. Burleson in crafting what was likely Baylor's first “strategic plan.” That plan took the form of eight “guiding policies.” These policies were destined to inform the University's growth over the long course of the Burleson administration. We know from a manuscript – published in 1901 – that Dr. Burleson brought to the Baylor presidency “much learning and enthusiasm.” It is not surprising that this seminary graduate would develop an educational plan for Baylor in which teaching is designed “to arouse thought, and develop the habit and faculty of thinking rapidly, profoundly and correctly.” Additionally, Dr. Burleson determined that Baylor should fashion an inspirational motto to articulate with crystalline clarity the University's overarching purpose. That motto has stood the test of time. We honor it still today.

“Pro Ecclesia, Pro Texana” represented an emphatic declaration that Baylor University had a distinct mission. In Dr. Burleson's words, Baylor would educate students “so as to fire the soul with love for God, home and native land.” Today, it is this abiding love of God that propels our students to excellence in all that they do. That love likewise propels our faculty to understand all truth as God's truth, worthy of study, artistic expression, and discovery.

As the sun was setting on the Nineteenth Century, the youthful Samuel Palmer Brooks arrived on campus as a student. He would go on to serve as president of Baylor from 1902 until his death in 1931. Dr. Brooks' passion for Baylor, and his profound belief in its mission, inspired him to envision a "greater Baylor." Accordingly, during Dr. Brooks' long tenure, the University grew significantly in size and stature. It has been said of Samuel Palmer Brooks that he "stood above the limitations of reality and took the long look, dreaming visions of what Baylor could be."

Penned only days before his death, Samuel Palmer Brooks' 1931 "Immortal Message" to "seniors of all years," has echoed in the hearts of Baylor alumni for more than 80 years. In that message, Dr. Brooks exhorts Baylor graduates to care for the University, in light of what this storied institution has meant to them in the past and what it will mean to them in the future. He also encourages and challenges those who love Baylor to think beyond our present and to embrace our future:

"Do not face the future with timidity nor with fear. Face it boldly, courageously, joyously. Have faith in what the future holds."

The future is now. The enduring challenge set forth by these visionary leaders of yesteryear stands before us as we now undertake our new strategic vision. From our three Founders, Baylor, Tryon, and Huckins, we are called upon to defend and extend the distinct role that Baylor occupies in American higher education. Whatever we do, we do it "Pro Ecclesia" – for God – and "Pro Texana" – for Texas and beyond to the world around us. Our Founders' voices call us to care for Baylor, dreaming big dreams as we powerfully envision its future.

With this rich history, Baylor University has now come to the end of a 10-year plan resulting in one of our institution's most significant periods of growth and development. We celebrate a decade of remarkable progress. And we move forward.

As we stand at the threshold of a new period in Baylor's storied history, we understand the profoundly significant work to which we have been called: we are to be "salt and light" to a hurting world, and in so doing, "to light the ways of time." We must impact the world from Baylor's position at the crossroads of academic excellence and Christian faith. That is our calling as an institution. During the coming years of our new vision, we will celebrate the 175th birthday of this magnificent University. We certainly

will face challenges, but we also will celebrate achievements that we cannot now imagine. By God's grace, Baylor's progress will continue; indeed, it will accelerate.

The two-year development of our new strategic vision has called for the commitment of many in the extended Baylor family. We are indebted to our faculty, students, staff, alumni, and community of friends and supporters for their faithfulness to this important task. Our future success will require continued dedication on the part of the Baylor family, both near and far.

For our new vision, we have fashioned the name **Pro Futuris**. **Pro Futuris** envisions a future in which our unyielding Christian faith undergirds a deep sense of responsibility to the world, and in which our faculty's scholarship is heralded not only for its contribution of new knowledge, but for its lasting impact on humanity. **Pro Futuris** portends a growing academic enterprise dedicated to the search for new knowledge, not simply for the sake of knowledge, but for the love of all truth illuminated by our Christian faith.

Pro Futuris gives clear direction, but without suggesting that we can predict the future. **Pro Futuris** reflects a deep-seated commitment to Baylor's core principles and convictions, while liberating us to dream big dreams and imagine future possibilities. This strategic vision is rooted in what we at Baylor have always considered non-negotiable – educational excellence, the pursuit of new knowledge, a caring community, and a vibrant Christian faith. These characteristics will continue to sustain us for the duration of **Pro Futuris** – and “for the ages to come.”

As we journey together into the next phase of Baylor's unfolding history, we pray for God's continued blessings on Baylor University.



Kenneth Winston Starr
President

Baylor's Distinctive Role in Higher Education

Baylor University stands in a place occupied by few other institutions – set apart by an unwavering Christian identity, an enduring dedication to transformative education, and a strong and growing commitment to research. Over the course of the Nineteenth and Twentieth Centuries, a relentless retreat transpired from Christian commitment on the part of the nation's oldest and most prestigious universities. Baylor, however, has persisted in the belief that not only can its Baptist heritage inform a vital approach to life in general, it can also inform the life of the mind specifically. We hold firm to the conviction that the world needs a preeminent research university that is unambiguously Christian; where such a commitment does not imply a lack of scholarly inquiry, but rather requires scholarship and creative endeavors at the highest levels of quality to complement and inform its teaching and service.

The foundation for Baylor's position in higher education is articulated in its mission statement, foundational assumptions, core convictions, and unifying academic themes. These commitments motivated the founding of Baylor and have guided the University at every point in its history. Together with Baylor's motto, *Pro Ecclesia, Pro Texana*, they continue to define Baylor's exceptional character, purpose, and vocation in the world of higher education.

