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# A Strategic Vision for Baylor University



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.

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.

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.

*Pro Ecclesia. Pro Texana.*



PROFUTURIS



..... A SYMBOL FOR OUR STRATEGIC VISION .....



# PROFUTURIS

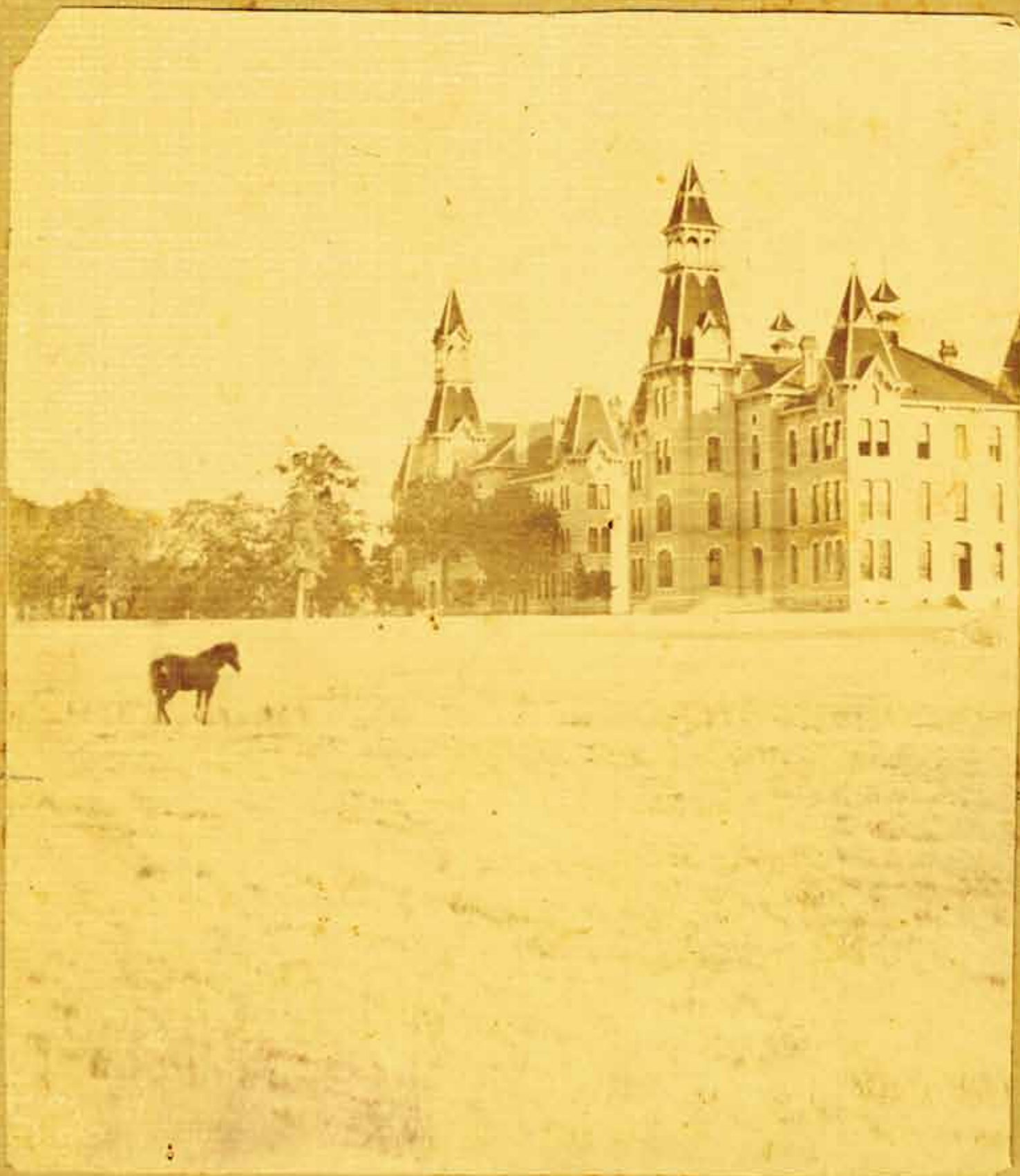
The star is a symbol with deep historic significance to Baylor University and to Texas. Occupying the center of our University seal, the star reflects our standing as the oldest, continuously operating university in the state of Texas. A new graphic interpretation of our star will become the emblem that represents our new vision, *Pro Futuris*. At the core of the new symbol, an inner star represents our steadfast commitment to the mission and essential values that have guided the university and will continue to lead us into the future. Surrounding this inner star, an outer star represents the five Aspirational Statements of *Pro Futuris*. Anchored by an unwavering commitment to the firm foundation upon which the university has grown and prospered, the five clear and inspired statements of *Pro Futuris* will propel us to new heights as we work together to see our vision realized in the days ahead.

