

Baylor University Faculty Senate Minutes
14 November 2017
Truett Seminary 107 ♦ 3:30pm

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

Members Absent: Senators LeCompte, Karon; Stroope, Michael; and Wilfong Jr., Stanley.

I. Call to Order

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

II. Invocation

Senator Mary Ann Faucher offered an invocation.

III. Approval of Minutes: October 2017

Senator Robert Baldrige made a motion to approve the minutes for the Senate meeting of October 10, 2017. The motion was seconded by Senator Sandor Ostlund and the minutes were approved by the senate.

IV. Conversation with Dr. Michael McClendon, Interim Provost

Interim Provost Dr. McClendon came to talk about the Academic Strategic Plan and R1T1 as well as answer some questions from faculty senators. He first explained that the preceding document and vision, *Pro Futuris*, covered mainly undergraduate-level education and that the first five years ended with Phase 1 this year. Phase 2 should be systematic and aspirational in research and scholarship while Baylor continues to do what it has pledged to do—while keenly aware of its Christian identity, continue committed to excellence in teaching, mentoring and mentorship, and transformational undergraduate education.

Since becoming interim provost, he has met with department chairs in order to communicate the Academic Strategic Plan and emphasize what the Board of Regents mentioned in 2015—that they wanted to continue to move down the annual rate of tuition increase. Furthermore, the Board does not want to see large transfers of money generated by undergraduate tuition to support the expansion of graduate education, research or scholarship on campus; the funding is to go primarily to ensure the quality of undergraduate education. Now it is necessary to find and build new sources of revenue for the Academic Strategic Plan. He mentioned that we are going to raise a billion dollars in capital campaign in order to build and invest in academic programs.

Since the beginning of July Interim Provost McClendon has been meeting with deans and department chairs and now all are working as a team under the three-tier leadership of President Livingstone. The new piece from the Board of Regents is that Baylor will now build towards R1/T1 (Research 1/Tier 1) status. In order to do that, it is important to first identify existing programs in areas within the university and to identify new areas consistent with our mission for investment and growth that Baylor wants to build. And as a result of our investment in those areas, we would be able in time to have the returns that would help catapult us toward R1/T1. For this, Baylor needs the best ideas the faculty has—they should be ambitious, aiming higher both in academics and in financial resources, aiming for transformational kinds of things to build scholarship and research. He told the faculty senators to go to their departments and work on proposals that can be developed, but ideally he would like to see work between colleges and schools, making a compelling case for why such a proposal matters to the world, how it is consistent with *Pro Futuris*, the financial resources needed, infrastructural needs, a comparison with similar programs in the country, and what the expected return would be over time; then make comparative assessments in what we need to invest. He has already received some proposals over the last couple of months on Christian Ethics, Health Initiatives and Tropical Medicine. There is also an initiative on Latin America. The plan is to have a first draft of these proposals by the end of January. In February the draft of the Academic Strategic Plan will be presented and input from faculty and the Board of Regents will be taken into account. In May, the Board of Regents would vote on it and lock in the plan for five years.

Until now Baylor has not had an Academic Strategic Plan or a comprehensive development campaign. The current Academic Strategic Plan is to build the academic core, with new endowed professorships, endowed chairs, new faculty lines, new infrastructure, and investment in graduate education, while benefitting every department on campus.

Interim Provost McClendon then answered some questions from faculty senators:

- How do you see the Faculty Senate (FS) playing a role in this new academic plan?
 - Regarding faculty, from the beginning they have been working on faculty involvement. Funding for graduate professional education will be raised. He encouraged faculty to bring in new ideas. Regarding the FS, he is happy to come as often as requested to FS meetings to talk; FS is a central piece in shared governance.
- Would he be open to having a faculty senator representative on the committee of initiatives?
 - Yes, he would be delighted. At the first meeting there were a few deans and faculty members and they talked about data sciences and heard from the faculty who had put together that proposal.
- What are the implications for faculty if we build up research and scholarship? The assumption is that we would be taking away from undergraduate education.
 - No, that will not happen; this building would benefit undergraduate education and formal programs will continue. The benefits would cross both graduate and undergraduate education. By hiring faculty with smaller teaching loads, there would be new hires for faculty.

