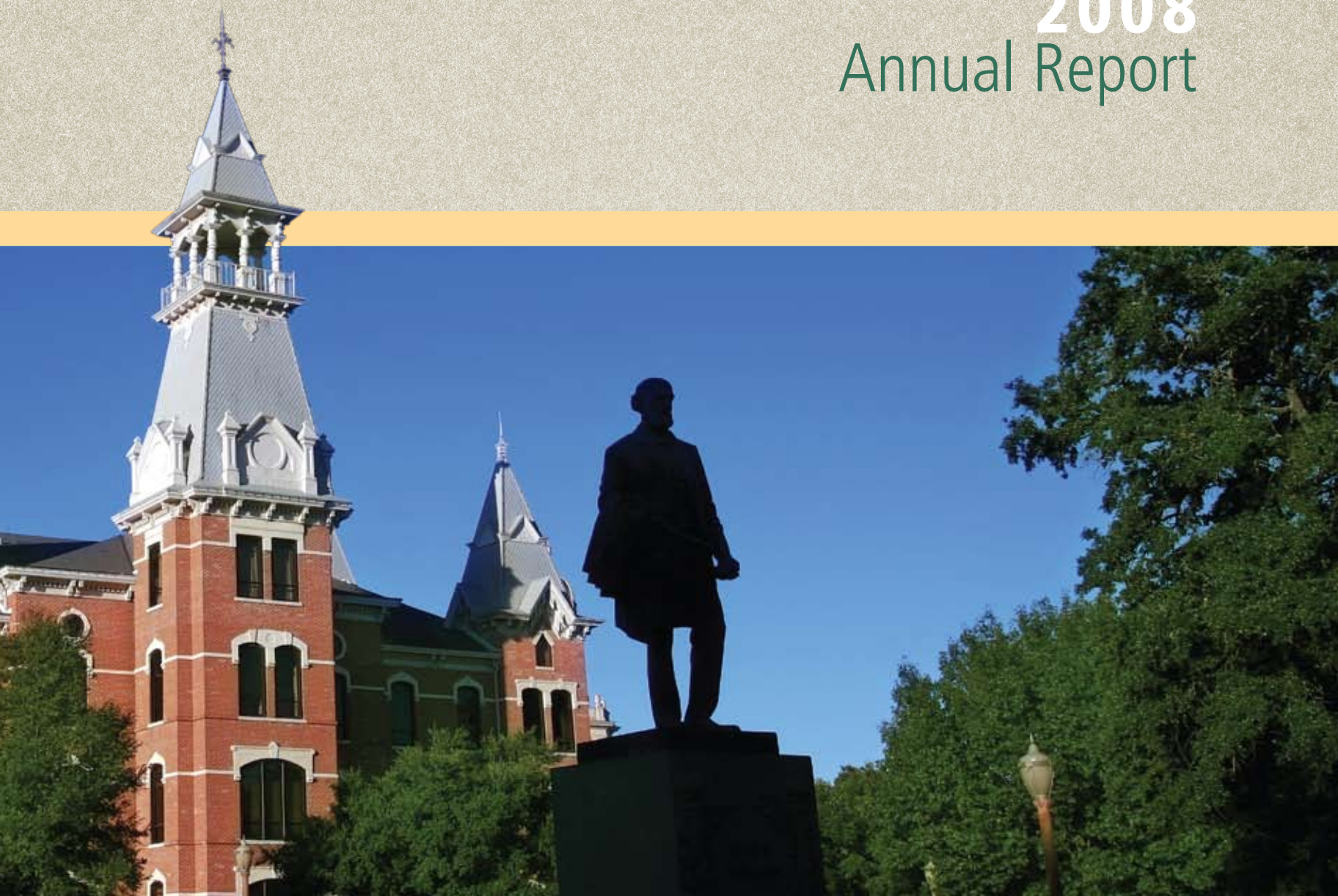


2008 Annual Report



BAYLOR
UNIVERSITY



IMPERATIVE III
Develop a world-class faculty.