This graphic will be used throughout the duration of *Pro Futuris* to recognize and celebrate progress on the plans and projects that are advancing our vision.



# 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.



BAYLOR UNIVERSITY.

1901







**A**mong 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

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

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

# The future is now.

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

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



# 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 19th and 20th centuries, a relentless retreat from Christian commitment transpired 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 — to educate men and

women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community — and is further illustrated through its 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 and 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.



# Our New Strategic Vision

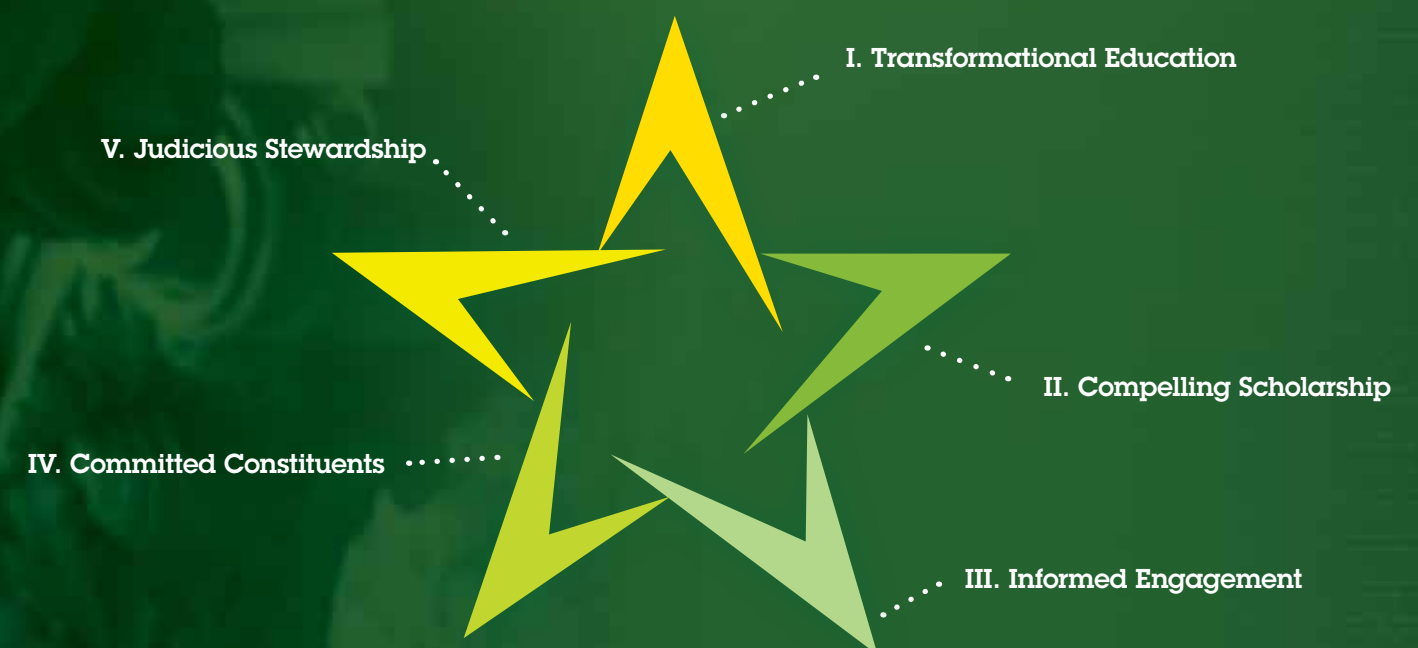
*Pro Futuris* serves as a compass for our future, providing direction without dictating specific action — a guiding document that points us toward our destination while inviting creativity in determining the paths by which we will arrive. It follows on the heels of Baylor 2012, which boldly asserted 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 Carnegie 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 unto 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.

