

**Baylor University Faculty Senate Minutes**

**Feb 13, 2018**

**3:30-5:00**

**Truett Seminary, Room 107**

**Members Present:** Senators Taylor, Mark for Baldrige, R.S.; Bolen, Bradley; Cordon, Matt; Elkins, Nathan; Ellor, James; Farwell, Beth; Beal, Claudia for Faucher, Mary Ann; Garner, Brian; Hansen, Christopher; Hultquist, Beth; Stanley, Charles for Hurtt, Kathy; Johnston, Hope; Korpi, Michael; LeCompte, Karon; Leutholtz, Brian; Long, Mark; Macgregor, Jason; McGlashan, Ann; Mencken, Kimberly; Morgan, Ron; Neilson, Bill; Nichols, Curt; Ostlund, Sandor; Pounders, Steven; Raines, Brian; Robinson, Eric; Rodgers, Denyse; Schubert, Keith; Sielaff, Steven; Souza-Fuertes, Lizbeth; Stone, Sara; Stroope, Mike; Supplee, Joan; Umstead, Randall; Walden, Dan; Wilcox, Walter; Wilfong Jr., Stanley; Woody, Margaret; and Staff Council Representative Lamar Bryant

**Members Absent:** Senators Leidner, Dorothy; Parrish, Michael

**I. Call to Order**

- Senate Chair Ann McGlashan called the meeting to order at 3:32pm.

**II. Invocation**

- Senator Dan Walden offered an invocation.

**III. Conversation with President Livingstone**

President Livingstone updated the faculty senate regarding the upcoming Board of Regents meeting this week, in which she and Interim Provost Michael McLendon will present the Academic Strategic Plan; he will explain the work that has come out of the Academic Affairs Committee, touching on the integrative, cross-disciplinary and programmatic themes that will drive research, how this will help with undergraduate education, how it will help with our research agenda and move us toward top-tier research status while maintaining the integrity of our undergraduate experience and our Christian mission as an institution.

They will present the first part of the implementation of Pro Futuris over the last five years—student outcomes, student success, graduation and retention rates, and how to continue to enhance the undergraduate student experience from transformational learning, student engagement, faith formation as well as global and experiential learning opportunities.

Other meetings with the Board will include the Financial Facilities Committee, where they will begin to work on a 5-year financial plan to help support where Baylor is going, beyond what is in our base budget. There will be a three-phased Facilities Plan as well.

Another meeting will be Advancement and Development, regarding a comprehensive fundraising campaign in the billion-dollar range. The financial model includes growth of graduate and professional education to create resources to support these aspirations, continue to fund research, philanthropy, and how to use the budget to move us forward.

The last meeting will be on the comprehensive campaign and what the structure will be. These meetings will be used to get feedback from the Board.

After receiving feedback from the Board, a similar process will take place on campus, with meetings in March and April.

President Livingstone then asked if there were any questions:

One senator mentioned that the prospect of having more research funding is excellent, but that some faculty were not pleased as fall with the manner in which the research proposals were communicated, that the weight of these proposals was not made clear. His department was concerned with what would happen with their proposal in relation to the others—would there be funding for growth for them? President Livingstone responded by explaining that this is more of a rolling plan. New ideas might be brought in over time and the five initiatives that are currently in the plan are quite broad and interdisciplinary, with many opportunities for people to engage. They recognize that not everybody will necessarily participate in these five initiatives and that within specific departments there can be other valuable projects that will be supported in different ways. They will work through it as they go forward.

President Livingstone gave an update regarding two important searches: the Chief Business Officer and the Provost. There is an outside firm working on finding candidates for the Chief Business Officer with a background in education but also in finance, investments, IT, facilities, enrollment management, that is, a broad array of skills sets. They also would like to create an element in this role referring to business development with a more entrepreneurial and creative mindset, such as how to generate revenue through non-academic resources of the institution that can help us achieve our academic priorities more specifically. The firm feels they have a very good pool of candidates and interviews will probably take place in March. In the final screening some faculty and regent chair committee members. The plan is to have somebody by May.

In relation to the provost search, President Livingstone informed us that there is a 24-member committee representing the university broadly, representing faculty, staff, and students. There is a position description on the website where people can add feedback or nominate people for the provost position and updates will be provided regularly. There will be internal and external candidates and they will have some airport interviews in late March and the finalists will later have campus interviews. They hope to have a permanent provost by the summer.