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

Progress in depth

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

Beginning in Fall 2002 and continuing through Fall 2007, Baylor hired 170 new tenured/tenure track faculty who received their highest degrees at universities listed in the Carnegie Research Classifications (seminary degrees, for example, are not included in these lists, nor are degrees from medical schools). Of those 170, by far the largest number—130—received their degree from a university in the category of “research university/very high research activity” (e.g., Harvard, Princeton, Yale, Texas, Notre Dame). Another 36 received their degree from a university classified as “research university/high research activity”

(e.g., Baylor, Boston College, Clemson) and 4 received their degree from a “doctoral research university” (i.e., Regent, Texas Woman’s). While no necessary relationship exists between faculty quality and the Carnegie Classification of the university, it is encouraging that over three-fourths of our new hires come from universities characterized by “very high research activity.” (Fig. 3.1)

We are **on track for faculty publications**. The number of publications in major journals by Baylor faculty has increased, from 205 in 2002 to 427 in 2006. However, it appears that the surge resulting from initial 2012 hirings and research support is leveling off. (Fig. 3.2)

Baylor's external **peer assessment scores (from *U.S. News & World Report* surveys) must improve** to meet our 2012 goals. (Fig. 3.3) However, overall academic reputation, which is related to faculty reputation, often lags behind reality. Our overall *U.S. News & World Report* ranking has improved. (Fig. 3.4)

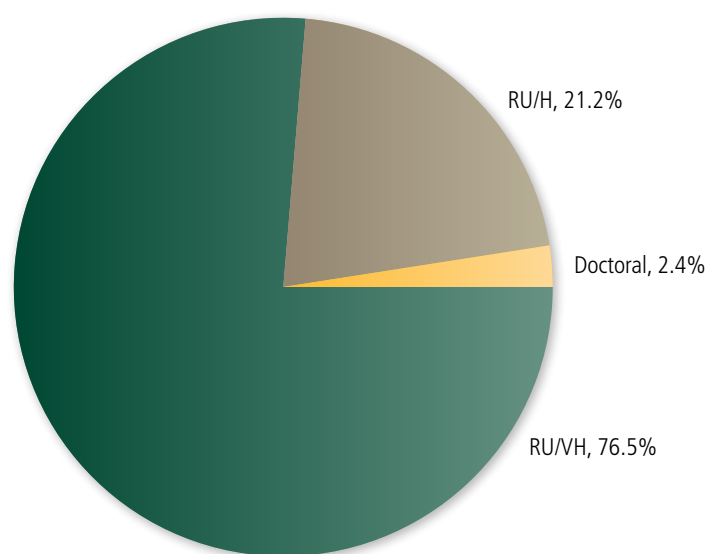
An ad-hoc committee has been formed to investigate the *U.S. News & World Report* Best Colleges Survey data submission. This committee, headed by the Vice President for Marketing & Communications and including representatives from various areas across the University, is in the process of verifying that each component of the survey is being reported in a way that most accurately and favorably describes the University. All of these components impact Baylor's position in the *U.S. News* ranking and can indirectly contribute to the external peer assessment portion of the survey.

We are **making progress for fiscal support of research**. Research expenditures have grown significantly in the past 5 years. External expenditures from grants have increased by almost \$5 million, while total research and sponsored activity expenditures have grown by almost \$4 million. The most significant part of this growth took place in fiscal year 2006-07. This growth in external support for research has combined with our increases in graduates with research doctorates to produce the new Carnegie classification of "research university" for Baylor. (Figs. 3.5, 3.6)

We are **on track in being intentional about the integration of faith and learning**. Baylor hires only committed Christians and evaluates each individual job candidate's willingness to be committed to the University's mission and vision. Each department has submitted to the Provost a statement describing how its faculty integrate faith and learning in their work. These statements are

kept in a secure electronic database that also houses each department's annual productivity report and annual learning outcome report. The Provost's Office reviews each of these reports, and in certain cases, more information is requested and received. Regarding faith and learning, all units advocate reflecting Christian values in the ways faculty relate to one another, students, and staff. The relation of faith to the content of teaching and research varies widely from discipline to discipline. For example, these issues are intrinsic to the subject matter of some units (e.g., the Department of Religion or George W. Truett Theological Seminary), while other units explore them as they bear on moral and ethical professional conduct, motivation for professional service, or the exploration of particular cultural issues.