We strive to prepare students to make a difference in our world as citizens and leaders who have the faith and integrity to do what is right in the face of competing pressures and to have a passion to apply their

knowledge to ends that transcend mere self-interest. As a Christian university committed to scholarship of the highest quality, we offer a distinctive voice to global conversations about crucial issues – such as social responsibility, health care, economic growth, human rights, poverty, diversity, and sustainability – in a way that few others can. To these ends, we exercise care in hiring and developing faculty and staff who embrace our Christian identity and whose lives of faith manifest integrity, moral strength, generosity of spirit, and humility in their roles as ambassadors of Christ.

Baylor University remains a place where the Lordship of Jesus Christ is embraced, studied, and celebrated. We love God with our heart, so we are compelled to care for one another and to address the challenges of our hurting world. We love God with our soul, so we are called to worship Him and to serve Him in building His church. We love God with our mind, so we are called to instruction, research, scholarship, and creative endeavors that truth may be discovered and disseminated, beauty revealed, and goodness honored.

Against this backdrop we look back, giving thanks for all that Baylor has been, and look forward with great expectation to the promise – and purpose – that illuminates the institution's destiny. We launch *Pro Futuris*, therefore, in humility, gratitude, and from a position of strength: a strength that is measured in the form of traditional outputs, such as student ability and research productivity, as well as the strength of our Christian faith reflected in our people, our programs, and our campus.

Baylor's Commitments

Mission Statement

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 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. In its service to the church, Baylor's pursuit of knowledge is strengthened by the conviction that truth has its ultimate source in God and by a Baptist heritage that champions religious liberty and freedom of conscience. Without imposing religious conformity, Baylor expects the members of its community to support its mission. Affirming the value of intellectually informed faith and religiously informed education, the University seeks to provide an environment that fosters spiritual maturity, strength of character, and moral virtue.

Pro Texana. Integral to its commitment to God and to the church is Baylor's commitment to society. Whereas that society in the mid 1800s was limited to Texas, today Baylor's sphere of influence is indeed the world. The University remains dedicated to the

traditional responsibilities of higher education – dissemination of knowledge, transmission of culture, search for new knowledge, and application of knowledge – while recognizing the global proportions these responsibilities have assumed. Moreover, within the context of an ethnically and culturally diverse community, Baylor strives to develop responsible citizens, educated leaders, dedicated scholars, and skilled professionals who are sensitive to the needs of a pluralistic society. 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. Within the undergraduate programs, the University seeks to familiarize students with the principal bodies of knowledge, cultural viewpoints, belief systems, and aesthetic perspectives that affect the world in which they live. Within the graduate and the professional programs, the University provides advanced educational opportunities to develop ethical and capable scholars and practitioners who contribute to their academic disciplines, professional fields, and society. Baylor encourages all of its students to cultivate their capacity to think critically, to assess information from a Christian perspective, to arrive at informed and reasoned conclusions, and to become lifelong learners. Beyond the intellectual life, the University pursues the social, physical, ethical, and spiritual development of each student.

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

Foundational Assumptions

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

The foremost of these are:

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

Core Convictions

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

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

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

Unifying Academic Themes

Baylor's Christian identity has given shape and direction to the University's entire educational mission – undergraduate, professional, and graduate. Our heritage, foundational assumptions, and core convictions establish the grounds for a framework of unifying themes that will make our academic programs distinctive and bring greater visibility to Baylor. These themes provide orientation not only for academic programs, but also for discussion and debate across the campus, for research and scholarship, and for community outreach. The six primary themes that mark and shape the Baylor academic community are as follows:

- Because we believe that all truth is open to human inquiry, Baylor University 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, we support 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 University 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 University supports academic programs that investigate the natural world, increase understanding of the symbiotic relationship between human beings and the natural world, and protect the environment by encouraging good stewardship of natural resources.
- Because we believe that we have responsibility to care for our health and wellbeing and that of others, Baylor University supports academic and extracurricular programs that seek to promote human physical, mental, and spiritual health.
- Because we believe that individuals have moral and ethical obligations to communities, Baylor University 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 Institutional and Environmental Context Leading up to the Commencement of *Pro Futuris*

Overview of Progress During *Baylor 2012*

Adopted by the Board of Regents in September 2001, *Baylor 2012* called for the institution to embark on a purposeful refocusing of institutional efforts and resources. It directed a period of significant growth and impact on all aspects of University life. In *Baylor 2012*, the institution asserted its intention to enter the top tier of American research universities while deepening its Christian commitment. As stated in *Baylor 2012*, “We believe that the highest intellectual excellence is fully compatible with orthodox Christian devotion. Indeed, the two are not only compatible but mutually reinforcing.”

By all indications, we have made remarkable progress. We nurtured our ability to lead faithful lives within the University community and to allow our faith to inform our work. At the same time, we cultivated our faculty’s expertise and built infrastructure to participate more fully in the community of scholars. As a result, Baylor is now classified by the Carnegie Foundation as a Research University with High Research Activity. What follows highlights additional notable accomplishments of the past decade.

During the decade of *Baylor 2012* the University added 238 full-time faculty positions, increasing the total full-time faculty to 935 in fiscal year (FY) 2012. More than three-fourths of the faculty hired over this period earned their doctoral degree from institutions in Carnegie’s highest category – Research University with Very High Research Activity. The vast majority of this growth in the faculty was concentrated in the humanities (approximately 32%), natural sciences (approximately 20%), and social sciences (approximately 14%). Part of the faculty growth supported the establishment of an Honors College in 2002 and the creation of the School of Social Work in 2005 from what was previously a department in the College of Arts and Sciences.