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 ...



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 other initiatives may be expanded or re imagined as circumstances change or new ideas emerge.



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.

# Transformational Education







# Baylor will be a community recognized for Transformational Education

## 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 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.





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.

## Compelling Scholarship







# Baylor will be a community recognized for Compelling Scholarship

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 and technology, and a supportive infrastructure;
- **Increase** opportunities for students to engage in research with faculty in 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 Foundation'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.





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.

# Informed Engagement







# Baylor will be a community recognized for Informed Engagement

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 group 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 to and preservation of 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.



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

# Committed Constituents







# Baylor will be a community recognized for Committed Constituents

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.



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.

# Judicious Stewardship







# Baylor will be a community recognized for Judicious Stewardship

The value of a Baylor education is derived from the educational experiences that occur both inside and outside of the classroom. In the 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** to enhance 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.





Throughout history, leaders of Baylor University **have courageously forged new paths** for future generations.

**It was the courage to step out in faith** that galvanized the dreams of three men who dedicated a university before others established our state.

**Courage to challenge convention** led the upstart university to enroll both male and female students long before co-education was commonly accepted.

**Courage to pursue academic excellence** helped establish a law school, a medical school, and a seminary ... and led to the region's earliest university courses in journalism, health, and sociology.

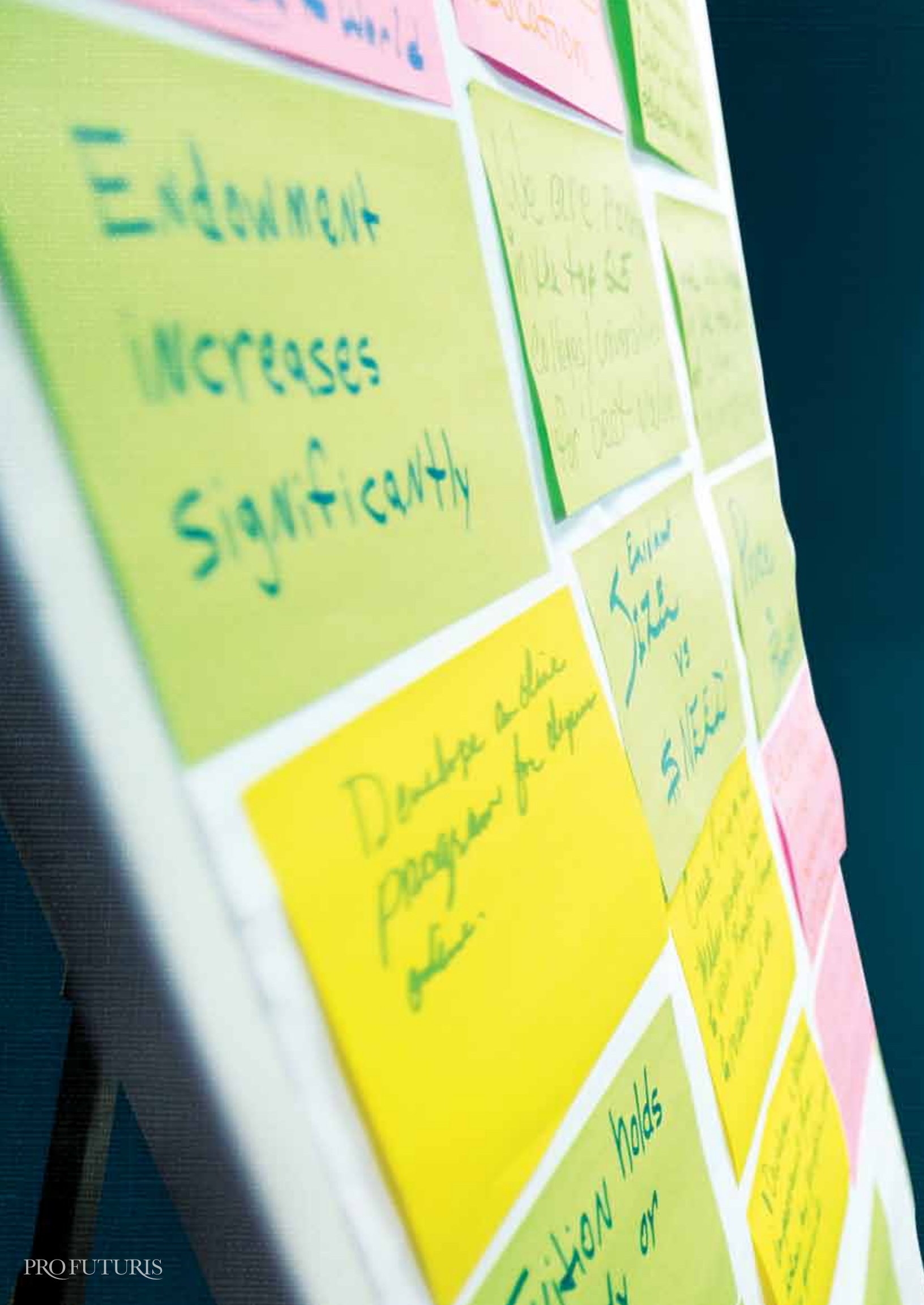
**Courage to embrace uncertainty** empowered leaders to make the decision to move the university to Waco and then to remain in Waco to fulfill its mission.

