

Leadership Issues at Baylor University: Major Faculty Concerns

A. Marginalization of Faculty Participation in University Governance

Issue 1: Failure or refusal to acknowledge the constitutional role of the Faculty Senate and to involve it and its designates faithfully in the governance of the university.

Issue 2: Imposition of administratively selected faculty and administrators upon departments and institutes without the resident faculty's input or approval.

Issue 3: Procedures for faculty searches and appointments deviate from professionally accepted norms.

Issue 4: Appointment of chairs directly by the administration with prerogative to ignore unanimous or near-unanimous departmental recommendations.

Issue 5: Creation of a separate body of faculty (Distinguished and University Professors) not bound by departmental guidelines and reporting directly to the Provost.

Issue 6: Failure to hire sufficient numbers of tenure-track faculty despite known and predictable instructional needs, while favored programs grow disproportionately.

Issue 7: Growing reliance on adjunct, part-time, and short-term contract faculty to teach our students.

Issue 8: Administrative insistence on national chair searches is widely seen as a convenient pretext not to hire perfectly qualified resident faculty as department chairs.

Issue 9: Creation of category of untenured "academic professionals" without faculty input.

Issue 10: As the university continues to implement Ph.D. programs, long-serving lecturers are being fired and replaced by doctoral students as instructors of introductory courses.

B. Work Environment: A Climate of Fear, Distrust and Intimidation

Issue 1: Intimidation, marginalization and punishment of loyal dissenters, and denial of such practices in the face of clear-cut evidence to the contrary.

Issue 2: Solicitation of loyalty from faculty and staff to the 2012 Vision and the president by administrators and others in positions of power at the university.

Issue 3: Divisiveness over fairness and implementation of A/B faculty classification.

Issue 4: Fear and hesitation to report grievances in the face of expected retribution.

Issue 5: Failure to be open and forthcoming about the true state of university affairs and of faculty opinion.

Issue 6: Conflicts of interest and an environment of intimidation when administrators and regents (through their businesses) declare loyalty to the President in newspaper ads before faculty concerns have even been addressed.

C. Endangerment of Academic Freedom and Professional Standards

Issue 1: Demand for integration of personal faith into classroom teaching directly threatens academic freedom and professional integrity.

Issue 2: Inquisitorial tone of administrative hiring interviews regarding religious life and views of candidates.

Issue 3: Lariat supervision by Dean of Arts and Sciences unprecedented in top schools.

Issue 4: Pressure by administrators to change academic grades assigned by faculty.

D. Arbitrariness, Unevenness and Favoritism in Personnel and Pay Decisions

Issue 1: Arbitrariness in granting and withholding of tenure.

Issue 2: Disproportionate increase in upper administrative positions, at high salaries, while lower-level staff in virtually every department on campus is scarce and underpaid.

Issue 3: Inequitable distribution of teaching responsibilities.

Issue 4: Favoritism in hiring and promotion of individuals "loyal" to the administration without evidence of scholarly superiority over others.

Issue 5: Massive gender gap in favor of males at all levels of faculty and upper administrative positions.

Issue 6: Apparent disorganization and unnecessary delays in hiring process

E. Ideological Narrowness

Issue 1: Growing ideological narrowness and Euro-centrism in the curriculum.

Issue 2: Hiring of additional proponents of Intelligent Design despite the Polanyi Institute debacle and in the face of continued profound faculty opposition.

Issue 3: Threats to mission and independence of Institute of Church-State Studies.

Issue 4: New faculty orientation run by Institute of Faith and Learning and/or faculty closely associated with its views fails to convey full spectrum of Baylor experience.

F. Decline in Collegiality and Civility

Issue 1: Tone and substance of public airing of Baylor issues in press, on TV.

Issue 2: Public relations rhetoric is dismissive of thoughtful dissent.

Issue 3: Concerns about public relations resources being spent in defense of individuals rather than in furthering of university goals.

G. Implementation and Ramifications of "Vision 2012"

Issue 1: Relatively slow endowment growth.

Issue 2: Continuing decline in enrollment despite increases in admission of underqualified students.

Issue 3: Promotion of campus residential arrangements without sufficient regard to market consideration.

H. A Polarized and Paralyzed Baylor Family

Issue 1: Strained relations to alumni/alumnae and Alumni Association.

Issue 2: Atmosphere of distrust and contention permeates every aspect of university life, diminishing the effectiveness of faculty, staff, and students.