This increase in the number of faculty lowered the student to faculty ratio from 18:1 in fall 2001

to 14:1 in fall 2011, even as total undergraduate enrollment gradually increased from 12,190 to 12,575 (3.2%) over the same period. Graduate and professional enrollment grew by nearly 21%, from 2,031 in fall 2001 to 2,454 in fall 2011. Concurrently, the University added 377 full-time staff positions, for a total of 1,398 in FY 2012, maintaining the staff to faculty ratio at approximately 1.4:1.

During the period of *Baylor 2012*, the University increased the number of PhD programs it offered from 14 to 23, including three new programs in the humanities, two in education, three in the sciences/engineering, and one in business. Sponsored research funding generated by the faculty increased by 75%, from approximately \$8 million in FY 2002 to slightly more than \$14 million in FY 2011.

To bolster the infrastructure supporting Baylor’s growing research activities, the University pursued two major science facilities projects during *Baylor 2012*. The first was the Baylor Sciences Building, which opened in fall 2004. This 500,000-square-foot facility houses the Departments of Biology, Chemistry, Environmental Science, Geology, Physics, and Psychology/Neuroscience, and includes 33 classrooms, approximately 160 faculty offices, and more than 150 teaching and research labs. The second is the development of the Central Texas Technology & Research Park, anchored by the Baylor Research & Innovation Collaborative (BRIC) to provide a unique blend of university research, industry, workforce development and training, public symposia, and business start-up support space focused on science and engineering. Phase I of this renovation began in July 2010 and was completed in April 2012. Phase II is under way and the BRIC is expected to be at full operation in mid-2016.

Over the course of *Baylor 2012*, the University has attracted an increasingly diverse and capable student body at both the undergraduate and graduate levels. By

fall 2011, minority students accounted for nearly 33% of the student population, up from approximately 24% in fall 2001. First-time freshmen enrolling in fall 2011 had average SAT scores of 1236, an increase from 1176 in fall 2001. Over the same time period, average GRE scores for graduate students increased from 1080 to 1214, average GMAT scores for MBA students increased from 583 to 617, and median LSAT scores for law students increased from 157 to 162. As a means of continuing to make Baylor financially accessible, unfunded (non-endowed) scholarship aid increased from \$25 million in FY 2002 to almost \$125 million in FY 2012.

With the opening of the North Village Residential Community in fall 2004 and Brooks Village in fall 2007, the University increased its housing inventory by almost 1,000 beds, allowing the percentage of undergraduates living on campus to increase to 36%, up from 28% at the outset of *Baylor 2012*. The Brooks Village complex includes a new dining hall and Robbins Chapel. During this same period, the University made substantive improvements to Memorial, Dawson, and Kokernot residence halls, including creating faculty-in-residence apartments, adding classrooms, renovating lobbies, and reopening the chapel that previously had been closed in Memorial. By the final year of *Baylor 2012*, more than 1,400 undergraduates were participating in Living-Learning Centers, in which residential halls partner with academic units to offer students shared courses, enhanced academic programming opportunities, and on-site academic and success services to promote student flourishing.

Since the beginning of *Baylor 2012*, the University has added 1.8 million square feet of new building space, an increase of approximately 25%. In addition to those described earlier (the Baylor Sciences Building, BRIC, North Village, and Brooks Village), the past decade also saw the opening of the new home of the George W. Truett Seminary, seven new on-campus athletic facilities, three parking garages, and the complete renovation of the Sid Richardson Building.

The Resident Chaplain program has grown from an initial 2001 cohort of five chaplains,

funded through a Lilly Foundation grant, to a permanent ministry team of 12 George W. Truett Theological Seminary students. These seminarians play an instrumental role in providing pastoral care to students and integrating Christian spiritual formation into the fabric of University student life.

Established in 2004, the Academy for Leader Development and Civic Engagement has offered curricular and co-curricular intentional learning and leadership development opportunities for up to 880 students per year.

During *Baylor 2012*, discipline-specific mission trips have allowed more than 1,200 Baylor students, faculty, and staff to engage in mission service drawing on their education, training, and professional talents. Mission teams have served in many international locations as well as urban areas of need within the U.S., offering basic health care, literacy promotion, technological infrastructure, and religious education. As part of each trip, students have engaged in designated readings, shared discussions, and personal journaling to ensure thoughtful reflection about the mission experience.

Inaugurated in 2004, a New Student Experience course was implemented to assist entering students as they make the transition to Baylor. The course establishes and nurtures relationships with faculty and other entering students in and outside of the classroom. Beginning with dinner in the home of a faculty member during Welcome Week, students are provided opportunities to connect to Baylor, engage in spiritual formation, and develop tools for academic success.

These accomplishments, among many others, show that we have made remarkable progress on the ambitious goals set out for us by *Baylor 2012*. We celebrate the successes of the past decade. Yet we realize that our efforts to deepen our Christian commitment, by their very nature, should never cease; we still have considerable work to do to position Baylor as a preeminent Research University with Very High Research Activity. Indeed, we are inspired as we continue to grow and be known as a national research university that resolutely embraces its Christian identity.

