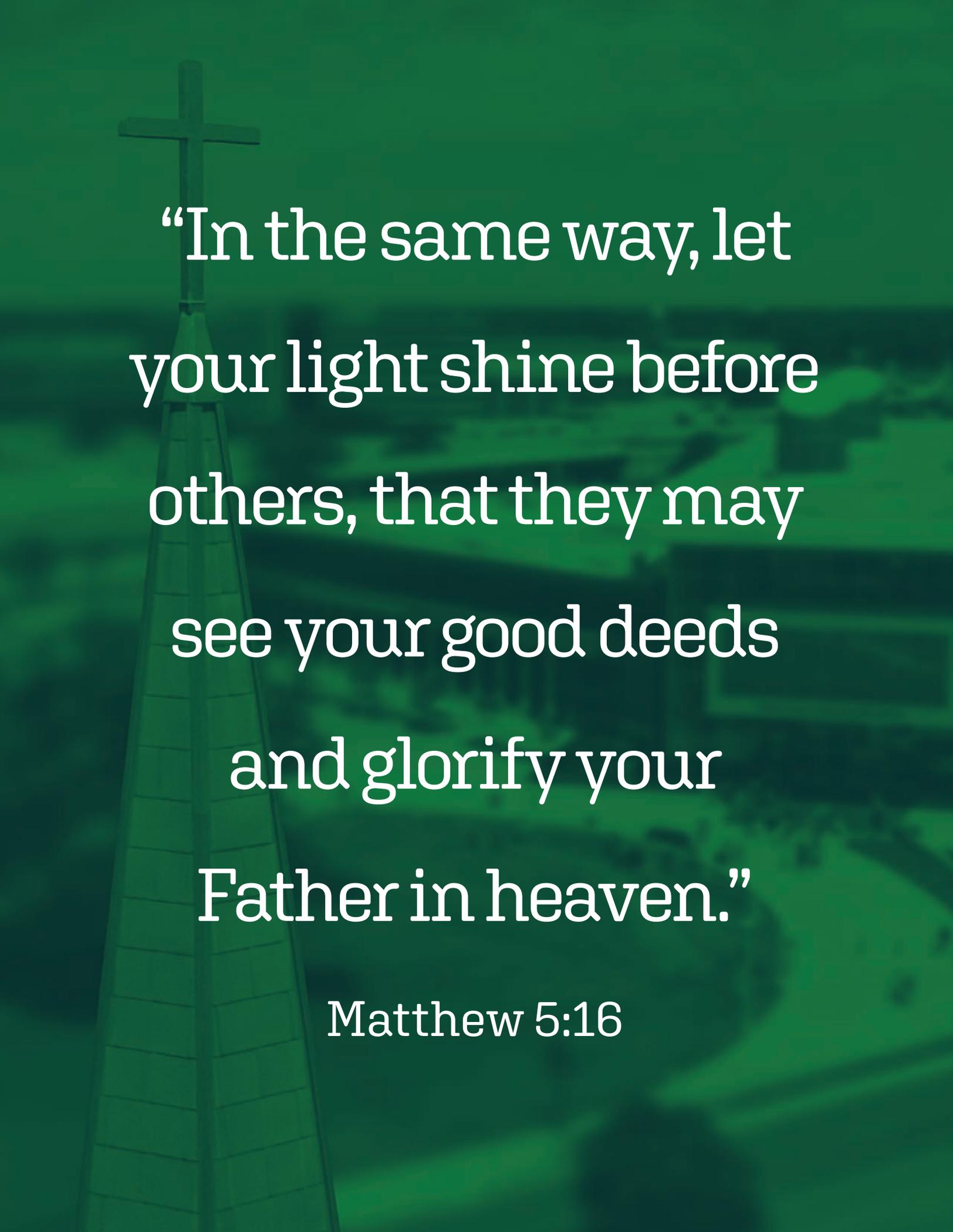


Baylor in Deeds

Strategic Plan 2024-2030





“In the same way, let
your light shine before
others, that they may
see your good deeds
and glorify your
Father in heaven.”

Matthew 5:16

Introduction

Since 1851, Baylor’s motto, *Pro Ecclesia, Pro Texana*, or “for the Church, for Texas,” has served as a grounding tenet for Baylor University. In our early years, educational programs were shaped to affect Texas, partnerships were formed to more fully serve Texas, and our student population largely came from cities and towns across the Lone Star State.

Through the years, the University’s size has grown as has its influence and impact to extend across the United States. We began to speak about Texas as a proxy for the world. In her October 2017 Inauguration Address, Baylor University President Linda A. Livingstone, Ph.D., proclaimed that “The World Needs a Baylor.” This bold statement reflected Baylor’s distinct position and voice in higher education as a comprehensive Christian university with an enrollment of more than 20,000 students, an expanding research portfolio, highly competitive athletics teams and a global network of more than 160,000 alumni.