**And 10 years ago, courage emboldened the Baylor family to establish a bold vision** which set in motion a remarkable decade of progress ... progress in scholarship and research innovation, student life, athletics, the construction of university facilities, and the engagement of the entire Baylor community.

**Courage for the future** leads us into this new day — still unyielding in our Christian faith, in our commitment to academic excellence, and in our service to others.

*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.





## DEVELOPING OUR STRATEGIC VISION

*Pro Futuris* is the result of a deliberately open and participatory planning process spanning 18 months. Guided by a renewed commitment to the university's foundational assumptions, core convictions, unifying academic themes, and mission statement, the process actively engaged constituents across all ages and interests. Community Input Sessions stretching from Los Angeles to New York City welcomed over 700 alumni and friends for discussions about their dreams for Baylor's future. Thousands of faculty, staff, and students provided input individually and in groups. Still hundreds more among the Baylor family provided individual input into the future direction of the university.

Input was studied, analyzed, and synthesized by a 23-member committee, drawn from the university's faculty, staff, and students. Each submission was read and categorized multiple times by multiple committee members whose work culminated in the production of the Strategic Input Report, a distillation of thousands of pages of data that captured both the areas about which there was significant consensus as well as fairly recording differing viewpoints.

The university's Board of Regents, President Ken Starr, Executive Vice President and Provost Elizabeth Davis, and the Executive Council, with assistance from the Academic Deans and Vice Provosts, deliberated the findings from the Strategic Input Report and crafted a draft of *Pro Futuris*. This draft was released to the Baylor family in December 2011, and alumni, faculty, staff, students, and friends of the university continued their active participation in the vision's development by providing targeted feedback about how the draft vision could be improved. These responses were examined by the 23-member committee and incorporated by university leadership into the final release of *Pro Futuris*. The vision was adopted by the Baylor Board of Regents on May 11, 2012.



## PRO FUTURIS

To review a full report of input received during the development of *Pro Futuris* and other documents related to the strategic visioning process, please visit [www.baylor.edu/profuturis](http://www.baylor.edu/profuturis)





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