The State of Higher Education

As we begin this new period in Baylor's history, we must consider the state of the economy and the state of higher education as we chart our course. In spite of the myriad critiques of American higher education – concerns about access, affordability, accountability, and student learning – overall enrollment continues to grow. According to data from the National Center for Education Statistics (NCES), in fall 2009 more than 17 million undergraduates were enrolled in postsecondary education throughout the country. Of the undergraduates in 2009, 40% (more than 7 million) were enrolled in public two-year colleges (community colleges and state-supported technical institutes). Approximately 36% (more than 6 million) were enrolled in public four-year institutions, and nearly 15% (more than 2.5 million) were enrolled in private four-year institutions. For-profit four-year institutions, with about 1.2 million students, account for nearly 7% of the total and for-profit two-year and private two-year enrollments account for the remaining 2%.

Some have suggested that the demand for lower-cost education combined with the increase in education-on-demand being delivered by for-profits could threaten the existence of other institution types. Although growth in those sectors is certainly expected, NCES projects all sectors will experience growth, with more than 22.4 million undergraduates enrolled in postsecondary institutions by 2019. Assuming the proportions will not change radically during this decade, Baylor will be able to attract and retain our historic share of the more than 2.5 million undergraduate students who will be in the market for private undergraduate education in any one year.

Still, in the midst of increased enrollments, American higher education is coping with challenging financial conditions. The economic crisis America has been weathering since fall 2008 is inextricably linked with jobs, education, and government leadership. The country has struggled under the weight of a major recession for the past several years, as well as with a highly polarized political environment that has labored in its attempts to return the country to more stable economic footing. This has led some to refer to the

years since the late 1990s as the “lost decade.”¹ Despite substantive endowment losses, the erosion of net-tuition revenues, and increasing governmental and public pressure for greater affordability and accountability, colleges and universities have found ways to stay afloat. The easing of recessionary pressures and the beginnings of job growth experienced during the first quarter of calendar year 2012 allow for the hope that the worst of the crisis has passed, but there is little reason to anticipate that the trajectory of economic growth will approach that seen prior to 2008 any time soon.

Indeed, new economic realities are the order of the day within higher education. Even those institutions that have the luxury of rejecting more than nine out of 10 of their undergraduate applicants for admission are tempering annual tuition increases and continuing their expansion of grant aid – for merit and especially for need – as a response to calls for greater affordability.² For example, while Princeton, Dartmouth, and Yale have announced tuition and required fees increases ranging from 4.5% to 5% for the 2012-13 academic year, their respective scholarship budgets will grow by even greater rates as they draw on other revenue streams to protect students and families with need from these increases.³

While private philanthropy to higher education in 2011 rebounded to slightly more than \$30 billion (just shy of the record \$31.6 billion donated in 2008), 86% of these funds went to 25% of the institutions. A quarter of the funds contributed in 2011 were concentrated in but 20 institutions, each with an endowment in excess of \$1 billion.⁴

During the recent recession, federal support for research and development was temporarily expanded by stimulus funding through the American Recovery and Reinvestment Act (ARRA). Although these funds were obligated in fiscal 2010, their actual expenditure will continue through fiscal 2012 and into 2013. Apart from ARRA, federal research funding has not been entirely immune to the overall shrinking of government spending, though, comparatively speaking, it has fared better than many other sectors of the federal budget. Looking forward, while there remain

advocates in both Congress and the administration for the need to significantly boost federal support for basic and applied research, the reality is much more likely to be that any growth at all would barely outpace inflation. Nevertheless, as federal support is stagnating, industry commitment to research and development is growing and sizable portions of these funds are expected to continue to find their way to academia.⁵

Tempering these economic circumstances is the expectation that student demand for higher education will remain strong for the foreseeable future, as noted earlier. This will be especially so for institutions that differentiate themselves by the

perceived quality of their educational offerings and their commitment to fostering “intensive personal development, intellectual growth, broad reasoning skills, career network building, political/community engagement, and general preparation for life and careers.”⁶ In the current economic environment, therefore, no alternative threatens the demand for a college experience like the one Baylor offers. Nevertheless, it is important for all universities, Baylor included, to regularly evaluate opportunities to enhance learning through the use of technology and flexible learning environments that can meet the learning needs and expectations of future students.

-
- 1 EconMatters. (2011, September 15). America's lost decade and the rise of middle class poverty. *Business Insider*. Retrieved from http://articles.businessinsider.com/2011-09-15/markets/30158289_1_poverty-rate-poverty-line-official-poverty.
 - 2 Tuby, K.S. (2012, January 20). U.S. Higher Education Outlook Mixed in 2012. *Moody's Investors Service*, 8. Retrieved from <http://www.scribd.com/doc/79097920/2012-Outlook-Higher-Education>.
 - 3 Kiley, K. (2012, March 21). Wait, Isn't This the Old Normal? *Inside Higher Education*. Retrieved from <http://www.insidehighered.com/news/2012/03/21/big-tuition-hikes-private-colleges-complicate-affordability-picture>.
 - 4 Biemiller, L. (2012, February 15). College Giving Rebounded Last Year. *The Chronicle of Philanthropy*. Retrieved from <http://philanthropy.com/article/College-Giving-Rebounded-Last/130798/>.
 - 5 Battelle. (2011, December). 2012 Global R&D Funding Forecast. *R&D Magazine*, 3-8. Retrieved from <http://www.battelle.org/aboutus/rd/2012.pdf>.
 - 6 Tuby, K.S. (2012, January 20). U.S. Higher Education Outlook Mixed in 2012. *Moody's Investors Service*, 3. Retrieved from <http://www.scribd.com/doc/79097920/2012-Outlook-Higher-Education>.

Baylor's Financial Position

The decade in which *Baylor 2012* guided University operations saw the institution make significant progress toward fulfilling its aim to be a preeminent research university with a vigorous Christian commitment. However, as we prepared to implement this successor strategic vision, it was readily apparent that the principal tactics employed to finance much of the growth and improvement realized during *Baylor 2012* – substantial increases in undergraduate tuition and accessing the institution's previously under-utilized debt capacity – no longer constituted opportunities for significant growth as was the case a decade ago.