As part of this strategic planning process, we determined to take a bold step into our future – elevating our sights and pursuing endeavors *Pro Mundo* – “for the World.” We officially add *Pro Mundo* to the University’s motto as a reflection of our rootedness in a Christian community that is global in scale and our commitment to strategies throughout this plan that deepen Baylor’s impact beyond state and national borders to countries and peoples around the globe.

This expanded motto also strengthens a resolve to our mission: “To educate men and women for

worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.” This Strategic Plan will intentionally create a larger network of relationships across the globe, increasing student and faculty mobility and elevating Baylor’s research aims to global issues of high impact.

Pro Ecclesia. Pro Texana. Pro Mundo.

Baylor launches this Strategic Plan from a position of strength. *Illuminate*, Baylor’s previous strategic plan, resulted in transformative results across the campus and a strengthening of the University’s Christian mission. Some of the most notable outcomes include Baylor achieving Research 1 recognition by the Carnegie Classification of Institutions of Higher Education three years ahead of schedule, significantly increasing the number of endowed faculty chairs, raising more than \$1.5 billion via the Give Light campaign and opening signature buildings such as the Mark and Paula Hurd Welcome Center and the Paul and Alejandra Foster Pavilion.

The new plan, developed through a campuswide strategic planning process launched in July 2023, sought answers for the question: “What does the world need Baylor for?” Thousands of faculty, staff, students, alumni and others participated in the process through listening sessions, interviews, online submissions and the development of white papers. A common idea developed from this effort: Baylor has a significant opportunity to adopt a global perspective that also fulfills its scriptural calling.



Baylor has the resources, scope and scale to impact the world as a place and community where we prepare ourselves and others to teach, serve, love and care for all people in ways that shine a light so others may see our good deeds and give glory to our Father in heaven. The world truly needs a Christian university to develop faith-based leaders of character, to bridge gaps of cultural needs and divisiveness, and to help solve some of the world's greatest challenges.

As Baylor embraces this renewed, enhanced global perspective and calling, four Commitments have been identified as key to the University's growth and development as part of this plan:

**Commitment I:
Equipping Students
to Flourish**

**Commitment II:
Broadening Interdisciplinary
Research and Impact**

**Commitment III:
Building a Vibrant, Caring
and Global Community**

**Commitment IV:
Demonstrating Christian
Stewardship**

Through stakeholder input as part of the strategic planning process, specific strategies were developed for each of the Commitments.

As we pursue the Commitments and Strategies set out in this plan, we must set our hearts and minds on the end goal. Baylor University will truly make a difference in this world so that others see Christ in us – through our students who seek to lead with a broader view of their neighbors, our alumni who see the world through a global lens, and our faculty and staff who are engaged in research with partners on every continent and in subjects that bring a wide range of voices to the table to find lasting solutions to worldwide concerns.



IMPERATIVES ACROSS THE COMMITMENTS

Affordability, Value and Completion

The value of a Baylor education has never been higher; however, the University must remain vigilant to ensure it continues to be attainable for undergraduate and graduate students from a multitude of backgrounds and experiences. We must find new ways of supporting students with financial need and assuring timely graduation.

Health and Engineering

As a maturing R1 institution, Baylor must continue to grow its enrollment and research endeavors specifically in the areas of health, engineering and applied sciences to have a voice of influence in solving global challenges and to prepare graduates in high demand in Texas and beyond. As we continue to grow the faculty and students in these programs, we also must elevate our research and scholarship that shape the disciplines and graduate education we offer.

Human-Technology Interface

With the emergence of artificial intelligence and other technologies, the world faces new challenges which Baylor is uniquely positioned to address at the intersection of faith, ethics, humanities, education and research. As our faculty engage in important questions regarding emerging technologies, we also must prepare our students to live and work in a world where the ability to team with technology will be essential. Furthermore, as technology is increasingly able to do much more of the technical work once done by humans, we must develop students to be more fully human and guided by moral, intellectual and spiritual virtues.

Civil Discourse

In a world of increasing discord and conflict, Baylor must exercise its expertise, scope, scale and faith foundation to bring people together as part of God's creation. Whether in our classrooms and labs, with colleagues, or throughout the student experiences, we welcome all and must live out our calling to know one another as made in the image of God. We will intentionally design opportunities that prepare our students – and the entire Baylor Family – to learn from people whose life experiences and ideas are different from their own, work across difference, lead through conflict and build bridges of understanding that help society flourish.



FINANCIAL MARKETS CENTER

CPI (MONTHLY)	CPI (ANNUAL)	GDP GROWTH RATE	HOUSING STARTS (K)	INDUSTRIAL PRODUCTION	RETAIL SALES
0.4%	4.9%	1.3%	1.3M	0.1%	0.2%
↑	↓	↓	↓	↓	↓

RESEARCH MORGAN STANLEY TIPS 10% DROP IN GDP Q30 EARNINGS IN 2021 FY.COM 5 US DOLLAR

FUNDS

GATE

DAY





COMMITMENT I

Equipping Students to Flourish

The Baylor experience is dynamic and distinct. With more than 20,000 students from 100 countries and all 50 states, our community represents a vibrant mosaic of people, ideas, intellects, cultures and aspirations. Baylor's undergraduate educational experience is nationally recognized for its first-year experience, excellent teaching and quality core curriculum. Baylor's graduate student population has grown and now represents a quarter of the student population.