In terms of litigation, President Livingstone said there are five active cases with court dates, some with more than one litigant. There are court dates in two cases, one in the Fall of 2018 and another in Spring of 2019. There has been much debate because of privacy issues regarding student records and Baylor takes the position that we should protect those students.

President Livingstone stated that SACS is coming in April for their regular visit and everybody feels positive about this upcoming visit.

Regarding Big 12, they recently had a Board meeting and they feel good about the progress Baylor is making. We have an interim Title IX coordinator now, a national expert in this area and they are working towards having permanent staff by the next meeting of the Big 12 at the beginning of June. They will take the time necessary to hire a highly qualified person for the Title IX position, as it is critical that this person have a sophisticated ability to lead and manage this department.

NCAA continues to review if we violated any rules and we do not know what the timeline is. We are providing information and working through issues with them. They have seen movement for closure in a shorter time frame.

President Livingstone asked if there were any other questions:

- Q: Just as the Board of Regents has new members every year, the faculty senate also has rotating members. For those of us senators who were present, many had conversations with the regents from May 2016 through last year; one consistent concern that we had were issues that were implied in the recommendations from Pepper Hamilton but we were unable to get answers from the Board pertaining to their own members going around or interfering with the president. This senator believes that we cannot afford to wait and take the Board's word that everything is well. His question is, how is everything in that regard?

A: President Livingstone mentioned that there was some micro-managing in different aspects of the university on the Board's part and, while there were reasons for them to do that, it was not justified. For the most part, she believes the Board has acknowledged this behavior and she has seen several improvements. They had some people from the Association of Governing Boards come in and they have helped them to understand their role and become more professional. There have been several governance changes as well; they have realigned committees and full day Board committee meetings and others can sit in on those meetings. Joe Allison is the current chair of the Board, and he was CEO of the Baylor Medical system and he has much administrative experience in what the Board should be doing. She and Joel talk regularly and he is working hard to keep the regents working within their limits. One addition that has been a tremendous help is the hiring of Board Professional Kristy Orr. She has experience and knowledge of Board governance and now all communication from and to the Board is channeled through her. This has given greater awareness and better capacity to manage the Board. President Livingstone believes they are more aware of overall issues and have made much progress although they still have work to do.

- Q: Last year there was a Q & A with Board members and some of the questions that came from faculty and staff were regarding finances. We have some women who were assaulted and Board members said that there is insurance that covers them, but at some point perhaps the insurance might not always cover them.

A: President Livingstone mentioned she is not an insurance expert, but that all parties are involved in mediation with the victims and you reach terms that are a fair resolution for the case. Insurance does cover parts of it and having a good working relationship with our insurance. Each case has different needs and a different resolution. Sometimes it is a matter of helping with their education and in a few cases, she spoke with the victims because it was not just about money, but being able to talk with somebody responsible for the institution, and it helped bring healing and closure. The university had set aside reserves and it has helped to buffer the costs.

- Q: One thing that we have been talking about is the evaluation of administrators which have not taken place in the past few years. Could you update us on this?

A: Provost McLendon and I have spoken about this and they are making some modifications to the process. There is a backlog on dean evaluations and we are working on a more comprehensive system and will get caught up.

- Q: Regarding the Academic Strategic Plan, there has been some concern about it because of issues of transparency. It has happened so fast and information has been slow in being received. We wonder if there is a body overseeing the committee that has good representation from the faculty and has there been shared governance? While we welcome the input we have received, but it has always been in an informal way.

A: The intent was to go to the deans and have them ask their faculty for ideas that would help us move forward to our research status and it was brought widely across the institution. IN the next step we will be engaging the community, there will be open forums, online feedback, and will continue to refine it. The intent was for it to come up through the faculty as the ideas did not emerge from the administration. The deans have been very involved in the process. It is a work in progress and it will be updated every year.

- Q: A senator from the Arts and Sciences mentioned that he had not heard about the proposals from his dean, but in a faculty senate meeting.

A: She knows the intent was for it to be communicated and there are many Arts & Sciences elements built into the Academic Strategic Plan. It was probably done differently in each School, but she will be sure to pass the feedback back on because they do want faculty to be engaged in the process.

- Q: Another senator in engineering mentioned that after learning about the initiatives of the Academic Strategic Plan, he asked his dean and he was not aware of it, so it would appear that it was not handled evenly.