Pro Futuris emphasizes that efforts will need to be redoubled to grow substantially the University's endowment and diversify Baylor's revenue streams, including increasing funded research and expanding professional education initiatives. Additionally, it

will be incumbent upon the University to embark on a deliberate process of ongoing programmatic and financial self-examination to allow for strategic reinvestments in itself. Therefore, it is imperative for the University to endeavor to reduce dependency on undergraduate tuition income, especially in areas of the University that do not enhance undergraduate educational experiences.

The University is undergirded by a strong financial position. Our credit rating agencies have recently confirmed our AA- bond rating based on the strength of the demand for a Baylor education and the sound management practices that we follow. We have been able to offer competitive faculty and staff salaries as well as provide modest annual raises to attract and retain the best employees who embrace our mission.

The Planning Process

The selection of Kenneth Winston Starr as Baylor's 14th president coincided with the latter days of *Baylor 2012*. Shortly after he took office in July 2010, the regents and senior administration reviewed the University's foundational assumptions, core convictions, unifying academic themes, and mission statement and determined that these commitments should continue to guide the institution through its next strategic vision. In addition, Executive Vice President and Provost Elizabeth Davis was charged with leading a deliberately open and participatory planning process that would actively engage the University's multiple constituencies, and result in the production of a new strategic vision to take effect June 1, 2012.

In November 2010 the University issued "Envisioning our Future," a document to prompt reflection as well as to set the stage for community input to inform the development of the new strategic vision. The period for community input extended from December 2010 through April 2011. Three primary forms of input resulted:

- 165 Group Input reports were submitted following on-campus discussions within existing organizational structures (e.g., academic departments, schools, administrative units, and student organizations) as well as in multi-disciplinary groups.
- A total of 17 Community Input Sessions were held across the country. Eleven of the sessions were held in Texas, with others in New York City, Los Angeles, Chicago, Washington, D.C., Nashville, and Marietta, GA. In total, more than 700 individuals participated in these sessions, the vast majority Baylor alumni, but also parents of currently enrolled students and other interested parties.
- Individual input submissions were provided electronically by approximately 300 unique respondents. Many were members of more than one constituent group, but more than half identified themselves as Baylor alumni.

Provost Davis appointed a Strategic Themes Committee (STC) to study, analyze, and synthesize all of the input received during the Community Input period of the strategic planning process. This 23-member committee, drawn from the University's faculty, staff, and students, was chaired by Mitchell J. Neubert, the Chavanne Chair of Christian Ethics in Business in the Hankamer School of Business. The STC commenced its work in January 2011. The committee inductively developed criteria for sorting and grouping the information and eventually adopted a framework of 12 themes by which to code/categorize the input data. Each piece of input was read more than once by more than one person. The culmination of these efforts led to the production in June 2011 of the *Strategic Input Report* (SIR) that distilled thousands of pages of data, capturing both the areas about which there was significant consensus (which were many) as well as fairly recording differing viewpoints, telling both sides of the story.

The SIR highlighted multiple areas of convergence, including:

- The conviction that steadfastly holding on to Baylor's Christian identity was both foundational and a critical differentiator;
- A broad-based commitment to the importance of teaching excellence; and
- The importance of strengthening connections within the Baylor family and between the Baylor family and the community.

The areas of divergence included:

- The ideal emphasis to be placed on research in light of institutional commitments to teaching and faith;
- The specific areas of focus or programs that would offer the greatest potential for success and impact; and
- How best to balance inclusiveness with intentionality in affirming Baylor's uniqueness.

Beginning in July 2011, the Regents and the Executive Council, with assistance from the Academic Deans and Vice Provosts, deliberated the findings from the SIR and began crafting a draft of *Pro Futuris*. The SIR was invaluable in confirming that Baylor's new strategic vision should not seek to alter the trajectory set by *Baylor 2012*, but should reinforce the commitments already established, while also articulating a renewed set of strategic aspirational statements to guide ongoing institutional decision-making during the decade ahead. The intent was to craft aspirational statements of ends rather than means in order that *Pro Futuris* would provide ample guidance for future decision-making without attempting to dictate a decade's worth of specific actions.

The draft of *Pro Futuris* was released in December 2011. Faculty, staff, students, alumni, and others interested in Baylor's future were invited to continue their active participation in the vision's development by responding to a series of questions designed to provide targeted feedback on how the draft vision could be improved. Feedback on the draft of *Pro Futuris* was accepted through March 2012. Drawing primarily from members of the STC, Provost Davis charged a Feedback Review Working Group to examine all feedback submitted and share their findings with her for consideration by the Executive Council and Regents.

Final revisions to *Pro Futuris* were incorporated during April 2012, and the vision was adopted by the Board of Regents on May 11, 2012.

Our New Strategic Vision: *Pro Futuris*

Pro Futuris serves as a compass for our future, providing direction without dictating specific action – a guiding document that points us toward our destination while inviting creativity in determining the paths by which we will arrive. It follows on the heels of *Baylor 2012*, which boldly asserted our intention to enter the top tier of American research universities while deepening our Christian commitment. We are inspired as we continue to grow and be known as a national Research University with Very High Research Activity that resolutely embraces its Christian identity.