Along with acquiring knowledge and skills that prepare them for worldwide leadership and service, Baylor undergraduate students and graduate and professional students grow in character as they acquire the virtues indispensable for learning and for lifelong flourishing. We understand they are on a formational journey – one focused on forming their hearts, minds and souls. Within this holistic approach, Baylor students acquire an education that is both cutting-edge and timeless. It is cutting-edge in its inclusion of advanced technologies, data science and the incorporation of the latest research that informs professional practice. It is timeless in its commitment to an environment in which students learn what it means to lead and serve in an increasingly diverse world from a place of faith, humility, justice and wisdom.

Growth in these and other virtues, as uniquely represented in our Christian faith, serves as the focus of Strategies under our first Commitment, laying a foundation upon which we equip Baylor graduates to inspire and influence the world for good.

Strategies

1. Prioritize character formation, leadership development, spiritual growth and holistic wellbeing throughout the student experience.

- A. Explore new and strengthen existing programs that invite our students into the breadth and depth of a Christian life.
- B. Build upon Baylor's nationally ranked first-year experience to integrate formative experiences and opportunities in each sequential year that strengthen academic progress as well as the mental, physical and spiritual health of students.
- C. Serve the increasingly diverse needs of student-athletes with the creation of a best-in-class and distinctively Christian, interdisciplinary model for their care and formation.
- D. Develop leadership virtues in our students to equip them to lead for the common good in an increasingly complex world.

2. Develop cutting-edge academic learning opportunities that provide students a competitive advantage in their chosen professions.

- A. Strengthen and grow both undergraduate and graduate student populations in health and engineering-related programs given high market demand and mission alignment.
- B. Prepare students to boldly embrace and maximize the benefits of human-machine teaming, while recognizing that responsibility for moral agency and outcomes are the responsibility of humankind.
- C. Launch a University-wide writing initiative that elevates the importance of written communication and critical thinking and seeks to equip Baylor students with a distinct competitive advantage in their chosen profession.
- D. Increase the quality and quantity of academic co-curricular activities that challenge and deepen learning – studying abroad, research opportunities, discipline-specific mission trips, internships, community-based learning and student employment.

- E. Partner with undergraduate and graduate students, through the Baylor University Career Center, to help them access professional development opportunities that will empower them to transition from academia to the workforce with confidence, recognizing a student's career is more than just a job, but also provides a significant source of purpose as he or she serves a broader community.

3. Expand access to a Baylor education to a wide range of student populations.

- A. Strengthen existing affordability initiatives such as the Baylor Benefit program and pursue new programs that support students with financial need.
- B. Maintain undergraduate enrollment in a range of 14,500 to 15,500 academically qualified students to preserve the full experience of a Baylor education and achieve net tuition revenue targets that support this experience.
- C. Develop and improve robust systems that actively guide undergraduate students toward graduation in four years.
- D. Grow enrollment in existing graduate professional programs and develop innovative multi-disciplinary and interdisciplinary graduate programs.
- E. Explore expanding the visibility of the Baylor brand into growing major urban markets.
- F. Increase the number of international undergraduate and graduate students.

4. Provide holistic support for the University's growing number of graduate students.

- A. Strengthen programs that support mentoring, spiritual growth and wellbeing.
- B. Address affordability for residential graduate students, including options to provide affordable on-campus meals and housing and competitive stipends.
- C. Provide more explicit student preparation for careers through internships, teaching and research.



COMMITMENT II

Broadening Interdisciplinary Research and Impact

The work of a Christian research university must be informed, first and foremost, by its faith commitment. It is crucial that Baylor be recognized as a global expert on issues at the intersection of Christianity and society. As Christians, we are uniquely called to love God and neighbor, to be faithful and wise stewards of God’s creation, to care for the sick and wounded, to feed the hungry, and to stand up for and attend to the needs of “the least of these.” In doing so, Baylor has an opportunity to participate in God’s redemptive work in the world.

Contributing meaningfully to society’s greatest challenges through research will require us to think and act beyond our comfort zone, to move beyond our siloed areas of interest and expertise, and to embrace collaboration at the intersection of where a global Baylor meets a diverse and complex world. To do this, we must recruit, develop and retain talented faculty, staff and students who pursue innovative interdisciplinary research and scholarship in existing areas of strength. We must focus resources and program development in areas through which research growth will lead to greater impact on student learning, contribute to the growing need for professionals and provide solutions to immense challenges facing our world. We should take full advantage of Baylor’s location in the center of the “Texas Triangle,” an area of enormous growth in population, economy, research and technology that includes Austin, Dallas-Fort Worth, San Antonio and Houston, and focus our work in areas in which the University can effectively partner and compete for and retain talent.