A: She will pass on the information. Chair McGlashan mentioned she had brought the information to the Faculty Senate through the Council of Deans. There is still much room for working out the details and it has to be refined before May so there is time.

Chair McGlashan asked if there are any remarks after President Livingstone left. One concern was that who manages to get the proposal out first is the one who gets the resources. She suggested that these types of concerns be brought to her attention so she can discuss with the executive committee and take any issues to the provost. Another senator mentioned that the Academic Strategic Plan was discussed at the dean's meeting, but it was reconstituting older projects. One senator mentioned that his dean had talked about it but that there was very short time to implement any proposals. One of the issues has been the timeline, even from the deans. Chair McGlashan asked for suggestions regarding what can be done. It could be that we request that the deans to form a faculty committee within their own schools.

Chair McGlashan apologized that we did not have a Faculty Senate meeting in January due to the cancellation of classes as a result of bad weather.

#### **IV. Approval of Minutes: December 2017**

Senator Brian Raines made a motion to approve the minutes for the Senate meeting of December 12, 2017. The motion was seconded by Senator Karon LeCompte and the minutes were approved by the senate.

#### **V. Vote: semester substitution rep for Business school: Dr. Charles Stanley**

A motion was made by Senator Supplee to allow Dr. Charles Stanley to sit in for Kathy Hurtt for the semester. It was seconded by Senator MacGregor. The motion passed.

Chair McGlashan asked for a motion to change the order of the meeting so that Nathan Alleman would not have to wait. The motion was made by Senator Robinson and seconded by Senator Umstead. The motion passed.

#### **X. Report on food insecurity among students – guest: Nathan Alleman**

- Dr. Alleman, Associate Professor of Higher Education Studies in the Department of Educational Leadership and came to present an initiative that affects students and what faculty can do to help. Dr. Alleman mentioned that attending college is expensive and that there is a group of students who are economically challenged regarding housing, food, and other issues. Food is sometimes the item that is affected. Food insecurity refers to people who do not have enough money for food or for nutritious food; nationally 20-40% college students experience food insecurity of some kind. At Baylor, according to the data they collected, they know that approximately 15% of our students are acutely insecure, including skipping meals due to lack of funding. Surveys have shown that faculty were the only people who knew that these students were struggling with this issue. Faculty supported students through their office hours, with life navigation support (how to structure a budget, e.g.). Sometimes first-generation students do not have experience managing life. In some cases, faculty took students to go grocery shopping. How do we recognize these students? Sometimes they are tired, late, not active, and when asked, they sometimes explain. Baylor has used some of our resources to create a food pantry that is called The Store, in the basement of Sid Richeson, open from 8:30-4:30. There is also a project called The Fridge which has a supply of sandwiches and students can take a sandwich. Every month there is a mobile food pantry with fruits and vegetables. And once a semester there is a free Farmer's Market at the mall. Some of the students include graduate or international students.

Comments and questions:

- Is there a list of the various centers who offer free meals on campus, such as the Methodist and Catholic Centers?  
A: Yes, students are very good at reading the news and centers also offer information.
- Q: One senator mentioned that her associate dean opens her purse and gives students \$50. How can we help our students up in Dallas? Is there a chance of expanding to Dallas?  
A: Dr. Alleman said they would look into that. He would also create an electronic and paper version with information to send out to all faculty.
- Q: In addition to food, students sometimes cannot afford their books.
- A: There is a book depository that students can use as well. One senator said students can check with Financial Aid for unused funds.

- Dr. Alleman mentioned they have a working group of about 12-15 faculty, administrators, and students, who care about these issues. Chair McGlashan asked for their names so we could contact them.

#### **VI. Report: updating committee structure Part I – Matt Cordon**

- Senator Cordon explained that they have been revising all of the committee descriptions since Fall semester and so far, thirty have been completed. He asked the senators to let him know if there are any revisions they deem necessary. He also asked the faculty senate to approve the thirty committees today. All they have done is update the committee descriptions to reflect current practice and composition.
- In March there will be 12 more committees. There are four “problem” committees that need to be revised more substantially.
- In the summer, the second part of the process will be to have a central location for all of the committee descriptions as well as a place to post the committee rosters. The third part will cover substantial changes to some structures, but it will take longer, so there is not a timeline for this part. If anybody has any revisions, they should be sent directly to Senator Cordon.
- Comment: in Academic Freedom and Responsibility committee, they sometimes receive questions regarding shared governance, it is sometimes assumed we work with that, so could it be added to the description.
- Another committee that should be removed is the Personal Benefits Advisory in order to re-think the composition.
- A motion that we approve all of the committee descriptions, except for number 25 and that we amend Academic Freedom and Responsibility was passed.