This work to which we are called is an undertaking of profound significance. Previous generations of Baylor graduates have embraced the responsibility to be salt and light in the world, and, in so doing, to “light the ways of time.” That call continues to ring true today. We know that when we influence the world from the distinctive place Baylor occupies at the crossroads of faith and academic excellence, we are acting out of conviction that this is what God has called us to do.

At the highest level, this strategic vision provides principal direction defined by five *aspirational statements*, all of which proceed from our commitments as articulated in our mission statement, foundational assumptions, core convictions, and unifying academic themes. Our Aspirational Statements serve a purpose akin to the Psalmist’s desire that God’s word be a “lamp unto our feet and a light to our path.” These aspirations illuminate a future filled with promise for promoting human flourishing and offering hope to the world. There are several underlying themes that cut across and permeate all of the Aspirational Statements. These include a steadfast commitment to Christian values and identity, an emphasis on leadership development, a global perspective, a dedication to excellence in all we do, and a desire to direct the University’s knowledge and resources toward solving problems facing people and communities worldwide.

Our New Strategic Vision: *Pro Futuris*

As an expression of the vision developed in partnership with our faculty, staff, students, alumni, parents, and friends, Baylor will be a community recognized for ...

- I. Transformational Education – where academic excellence and life-changing experiences ignite leadership potential that increases our students' desire for wisdom, understanding of calling, and preparation for service in a diverse and interconnected global society;
- II. Compelling Scholarship – where research discoveries illuminate solutions to significant challenges confronting our world and where creative endeavors reflect the breadth of God's creation;
- III. Informed Engagement – where our Christian faith, in conjunction with our expertise and resources, inspires a desire to address systemic problems facing our community, both local and global, and renews our dedication to improvement of self and service to others;
- IV. Committed Constituents – where the dedication of alumni and friends advances Baylor through sustained involvement and philanthropy;
- V. Judicious Stewardship – where the value generated by and derived from a Baylor experience is supported through a diversity of revenues, prudent management of our resources, and the pursuit of outstanding quality and character in every area of University life.

For each aspirational statement, areas of *specification* will serve to illuminate an envisioned path. Following from the aspirational statements and areas of specification, in subsequent stages of implementing the vision, *acts of determination* will be developed in all areas of the University. These acts of determination will become the dynamic operational plans to guide our actions. This structure enables everyone in our community to have the opportunity to contribute to the vision and to University progress. Projects and initiatives already under way are noted to demonstrate the bridge connecting *Baylor 2012* and *Pro Futuris*. Some new initiatives will be implemented immediately, while others may be expanded or reimagined as circumstances change or new ideas emerge.

ASPIRATIONAL STATEMENT ONE

Baylor will be a community recognized for Transformational Education ... where academic excellence and life-changing experiences ignite leadership potential that increases our students' desire for wisdom, understanding of calling, and preparation for service in a diverse and interconnected global society.

Academic Excellence

Baylor has a long tradition of excellence in undergraduate education in the liberal arts and in its professional schools. During the last decade, we have enhanced academic opportunities for undergraduates in many ways, including establishing an Honors College, creating a School of Social Work, and strengthening our faculty ranks in size, breadth, and quality.

We have also strengthened graduate studies and post-baccalaureate professional education. Our Graduate School has grown with the addition of 43 doctoral and master's programs, many of which have achieved recognition with respect to research productivity and student placement. Our professional schools added faculty, realized continuing success in both traditional and expanded programs, and provided for first-rate facilities. We are in a position to build upon those strengths and to make significant new strides in the sciences and engineering.

All of these pursuits must be undergirded by attention to the effective recruitment and retention of a diverse student body, coupled with scrupulous care for the development of competencies they will need to succeed and flourish in the 21st century. Therefore, we will:

- Build on our rich tradition of outstanding teaching, scholarship, and service;
- Attract, develop, retain, and reward a diverse and outstanding faculty and staff who are committed to excellence in teaching, research, and creative expression;
- Recruit, retain, and graduate an academically excellent and diverse student body;
- Strengthen the undergraduate core curriculum, deepen our excellence in the liberal arts, continue

to promote excellence in the professional schools, and expand our interdisciplinary opportunities;

- Continue to embrace the compatibility of Christian faith and rigorous inquiry in undergraduate and graduate educational experiences;
- Approve new graduate programs that strategically build on existing strengths within departments and schools;
- Increase PhD production to approach the profile of Carnegie's research universities with very high research activity;
- Emphasize health-related professional programs;
- Increase our funding and support of academic programs in science and engineering; and
- Utilize technology strategically and selectively to enhance the University's learning environment and educational offerings.

Student Engagement

Ideas exchanged, experiences shared, and relationships developed on campus are the heart of the Baylor experience. Our students' educational experiences must connect their academic and creative strengths to a world beyond the classroom. In particular, students should be inspired to connect their classroom learning to experiential opportunities that promote meaningful reflection and action. Experiential learning opportunities develop Baylor students into leaders who can help resolve challenging problems in our state, nation, and world.

Student life has long been a vibrant part of a Baylor education. Experiences in the residential halls, on the intramural and intercollegiate athletic fields, and within student organizations encourage friendships, cultivate

trust, and promote understanding and respect that transcend cultural and socioeconomic differences.