Commitment II Strategies are focused on building systems to support growth in existing areas of research excellence and developing new areas, supported by an infrastructure that values innovation and elevates interdisciplinarity.

Strategies

1. **Strengthen distinctive areas of interdisciplinary research excellence by hiring and retaining world-class faculty and staff.**
2. **Cultivate research strength in areas focused on human health.**
 - A. Prioritize growth in health-related research across disciplines.
 - B. Develop research strength focused on areas such as chronic diseases, preventative health, bioengineering, mental and behavioral health, health access and delivery, rehabilitative health, global public health, and bioethics.
3. **Build on existing expertise in the sciences and engineering that align with the research, educational and economic opportunities in the Texas Triangle and beyond.**
 - A. Build on the emerging strengths in materials science and engineering.
 - B. Develop new areas of research expertise in bioengineering and advanced materials and manufacturing, with particular consideration for aligning with the growth of research in the Texas Triangle focused on space exploration and semiconductors.
4. **Develop expertise around the data sciences, emerging technologies and the human interface with technology.**
 - A. Foster interdisciplinary research on ethics and emerging technologies.
 - B. Advance research in the use of artificial intelligence across disciplines and integrate cutting-edge data science and technologies into Baylor's educational programs and operations in ways that are effective and ethical.
5. **Build upon existing research and teaching strength around human flourishing.**
 - A. Expand research focusing on world Christianity, specifically its global nature, reach and relevance.
 - B. Build upon research focusing on the interface between food and economic security in Texas, Latin America and across the globe.
 - C. Grow research focusing on disabilities and leading to greater inclusion in congregations, communities and professions (e.g., special education, disability ethics, disability and the arts, disability and environment).
 - D. Cultivate initiatives that integrate the arts and humanities into larger initiatives of human flourishing.
6. **Extend research strength and impact in environmental health and sustainability.**
 - A. Enhance research focused on water quality and quantity, air quality, renewable resources, climate, and other factors impacting God's creation.
 - B. Build research strength focused on the interconnectedness of environmental factors and human health and flourishing.
7. **Facilitate collaboration across the University's colleges, schools, departments and administrative units with strategic hiring and with support for large, interdisciplinary research projects.**



COMMITMENT III

Building A Vibrant, Caring, Global Community

A vibrant, caring, global community is a cornerstone of the Baylor experience. This sense of Christian community is most often cited by students, faculty, staff and alumni as a strength of the University. We must be attentive to our Baylor community culture, nurturing growth in existing areas while also seeking new opportunities to illustrate how our differences make us stronger. Baylor will strive to be a place where civility, respect and the ability to communicate in a way that is invitational to others are the mark of leadership, and where every student, faculty, staff and administrator is a reflection of God's love for every person.

A key area of emphasis as Baylor grows its global impact will continue to be Latin America, the University's closest international neighbor. We intend to increase our portfolio of national and international academic partners to include faith-based organizations. In addition, as the network of Baylor Alumni has expanded around the globe, we have an opportunity to better maximize these connections with students, faculty and staff that align with the University's mission and strategic priorities.

The vibrancy of our Baylor community also is found in the beauty and distinctiveness of the cultural and performing arts studied, created, written, performed and directed by our faculty and students and curated in our museums and galleries. As we partner with our Waco neighbors and others from across Texas and the United States, we open doors of understanding and hospitality that will transform our campus, our hometown and our world. We sincerely appreciate our responsibility to be good neighbors and contributing members of our Waco community and to the state of Texas and beyond.

This important foundation of the Baylor experience serves to enliven our work through the Strategies in Commitment III.

Strategies

- 1. Establish Baylor as a leader in preparing active, engaged citizens who interact with others with civility and respect.**
 - A. Institutionalize efforts focused on fostering growth in civil discourse on campus and in the community.
 - B. Integrate opportunities in academic programs for students to practice civil discourse.
 - C. Strengthen and nurture our care, connections, and Christian community across categories of difference, whether they are categories of race, ethnicity, gender, sexual orientation, national origin or ability.
- 2. Increase the sense of holistic wellbeing and belonging for our faculty and staff.**
- 3. Grow the number, scope and scale of international partnerships with universities, industry, non-profits, government and non-government organizations and faith-based organizations.**
- 4. Build upon existing work focused on Baylor's nearest global neighbor, Latin America.**
 - A. Enhance Latin America-focused faculty hiring and development.
 - B. Support collaborative scholarship to continue growth in work begun in the past five years.
 - C. Prioritize domestic and international partners and locations that provide an opportunity for meaningful, multipoint engagement.
- 5. Increase the visibility and vitality of the cultural and performing arts throughout the campus.**
 - A. Integrate cultural and performing arts experiences into more undergraduate majors and programs at Baylor so that more students experience a range of in-person creative arts interactions before graduation.
 - B. Utilize the cultural and performing arts to celebrate diversity of thought and elevate intercultural understanding.
- 6. Foster enduring connections within the Baylor Family by actively engaging current students, alumni, parents and friends from across the globe in meaningful activities that align with the University's mission and strategic priorities.**
 - A. Align and strengthen the connectivity of the Baylor Family with a focus on advancing the enrollment and student success strategies that will equip Baylor students to flourish.
 - B. As a continuation of our commitment to Baylor students, develop a comprehensive engagement strategy focused on supporting our alumni to flourish in their personal and professional lives.
- 7. Develop opportunities to build a strong sense of community and mutual learning throughout Baylor's primary location in Waco and everywhere Baylor programs operate.**
 - A. Expand opportunities and partnerships with the Waco community to include government, business, non-profit entities and churches.
 - B. Expand opportunities for students to engage in meaningful service and learn from community experts in those areas where Baylor programs operate.