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



Source: IRT

RU = Research University
 VH = Very high research activity
 H = High research activity

Fig. 3.2 Number of publications authored by Baylor faculty

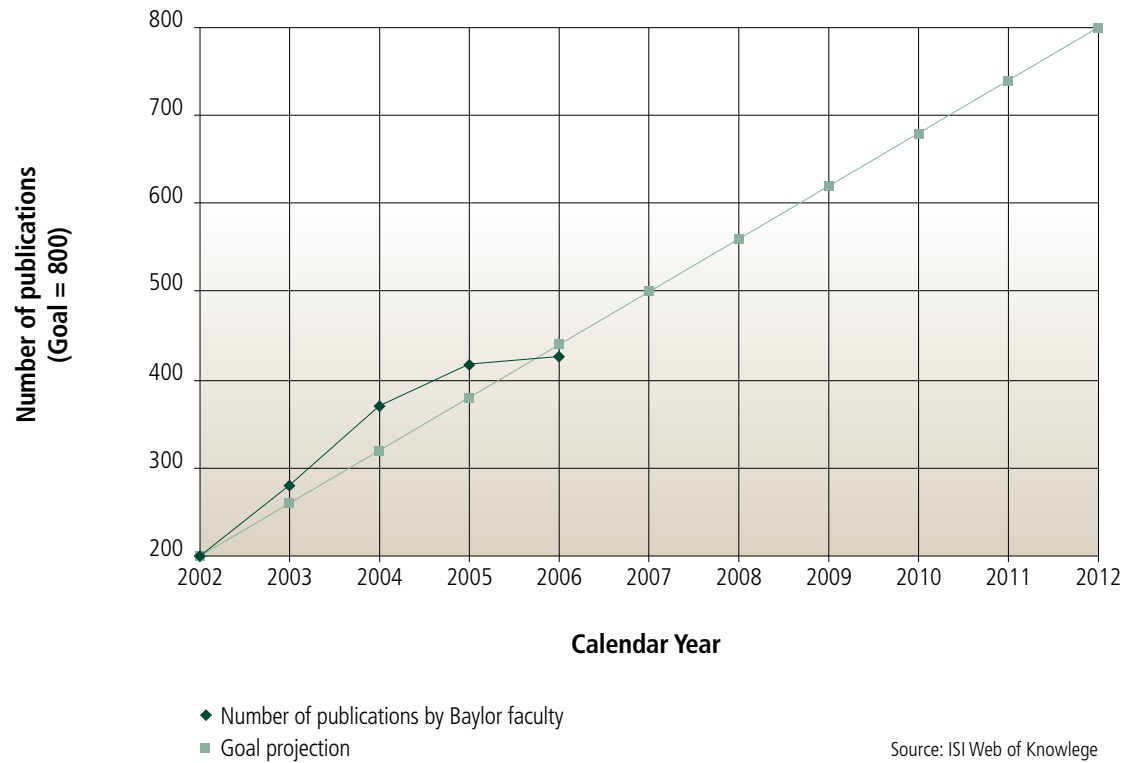


Fig. 3.3 *USNews & World Report* "America's Best Colleges" external peer assessment score