During the past decade, stronger, more coordinated ties between student life and academic affairs have been forged to create a more holistic experience for students. Perhaps most visible among our initiatives has been the creation of several living and learning communities and two residential colleges in which faculty live among students in communities that are bound together by academic, developmental, and spiritual pursuits. The success of these initiatives has led to plans for the East Village, a multi-phase residential community that will serve as a bridge project between *Baylor 2012* and *Pro Futuris*. To reinforce the on-campus experience, we will:

- Build a robust and coordinated set of activities and programs that help all students navigate the path from matriculation to their initial and future vocations;
- Create a coherent set of undergraduate learning experiences that foster student success, involvement, and completion;
- Further enhance engagement between students and faculty and between students and staff;
- Continue to increase the percentage of undergraduate students who live on campus and who participate in living-learning and residential college communities;
- Provide additional community-building opportunities for graduate and professional students;
- Provide additional opportunities for students to explore and discern beliefs, convictions, and vocations;
- Provide greater opportunities for students to learn from the rich cultural diversity of the student body and surrounding community; and
- Affirm our commitment to sponsoring an NCAA Division I intercollegiate athletic

program dedicated to academic and competitive integrity and a winning tradition across the full spectrum of men's and women's athletics.

Leadership Development

We understand leadership as one's ability to influence others while maintaining a commitment to doing what is right and good, even in the face of competing priorities. Over the course of our history, Baylor graduates have held leadership positions across a broad spectrum of fields including law, business, industry, the arts, education, religion, medicine, and public service. Many graduates have also chosen to live out their calling in contexts that are not typically associated with leadership, but for which the qualities possessed by effective leaders are still valuable and relevant. We will continue to graduate students who are prepared and committed to influence the world through intercultural understanding and ethical and compassionate service to others.

To support leadership development, we will:

- Enhance curriculum and initiatives to help students develop as ethical leaders informed by biblical perspectives;
- Strengthen experiential learning programs that develop leadership and provide opportunities for practice and reflection (e.g., internships, research opportunities, service-learning courses, discipline-specific mission trips, and student organization involvement);
- Increase opportunities for students to develop cultural competency for worldwide leadership through foreign language acquisition, study-abroad opportunities, and internationally focused research; and
- Expand opportunities for our students to engage with community, state, national, and international leaders.

ASPIRATIONAL STATEMENT TWO

Baylor will be a community recognized for Compelling Scholarship ... where research discoveries illuminate solutions to significant challenges confronting our world and where creative endeavors reflect the breadth of God's creation.

Baylor's most distinctive characteristic is its identity as a research university with a strong Christian commitment. Our Christian perspective offers unique insights into issues such as social responsibility, health care, economic growth, human rights, poverty, diversity, sustainability, and, more fundamentally, our understanding of our identity as human beings within the created order. Faculty and students at Baylor are dedicated to joining the national and international community of scholars and artists in exploring the manifold issues and creative possibilities at the forefront of human discovery. Evidence of this dedication is found in the significant increases in scholarly productivity during the past decade. The increased visibility of our research and creative endeavors is, in part, the result of significant investments in needed infrastructure, including a state-of-the-art science facility, and collaborative partnerships that have enhanced electronic and physical library collections. Furthermore, we continue to expand our research capabilities with the development of the Baylor Research & Innovation Collaborative (BRIC). Still, much work remains in order to position Baylor as a Carnegie-classified Research University with Very High Research Activity.

With respect to this aspiration, we will:

- Produce research and creative work at the highest levels, providing opportunities for study and collaboration, as well as outstanding facilities, technology, and a supportive infrastructure;
- Increase opportunities for students to engage in research with faculty at all phases of the discovery process, enhancing connections between teaching and scholarship;
- Expand the development and display of creative works that inspire consideration, celebration, and stewardship of God's creation;
- Raise the scholarly profile of our faculty, as evidenced by increased publications, citations, awards, and externally funded research to approach the profile of Carnegie's Research Universities with Very High Research Activity;
- Augment external research funding and forge new collaborations with industry through such strategies as the creation of select centers of excellence within the BRIC; and
- Participate in local, state, national, and international conversations regarding society's greatest challenges, offering perspectives informed by our faith, scholarship, and call to Christian service.

ASPIRATIONAL STATEMENT THREE

Baylor will be a community recognized for Informed Engagement ... where our Christian faith, in conjunction with our expertise and resources, inspires a desire to address systemic problems facing our community, both local and global, and renews our dedication to improvement of self and service to others.

Baylor's calling dictates that we teach, pursue research, innovate, and serve with full awareness of the needs of others. These might be residents of nearby neighborhoods with deep economic needs or members of a marginalized class in another hemisphere. Baylor intentionally addresses challenges of society through evidence-based, solutions-focused, capacity-building partnerships to ease burdens and resolve fundamental inequities. Through both episodic and sustained engagement, we leverage and develop our capabilities and research expertise for the mutual benefit of Baylor and these communities with which we are inextricably linked.

In the last decade, we have increased our engagement in the local community through various activities, including our Family Practice Center Partnership, the Texas Hunger Initiative, Campus Kitchen, the Baylor Interdisciplinary Poverty Initiative, Steppin' Out, and participation in local schools through placement of student teacher interns and volunteers in school-sponsored programs. Through our libraries and digitization center, national collaborations such as the Black Gospel Music Restoration Project have provided access and preservation for rare materials that enhance our understanding of culture and history. Globally we have met needs through an increased number of mission trips, especially those that are

discipline-specific, allowing students to use their intellectual and spiritual gifts to serve others while at the same time broadening their understanding of the rich cultural diversity found throughout the world. Looking forward, our efforts need to be more coordinated and focused. Therefore, we will:

- Lead initiatives in which we offer our distinctive knowledge, resources, and capabilities to address systemic problems in our community and throughout the world;
- Pursue academic partnerships with local, national, and global constituents that are focused on meeting human needs;
- Form stronger, more strategic community partnerships that improve the quality of life for Central Texans;
- Support local research that provides a foundation for effective solutions to community concerns;
- Integrate service into the fabric of campus life, grounded in a Christian understanding of hospitality that motivates humble service to all even as we remain faithful to our distinctive commitments; and
- Create educational opportunities that benefit the community and Baylor alumni.