COMMITMENT IV

Demonstrating Christian Stewardship

Baylor belongs first and foremost to God, as we are instruments for God's work around the world. As such, we are stewards of what God has entrusted to our care, including every part of the University that makes life at Baylor distinct. Faithful and wise stewardship of Baylor involves caring for our campus and community in ways that honor God. Such stewardship involves taking care of all that God has bestowed, from finances to furnaces. The incarnate God makes Himself known through ordinary things – faithful and wise stewardship can make those ordinary things extraordinary.

With the construction of new buildings, increasing enrollments and rapid growth of the University's research enterprise, Baylor's physical infrastructure has become stressed and will limit future renovation and expansion of the campus. Great care must be taken to address these infrastructure concerns to achieve the strategies outlined in this plan, as well as to prepare the University to meet the needs of students, faculty and staff in the years to come.

While significant uncertainty surrounds the current model of collegiate athletics, it is important to note that high quality athletic competition is intricately woven into the Baylor experience and provides a significant point of pride and connection for Baylor Alumni worldwide. Careful stewardship of Baylor's athletics heritage and continued leadership in the future of the NCAA and Big 12 Conference will prepare the University for this uncertain future.

Commitment IV offers Strategies to bolster our recognition that stewardship at Baylor is a responsibility of our faith and a commitment to those who entrust their time, talents and resources to the University.

Strategies

- 1. Expand existing and develop new expertise to support our responsibility to stewardship of the natural world.**
 - A. Develop academic-industry partnerships locally, regionally, nationally and internationally that help Baylor contribute to sustainability solutions through research and implementation.
 - B. Address the University's outdated energy plant, underground energy distribution network, and infrastructure to increase efficiency, improve resiliency and reliability, and to add capacity for future campus growth, while sustaining the environment through evolving technologies that reduce carbon emissions.
- 2. Implement the capital project priorities identified through the capital planning process.**
 - A. Build an interdisciplinary physical space that supports the proposed educational and research growth in the areas of health and engineering.
 - B. Renovate existing classroom space to improve the overall learning experience, layout flexibility and technology usage.
 - C. Renovate and expand student spaces that energize the heart of campus and serve the needs of our more than 400 student organizations through facilitating connections, fellowship, intercultural understanding and meaningful engagement across the student body.
 - D. Enhance the physical facilities for creative arts to meet the needs of increasingly talented faculty, staff and students and their audiences.
- 3. Develop a comprehensive philanthropic campaign to financially support the work outlined in this plan with a particular emphasis on endowment growth.**
- 4. Elevate current continuous improvement efforts and integrate emerging technologies to ensure the University is a good steward of finances and operations.**
 - A. Identify and actively pursue new sources of revenue to lessen the dependence on tuition dollars for operational funding.
 - B. Evaluate undergraduate enrollment across academic programs, building capacity to align with student demand and financial considerations.
 - C. Utilize new technologies as well as international and domestic partnerships to develop new pipelines of prospective students.
 - D. Develop a campuswide technology plan that supports the infrastructure needed for continued research growth and security.
- 5. Steward effectively Baylor's commitment to nationally recognized programs in collegiate athletics.**
 - A. Continue providing leadership regarding the future direction of collegiate athletics at the campus, conference and national levels.
 - B. Develop an intentional and forward-looking financial model that supports both a national level of competitive success and quality of student-athlete experience and champions athletics' unique ability to grow the University brand and its Christian witness.
 - C. Support the people, programs and processes of athletics to operate effectively and at the speed of competition amid the unprecedented scale of industry change into the foreseeable future.

Conclusion

The world needs a Baylor to be about God's work here and across the nations and to all the ends of the Earth. This Strategic Plan builds on Baylor's distinctive pursuit of excellence in teaching, research, scholarship and community, grounded in faith and pursuing wide-ranging impact in Waco, across Texas and the United States and around the world. The plan also prepares the University to impact emerging and yet defined new areas of need throughout the globe.