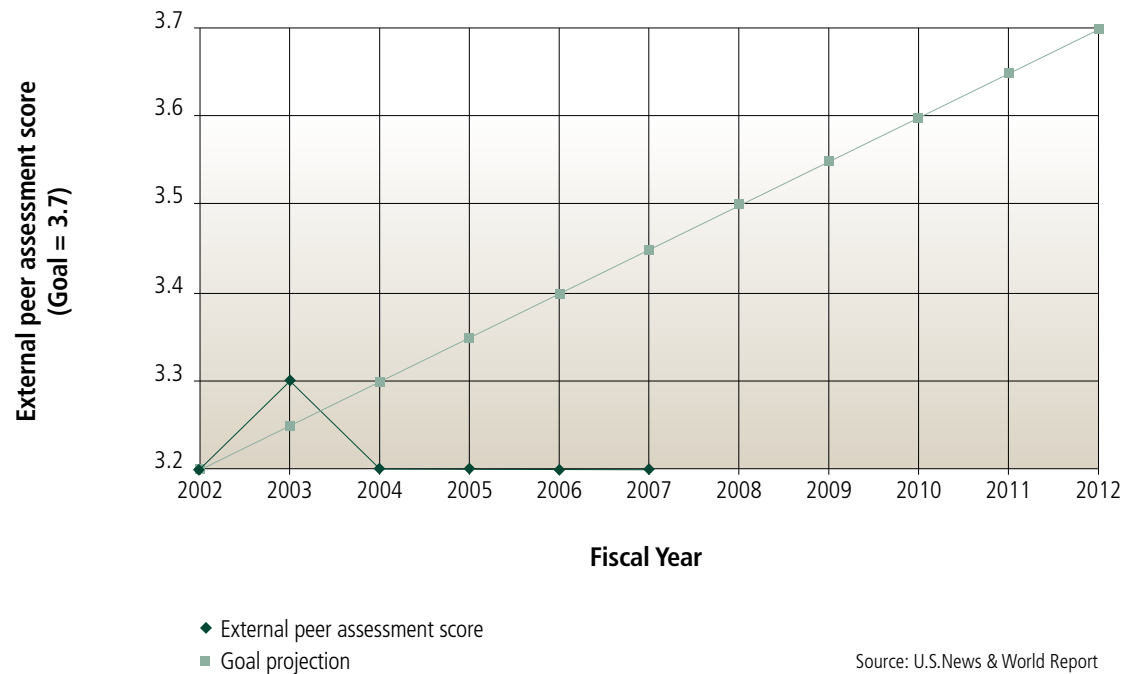
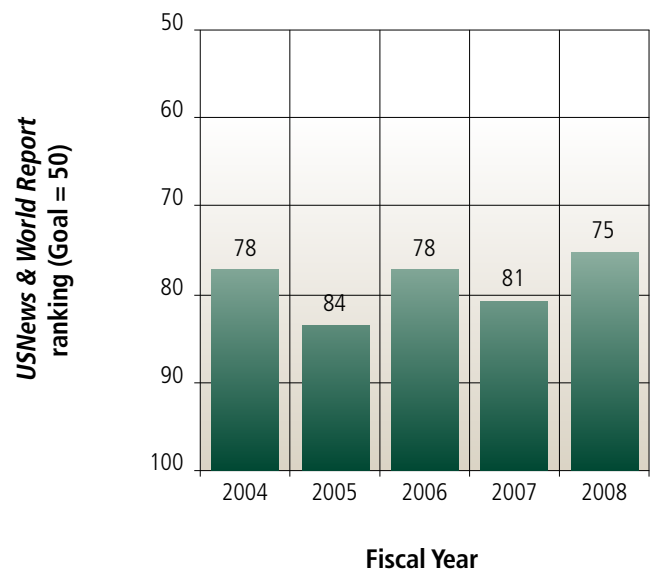
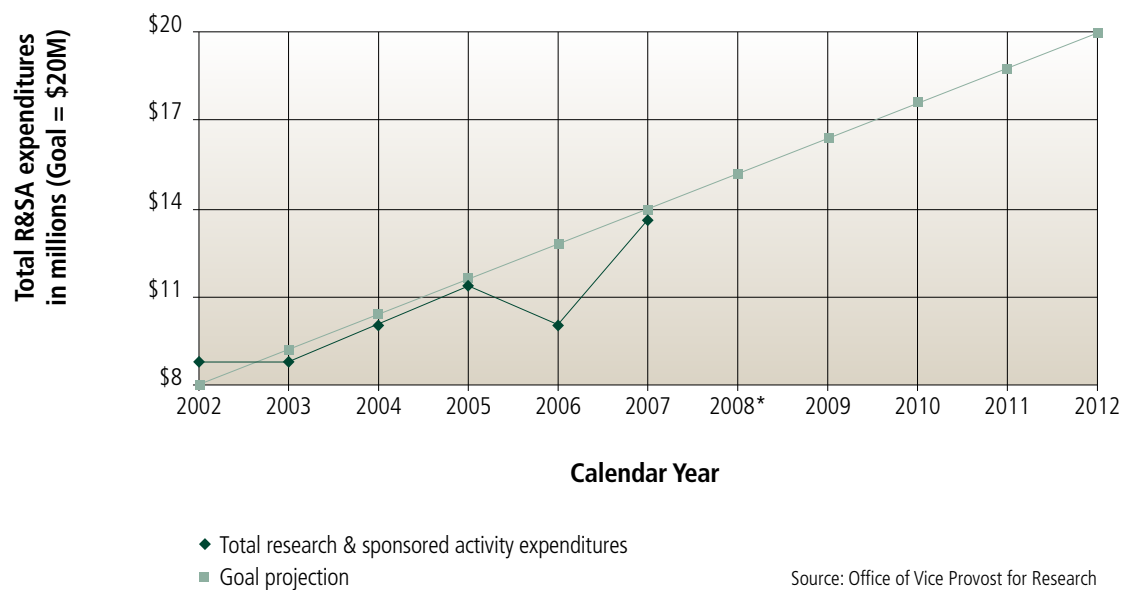


Fig. 3.4 *U.S. News & World Report*
"America's Best Colleges" ranking



Source: U.S. News & World Report

Fig. 3.5 Total research and sponsored activity expenditures



Source: Office of Vice Provost for Research

Fig. 3.6 External expenditures from grants