- At Baylor we teach more than other research universities and have a great deal of contact with students. If we cut down on teaching loads, it would minimize our contact with students. We believe in the transformative power of faculty interactions and while we support the new plan, we want people to have healthy families and marriages while doing all of this. How will this affect current faculty?
 - We all need to raise a large amount of new money and get new faculty lines and new resources to carry out all of these projects. It is not sensible to expect that those who are paid to teach become researchers. There needs to be strategic, smart, differentiated roles. Those who are teaching will be compensated for that. The new funding is necessary for the plan to work but we need to raise millions of dollars and spend it on academics.
- When would you like to receive the proposals?
 - As soon as possible, by the first week of January. If received later than that, they would be included in the revised document.
- How is it possible to cast the widest net possible to hire the best candidates in each area?
 - For example, for the position of Vice Provost for Graduate Professional Education, he spoke about it at the deans' retreat in August; deans made nominations from their school and colleges, consulted with the Board of Regents, he talked about it at the Fall Faculty Meeting, and he received approximately six nominations from across the university for the position and Dr. Gary Carini was chosen.

V. Update on SACS-COC report from Vice-Provost Wes Null

Vice Provost for Undergraduate Education and Institutional Effectiveness, Wes Null, stated that we are on the verge of receiving official good news regarding the SACS-COC update report from the recent campus visit in relation to the warning sanction Baylor received last December as a result of the Pepper Hamilton investigation. The final decision will take place at the beginning of December.

Baylor was in the process of the decennial reaffirmation in 2016 and requested a one-year delay, which was granted in January 2017. During this year, Baylor dealt with the probation issues, with a focus on three standards: athletics, environment safety, and Title IX. In the recent visit from the SACS-COC team, they were pleased with the monitoring and 116 people met with them in the 2.5 days they were on campus, including the Faculty Senate Executive Committee. Now we are back on track for the process of the decennial reaffirmation and if we get through 2018 without any monitoring reports, we will be officially reaffirmed by SACS-COC in December 2018.

Also, the Global Baylor QEP (Quality Enhancement Plan), which is part of the decennial reaffirmation, is expanding our global engagements, sending and receiving students abroad, mission trips, and diversifying our international population.

VI. Report from Pathways visit to the University of Vermont

Senators Randall Umstead and Beth Hultquist traveled to the University of Vermont on October 5th and 6th. The purpose of the trip was to evaluate their program of recruiting, accepting, and supporting international students through the company, *Study Group*. This topic was presented to the faculty senate by Dr. Jeffrey Hamilton, Vice Provost for Global Engagement, at our August retreat. *Study Group* is a third-party company assisting universities in their recruitment and retaining of highly-qualified international applicants. The University of Vermont has a robust program and they shared their lessons learned, discussed their process, and answered our questions. In addition, the small group met with the Dean of the College of Engineering and Mathematical Sciences who was very complimentary of *Study Group*. Dr. Umstead and Dr. Hultquist were impressed with the interaction between *Study Group* and the university and are supportive of efforts to move this initiative forward at Baylor.

VII. Other reports

Council of Deans Report. Senate Chair Ann McGlashan mentioned that the last meeting focused on moving Baylor to Research 1/ Tier 1 status.

VIII. Old Business

- Senate Chair Ann McGlashan learned from the interim provost that deans have not been evaluated for the past two years due to legal ramifications from Legal Counsel. She suggested meeting with Senator Eric Robinson, from the Leadership Task Force, to see if they will meet with the interim provost in order to get the evaluations back on track.
- Senate Chair Ann McGlashan asked the interim provost who reports to Vice Provost for Graduate Professional Education, Dr. Gary Carini. She was told that he had met with the graduate program directors and that it has not yet been determined. Some graduate programs will fall under Vice-Provost Carini and others will fall under Vice Provost and Dean of the Graduate School, Larry Lyon.
- A senator asked about the Parking Consultant Report and Senate Chair McGlashan stated she will officially request a copy.
- It was brought up that we do not have a Faculty Senate representative on the Board of Regents, since now there are two faculty regents. The request is to have them give a report to the Faculty Senate, possibly after the Board of Regents' meetings. It was noted that we should do this through Kristy Orr, the new Board Professional.

IX. New Business

- One senator asked if the entire faculty were notified about the proposals the interim provost mentioned, but only one person was aware. It is bothersome that several people

have already turned in their proposals when there was not an official call for them, just a mention to the deans who would pass it on to the chairs. The importance of the proposals was not explained. Others mentioned that they were not aware if there is an Academic Strategic Plan task force or who the members might be if there is one. Senate Chair McGlashan suggested she could contact the interim provost and ask him to be more precise as to the process itself for the Academic Strategic Plan, who is making the decisions, what the committee looks like, and when the meetings take place, since he said it was open for people to attend.

X. Adjournment

A motion to adjourn the meeting was made by Senator Baldrige. The motion was seconded by Senator Pounders and approved. The meeting was adjourned at 5:03pm.

Respectfully submitted,

Lizbeth Souza-Fuertes
Recording Secretary