#### **VII. Report: Provost Search Committee – Randy Umstead**

- Senator Umstead gave the website for the best way to submit provost nominations: [www.baylor.edu/provost/search](http://www.baylor.edu/provost/search). Every nomination that goes through this portal is updated through the committee and they contact the person and inform the candidate on how to apply.
- There are several subcommittees; outreach follows up with nominations, they check on who meets minimal qualifications, interview questions, sending questionnaires to all that apply. The goal is to finish by the end of the school year, but if the committee does not find the right person, they do not have to complete the search. The committee is now in a position to listen and they want to hear the faculty’s perspectives. They are there to represent the faculty.
- Comment: There were emails asking for this information and they are being vetted.
- Another comment was that the committee’s role is that the Provost Search Committee is not a regular search committee; they do not actually select the provost, as it is the President who makes the decision. The committee functions as advisory and provide a list of candidates for campus interviews.
- Q: How much information do they need for the nomination?  
A: The name is all they need. The timeline is until February 28. But they will take names past the deadline as well.
- There could be two to four finalists.

**VIII. Report: Task force on revising promotion policy – Byron Newberry**

- Senator Newberry is chairing a task force that is revising the promotion policy from associate to full professor, looking at improving the timeline for the steps that are taken toward promotion and how to make it more convenient for the candidate and for everybody involved. One question that has come up in the process is that there is not a faculty-wide committee that looks at promotion—so the question is, should there be a committee? He will send out an email requesting that we talk to our colleagues and get our feedback.

**IX. Report: Council of Deans—Randy Umstead**

- Senator Umstead mentioned a conversation regarding an anticipated budget shortfall this year. There was a suggestion that funding be taken from faculty merit/raise pool, but the deans and the provost were able to convince the president not to do so because if it is one even one time, it would result in a career-long penalty and they would never recover what they would lose. They are trying to address the shortfall by accepting many students. At this point, they are a bit behind in deposits, but it has had no negative impact on the academic standards, which is actually higher this year. The acceptance rate is approximately 50%. Last year at this point the rate was 31%.

**XI. Update on retirement planning document**

- Approximately thirty faculty members have chosen the new retirement plan. The administration believes it is working.

**XII. Update on Title IX office (holdover from December)**

- There was no need to cover this as President Livingstone gave an update earlier.

**XIII. Report on Senate election**

- We are on track for the election. It is Senator Souza-Fuertes' first time to lead the elections and Senator Pounders, former secretary has been extremely helpful. The email has gone out to faculty for nominations and the elections will take place on the Tuesday and Wednesday before Spring Break.

**XIV. Old Business**

- Chair McGlashan explained that a process to elect new faculty regents has not yet been created, but there is time because it rolls over from year to year. Faculty Regent Dixon has one more year starting in August and Faculty Regent Yancey has two years. Therefore, the process will be in place by the time the former faculty regent steps down.
- Q: one senator presented a motion regarding the Academic Strategic Plan. There was much discussion regarding this issue and Senator Pounders made the motion that the Executive Committee compose a recommendation to the president and the provost regarding campaigns involving large-scale academic initiatives. It was seconded by Senator Supplee and the motion passed.
- Another senator heard about the opportunity hires, which is vague in the sense that it does not go through the regular hiring process and chairs are allowed to make the hire. It bypasses shared governance. Chair McGlashan has talked to Interim Provost

McLendon about this and the plan was not to bypass faculty input. She will continue to talk to him about this.

- One senator asked if the changes in student evaluations have been resolved and Senator Raines said it has been passed on to Interim Provost McLendon.

#### **XV. New Business**

- There was no new business.

#### **XVI. Adjournment**

- A motion to adjourn the meeting was made by Senator Long. The motion was seconded by Senator Raines and approved. The meeting was adjourned at 5:36pm.

Respectfully submitted,

Lizbeth Souza-Fuertes  
Recording Secretary