Fulfilling the Commitments and Strategies framed within the four overarching themes outlined in this plan will require a renewed alignment of Baylor's leadership – Board of Regents, President, President's Council and Deans and academic leadership – and collaboration among its faculty, staff and students. From this alignment will emerge a clear and consistent voice that will permeate the University's work across all areas. Identifying opportunities for financial investment in areas of growth and greatest

need will be a critical part of planning for the future philanthropic campaign. The campaign will come alongside and inspire others to experience Baylor's momentum and want to be a part of the impact we can make together in our world. Success will require renewed and energetic support from the Baylor Family – alumni, friends, parents, students, faculty and staff who invest their time, talents and resources in meaningful ways that support new opportunities to touch lives around the world. New global partnerships and revenue streams also will be vital to providing financial resources for these bold commitments.

These upcoming years in the life of the University will be a time of growth as we inspire our students and the greater Baylor Family to pursue lives of leadership and service informed by a view of God's call to love Him and love others in ways that contribute to the flourishing of people around the world.

Pro Ecclesia. Pro Texana. Pro Mundo.



Appendix

FOUNDATIONAL PILLARS

Baylor's Strategic Plan is grounded in our Christian mission and guided by four foundational pillars that have shaped the University over the course of its history. These pillars remind us that Baylor's firm foundation will stand the test of time.

Distinctive Christian Environment and Impact

Throughout our history, Baylor has remained steadfast in the pursuit of academic excellence animated by Christian faith. Baylor remains a place where the Lordship of Jesus Christ is embraced, studied and celebrated. Through intentional, campus-wide emphasis on Christian values and perspectives, Baylor prepares students to serve as leaders in their professions and communities who have the faith and integrity to do what is right in the face of competing pressures.

As the University's research efforts have grown, so has the opportunity to demonstrate how scholarly discovery inspired by faith brings knowledge and wisdom and how a preeminent Christian research university offers a distinctive voice and presence in the contemporary world. Baylor's designation as an R1 research institution has served as a rallying cry for world-class researchers seeking an institution where their faith and their research interests not only co-exist but thrive. Our faculty are committed to preparing students at all levels by applying the latest knowledge in their fields while also recognizing the importance of helping students see their education as a reflection of their calling, each in unique ways, to offer their gifts and talents in the service of God and others.

Transformational Undergraduate Educational Experience

Baylor provides undergraduate students a transformational education in which they develop their leadership potential, explore their faith and beliefs, enliven their passion for learning, broaden their worldviews, and prepare for service in a diverse and interconnected global society.

The Baylor experience blends classroom learning with opportunities outside the classroom to connect

academic and creative strengths to the needs of others. Students pursue experiential learning opportunities in the local community and beyond that help prepare them to become leaders who offer the grace and peace of Christ to each other and to the world, shape their understanding of human dignity and worth, and recognize their callings to positively impact challenges facing our state, nation and world.

Embodying Baylor's distinctive integration of Christian faith and intellectual life, our faculty members are distinguished scholars who value teaching undergraduate students. Faculty and staff members alike care deeply for our students, providing mentorship both within and beyond the classroom to help students meet their academic challenges head-on while also preparing them for success beyond Baylor.

Impactful Research, Scholarship and Graduate Education

Research is more than an academic enterprise in and of itself at Baylor. Across our nationally recognized academic divisions, Baylor utilizes its institutional capabilities and faculty research expertise for the mutual benefit of our students and advancements that impact society's biggest challenges. We have grown our support of academic programs, research and creative endeavors that increase human knowledge, explore artistic frontiers and address real-world concerns.

A heightened emphasis on scholarship and post-baccalaureate education has served to create an environment increasingly characterized by intellectual achievement and ambitious goals. In turn, the increased presence and active engagement of graduate students at Baylor continues to expand the University's impact on the world. With master's degrees and doctorates in hand, these accomplished men and women pursue careers in fields across business and industry, academia and the medical professions. In doing so, they carry the faith-based education they experienced at Baylor into other communities and serve as ambassadors for Baylor's excellence in higher education.

We continue to build a robust research enterprise on the foundation of our designation as an R1 research institution. Having secured a seat at the table, Baylor now pursues opportunities to contribute at a high level to the global challenges and is intentionally defining societal concerns that we wish to better understand and influence. By focusing our work in this way for the future, we will expand the impact of Baylor research, scholarship and graduate education beyond the academy.

Renowned Programs in the Arts and Athletics

Throughout history, the arts have been crucial in facilitating human ability to think and act critically and creatively. Our ability as humans to address big problems is enriched and expanded by exposure to creative and performing arts produced hundreds of years ago and to those that reflect the times in which we now live. Seeing beyond the surface and recognizing the value of individual interpretation and thought is critical to the development of leaders who will impact their communities and professions in meaningful ways.

Participation in creative and performing arts and athletic endeavors cultivates in students the ability

to work toward a common goal alongside individuals who are different from them. That interdependence develops their understanding of collaboration and builds bonds that cross cultural boundaries. The resulting performance or athletics contest illustrates to viewers the value of each individual's contributions to the success of the whole.