ASPIRATIONAL STATEMENT FOUR

Baylor will be a community recognized for Committed Constituents ... where the dedication of alumni and friends advances Baylor through sustained involvement and philanthropy.

Baylor alumni – their success, their faith, the richness of their lives, the worldwide leadership and service they provide – are the fruits of the University’s labors. A student’s few short years on the Baylor campus are merely preparation for a lifetime on “the good old Baylor line” – a line that stretches around the world and back again to Waco. Our desire is that at every point on that line alumni feel connected to Baylor, to others on the line, and to future generations of graduates who will join us as we “march forever down the years.” That connection should be a source of pride and benefit throughout their lives, so much so that our alumni eagerly engage with the life of the University, actively seek opportunities to contribute their talents and gifts, and enthusiastically recruit others to support the work of Baylor.

During the past decade, we have utilized enhanced electronic communications and social media to connect more effectively with the broader community of our alumni and friends. We have preserved and solidified our roots through our work in Independence, Texas, and we have enhanced our student body’s understanding of and commitment to Baylor tradition and spirit through the ongoing development of Line Camp and Homecoming. We seek to be creative in utilizing the energy and resources of the Baylor community, and, in turn, providing lifelong support for alumni. Our

alumni are a source of wisdom and expertise and must be engaged in University life, and we also want to welcome others who share our values and support our progress to join us as we grow. Therefore, we will:

- Engage all Baylor alumni and friends in the life and aspirations of the University;
- Facilitate new connections between current students and alumni and friends who share common interests;
- Build on the rich traditions that are the hallmark of the Baylor experience, including its historic Baptist heritage, to instill a campus culture of commitment to Baylor and its future;
- Inspire today’s students to become the committed alumni of tomorrow;
- Broaden Baylor’s constituency base by engaging the global Christian community in the activities and programs of the University;
- Foster relationships and a culture of philanthropy that results in increased giving to the University;
- Complete a comprehensive campaign that will fund major components of our plans and ongoing operations through private philanthropy; and
- Identify opportunities for donor-funded facilities that reflect the excellence of Baylor in academic, spiritual, and athletic life.

ASPIRATIONAL STATEMENT FIVE

Baylor will be a community recognized for Judicious Stewardship ... where the value generated by and derived from a Baylor experience is supported through a diversity of revenues, prudent management of our resources and risks, and the pursuit of outstanding quality and character in every area of university life.

The value of a Baylor education is derived from the educational experiences that occur both inside and outside of the classroom. In its broadest and most basic sense, our unique mission demands excellence in all things. Meritorious characteristics of life within each aspect of our community will contribute in profound ways to the enrichment experienced by students – as well as by faculty and staff – during the time they spend at the University. Outstanding academic opportunities, close interactions with faculty and staff, residential programming bridging living and learning, vibrant student organizations providing meaningful student leadership experiences, nurturing communities, physical environments conducive to learning and working, and the integration of faith and learning all contribute to this value.

During the course of the last decade, we enhanced existing programs and developed new ones. We built new facilities and improved existing ones. The University has also nurtured community in a number of ways, including sponsoring symposia and retreats for faculty and staff, reinvigorating the Office of Spiritual Life, and establishing a common and cohesive New Student Experience that provides academic and spiritual programming, beginning with Welcome Week and extending into the semester. These tangible commitments to pursue excellence in all things, whether relational or physical, strengthen our community.

Although we know that a transformational education depends upon an extensive investment of resources, we must be mindful of the commitments being made by our students and their families. Baylor must continue to be attentive to the broader market in which we compete for the best and brightest undergraduate, graduate, and professional students. We must also be ever-vigilant

about monitoring our comparative position in terms of tuition, fees, and room and board rates, as well as the educational debt our students accumulate. Stewardship contributes to the quality of life within our community. In addition to caring for existing facilities by addressing deferred maintenance needs, Baylor will continue to improve the physical environment in which we go about our work. While continuing to practice diligent and responsible management of current revenues, Baylor must pursue new and competitive funding sources to support innovation in teaching and scholarship. We are called to be accountable for the stewardship of our financial, physical, and human resources.

In order to realize as fully as possible the potential of this responsibility, as well as to continue to deliver an educational experience that remains accessible to students and parents who share our definition of value, we will:

- Increase the degree to which the cost of a Baylor education is met by scholarships;
- Discover new sources of program support and revenues;
- Expand the use of sustainable and renewable resources;
- Identify improvements in operational efficiencies and risk reduction without compromising educational quality and further promote a University-wide sense of responsibility for such improvements;
- Further integrate assessment into the decision-making processes of the University;
- Continue enhancing faculty and staff development;

- Encourage and support healthy lifestyles among faculty, staff, and students;
- Extend the functionality and augment the beauty of the physical campus according to architecturally consistent and master-planned development guidelines; and
- Continue to be recognized by various media sources as an institution that is highly valued for the educational experiences we provide.

Pro Futuris was developed from broad-based input characterized by a clear understanding and celebration of Baylor’s distinctive role in higher education. It is, therefore, for all of us, and it will take each of us to move forward in the years ahead. With these *aspirational statements* and related *areas of specification* as the backbone of ***Pro Futuris***, we can be confident in our actions as we chart a path that honors our heritage, raises our sights, and spreads light to a world that needs what God has called and equipped us to offer.