At Baylor, blending challenging academics and experiences with high-quality creative and performing arts and athletics events further distinguishes the University as we build community and prepare students for leadership and service. Rich traditions are built around athletic events, artistic exhibits and music and theatre performances that invite the local community into the life of the University.

Collegiate athletics is at a crossroads. Factors beyond our control will set our course in the coming years. Even when faced with unknown challenges, we remain steadfast in our commitment to care for each student-athlete as a person created in the image of God, gifted in unique ways both on the field or court, and in the academic pursuits that will shape their futures as Champions for Life.

STRATEGIC PLANNING PROCESS

In February 2023, President Livingstone named Provost Nancy Brickhouse, Ph.D., and Chief of Staff Tiffany Hogue, J.D., as co-chairs of the University's strategic planning process. The formation of a Strategic Planning Group (SPG) was subsequently announced in April 2023, consisting of a diverse group of faculty, staff and students charged with thinking outside their individual schools, colleges, departments and units and more broadly about the future of Baylor.

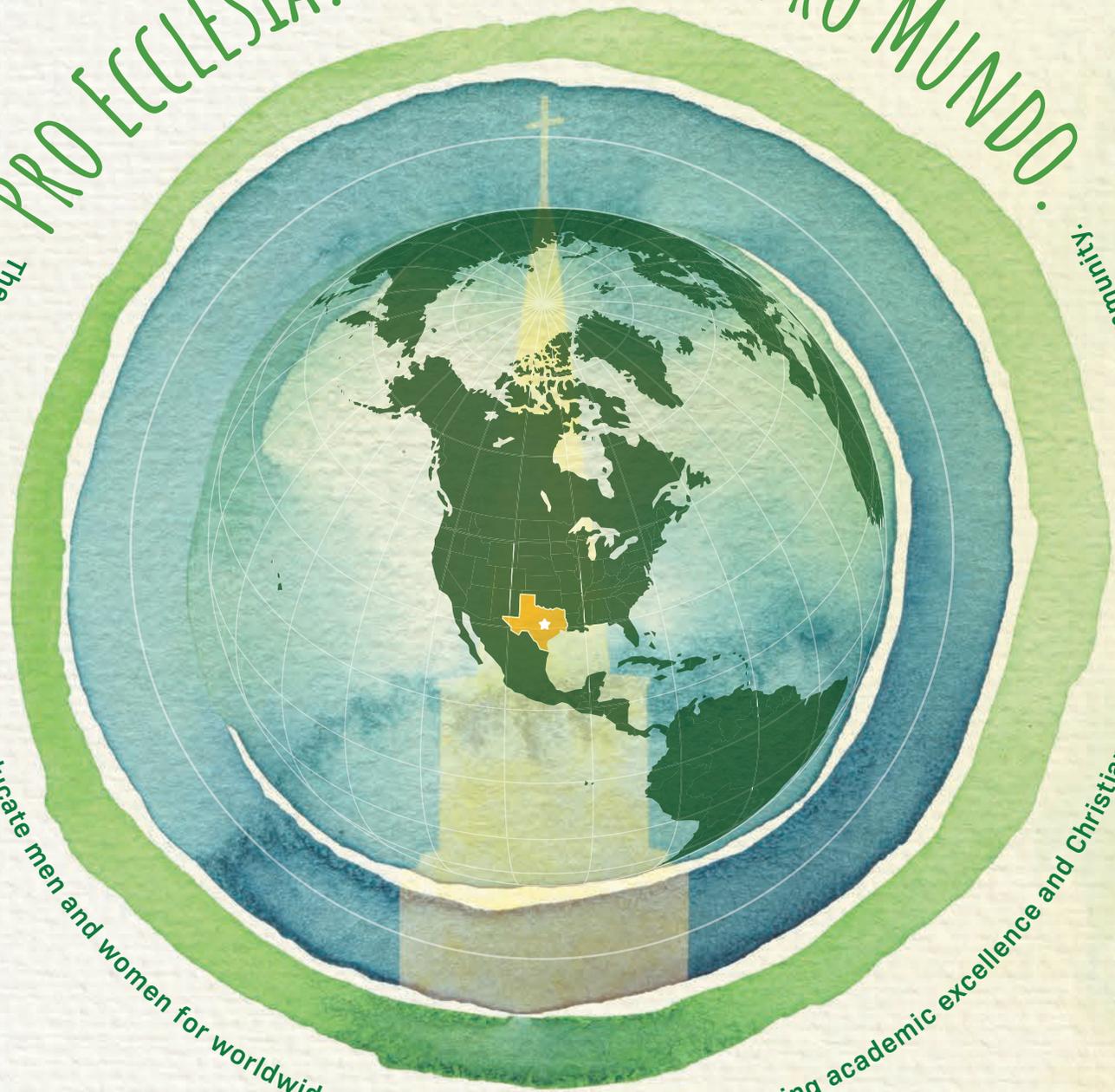
The SPG held its first strategic planning listening session in July 2023 with Baylor's Board of Regents. From then through November 2023, the SPG hosted 93 listening sessions with 2,300 participants representing all faculty, staff and students who had the additional opportunity to complete an online input survey. The process also included an invitation for faculty, staff and students to submit white papers that described a strategic interdisciplinary or

cross-functional initiative that the University should consider as part of the Strategic Plan. A total of 114 white papers were submitted, which included contributions by 521 faculty, staff and students. Additionally, the SPG conducted 71 interviews with external stakeholders, including higher education leaders across Texas and the United States.

During the next several months, the SPG analyzed the resulting data and identified major themes to be considered as part of this Strategic Plan. This led to an evaluation and feedback process that included the Board of Regents, President's Council, Vice Provosts and Deans of the University. Following the review process, which continues throughout the 2024 spring semester and includes multiple opportunities for these groups to provide strategic guidance into the plan, President Livingstone will seek affirmation of Baylor's Strategic Plan from the Board of Regents on May 17, 2024.

PRO ECCLESIA. PRO TEXANA. PRO MUNDO.

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.



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STRATEGIC PLAN COMMITMENTS



Equipping Students to Flourish



Broadening Interdisciplinary Research and Impact



Building a Vibrant, Caring and Global Community



Demonstrating Christian Stewardship

STRATEGIC PLAN IMPERATIVES

Four imperatives are interwoven across the Commitments.

Affordability, Value & Completion

Health & Engineering

Human-Technology Interface

Civil Discourse

FOUNDATIONAL PILLARS

The Strategic Plan is guided by four foundational pillars that have shaped the University throughout history.

 Distinctive Christian Environment and Impact

 Transformational Undergraduate Educational Experience

 Impactful Research, Scholarship and Graduate Education

 Renowned Programs in the Arts and Athletics

Baylor 2012 → **Pro Futuris** → **Illuminate**

Built on the momentum of successful Strategic Plans of the past 20 years, and the remarkable work and support of faculty, staff, students, alumni and friends, Baylor is positioned for global impact.

KEY METRIC CATEGORIES FOR THE NEXT FIVE YEARS

As part of the strategic planning process, 10 key institutional metric categories were identified to track the University's progress related to the Imperatives, Commitments and Strategies outlined within the Strategic Plan. Performance on these metrics will be reported to the Board of Regents on a regular basis, and improvement will occur during the life of this plan.

1. Faith and Character Development

Baylor's Faith and Character Study provides undergraduate student data on a range of faith and character measures such as humility, patience, forgiveness, gratitude and social altruism. Tracking these measures is one way for us to assess the important formation we do with our students.

Chapel will be consistently identified by a majority of student participants as having contributed to their spiritual development.

A majority of students will report having maintained or increased in virtue development, including patience and social altruism, as measured in the Baylor Faith and Character Study.

2. Affordability and Value

We want to assure that students who matriculate into Baylor have the financial resources to complete their degree and fully benefit from the value of a Baylor education. Thus, Baylor will, over the life of this strategic plan, meet a greater percentage of unmet student financial need.

3. Four-Year Graduation Rate

This metric is the gold standard for private universities. It is not only a good measure of a well-run academic enterprise, it also is extremely important in reducing student debt load and enhancing Baylor's affordability over a student's undergraduate experience. Our four-year graduation rate will continue to consistently improve.

4. Graduate Student Degree Completion

Graduate students are key to our overall strategy of advancing the growth and impact of Baylor's research. Our number of master's, professional and research doctoral degrees conferred will grow.

5. Placement Rates

The value of a Baylor degree can be determined in part by the degree to which it enables students to live out their vocational callings. We will improve the placement in jobs and in professional and graduate schools.

6. Global Impact

To assess our global impact, we need to measure the global activities of both students and faculty. We will increase the number of international undergraduate and graduate students enrolled at Baylor. We will increase student participation in study abroad programs, and we will increase faculty engagement in international activities.

7. Research Growth

Research activity is commonly measured in terms of research expenditures. Growing research expenditures requires ongoing investment in tenured and tenure-track faculty. It is essential to increase the number of tenured and tenure-track faculty and research expenditures as an R1 institution.

8. Fundraising

The successful conclusion of the *Give Light* campaign, well surpassing its original \$1.1 billion goal, has elevated the importance of philanthropy across the University. To position Baylor to continue to increase philanthropic outcomes, the university will conduct post (*Give Light*) campaign analysis and initiate campaign planning studies that will inform our strategy and timeline in publicly launching the University's next comprehensive fundraising campaign.

9. Endowment Growth

Growing our endowment — both in gifts and performance — will assist Baylor in becoming less dependent upon undergraduate tuition revenue and in enhancing academic quality. Baylor's endowment will increase.

10. Faculty and Staff Wellbeing

Baylor works diligently to be a stellar employer that reflects a Christian mission with a highly competitive benefits program, wellness and wellbeing resources, and a caring community for faculty, staff and students, while also striving to improve in all areas of the employment life cycle. Campus-wide surveys will indicate a strong sense of faculty and staff wellbeing.



