

Baylor University Faculty Senate Minutes

19 March 2019

Draper 147♦ 3:30-5:00 p.m.

Members Present: Senators Bolen, Bradley; Cordon, Matt; Dodson, Derek; Elkins, Nathan; Ellor, James; Farwell, Beth; Flippo, Renee; Garner, Brian; Hansen, Christopher; Horace Jr., Maxile; Hultquist, Beth; Hurtt, Kathy; Korpi, Michael; LeCompte, Karon; Leidner, Dorothy; Leutholtz, Brian; Long, Mark; Long, Michael; MacGregor, Jason; McGlashan, Ann; Neilson, Bill; Nichols, Curt; Susan Reems for Nuner, Joyce; Parrish, Maxey; Pittman, Coretta; Potts, Tom; Pounders, Steven; Raines, Brian; Robinson, Eric; Rodgers, Denyse; Schubert, Keith; Sielaff, Steven; Souza-Fuertes, Lizbeth; Maxey Parrish for Stone, Sara; Strakos, Josh; Stroope, Mike; Supplee, Joan; Taylor, Mark; Umstead, Randall; Walden, Dan; Wilcox, Walter; and Suzy Weems for Wilfong Jr., Stanley.

Members absent: Senators Pounders, Steven and Staff Council Representative Heather Guenat.

I. Call to Order

Senate Chair Randall Umstead called the meeting to order at 3:31pm. He welcomed several visitors at the meeting. He also announced that President Livingstone would be present at the April meeting.

II. Invocation—3:32pm

Senator Beth Farwell offered an invocation.

III. Approval of Minutes: 12 February 2019—3:35pm

Senator Joan Supplee made a motion to approve the minutes for the Senate meeting of February 12, 2019 with the addition of a name to the attendance list. The motion was seconded by Senator Chris Hansen and the minutes were approved by the senate.

IV. Guest Presentation: Brooke Blevins, Joe Oliver, and Sarah Walden on Childcare – 3:40 pm

Earlier in the academic year, Chair Umstead reached out to a variety of faculty groups across campus, with the intention of being available as Chair of the Faculty Senate to hearing any possible concerns. Baylor's Women's Colloquium met with Chair Umstead in November and they had a conversation over a wide range of issues on campus, and one that stood out was related to childcare. Former Provost Greg Jones had created a task force to address this issue a few years ago; and, in recent conversations with Vice President & Chief Human Resources Officer Cheryl Gochis as well as with the Board of Regents, childcare was mentioned as a current need.

Dr. Brooke Blevins, Associate Professor and co-chair of the Women's Colloquium spoke about how childcare has been an issue the Women's Colloquium has talked about for a long time, particularly in relation to recruiting and retaining faculty. With the approach of *Illuminate*, it is important to move forward on these ongoing conversations.

What they are calling for is a task force that will look at and evaluate affordable, convenient and high-quality childcare options for faculty, staff, and students on campus. The importance of childcare goes back to Baylor's mission: to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community. Furthermore, *Illuminate* calls us further into this mission, and considering how it aligns with our goals to become a preeminent Research-1 institution, with a unique voice in research, teaching, and service. Three of the four pillars of *Illuminate* provide specific rationale for why we should think about providing childcare that is affordable, high-quality, and convenient for faculty, staff, and students. First is the Christian commitment to meet the needs of all learners in the ages to come, and *Illuminate* calls us to offer a distinctive voice and presence in the contemporary world, and this would meet the needs for Baylor faculty, staff and students. Secondly, *Illuminate* seeks to recruit and hire the very best who are experts in their field. It will require a concerted effort, including meeting the childcare need of newer hires, as many might be in their childbearing years.

The AAUP (American Association of University Professors) has a statement on the principals of family responsibilities and academic work, and they suggest that universities ought to give attention to institutional policies that improve the integration of work, responsibilities and family life, and how to change the structure of the academic workplace to one that is more family-friendly. They recommend an institutional commitment to the provision of quality childcare for children of academic professionals. They also know that childcare is a crucial issue in the recruitment and retention of faculty, graduate students, and postdoctoral fellows, so as we move toward R-1, this notion of childcare will be pivotal for the recruitment and retention of these groups.

Another pillar of *Illuminate* is transformational education, so in addition to the needs of faculty and staff, we also need to think of the needs of our students. The demographics of our students are changing—many of our students are parents themselves and we need to offer an environment where we are fully committed to people of all backgrounds.

With all of this in mind, we would like to have a task force that will look at four major areas: affordability, location, availability, and quality.

Mr. Joe Oliver, Transfer Student Success Program Director, then spoke regarding the student point of view. He works with undergraduate students, mostly transfer students. When thinking of one of Baylor's traditions, the Baylor Line at McLane stadium—it is a history and tradition in itself. Every student that enters Baylor adds to that experience and, in turn, the Baylor experience changes students. From the perspective of a student-parent (both undergraduate and graduate), they face many challenges, such as paying rent, having a part-time job, being a spouse, focusing on classes, doing research.

There are a few ways in which student-parents approach the Baylor experience: 1) students want a degree; 2) students try to balance affordability, time, effort, and sometimes they cannot handle it and ultimately drop out of school. As an institution with high goals, we can fully support these students, so they can see not only how Baylor can impact them, but how Baylor will be impacted

for the better in a diverse way. In the summer of 2017, a task force was created with faculty, staff, the director of the Piper Center for Family Studies and Child Development, and people from IRT (Information Resources & Technology), and they first sought what kind of information Baylor had regarding students as parents, and realized that there was no information. Therefore, the task force carried out a sample survey to the student population and was surprised to learn that far more students had children than they expected, up to 13.7%. They found that 250-600 undergraduate and 350-600 graduate students have children, and nearly 58% are single parents. The conclusion is that there is a need both from the faculty/staff side as well as the undergraduate/graduate student side. National trends show an increase in student-parents who are going back to school. With this in mind, it is important for Baylor to support these students so they can impact and be impacted by the Baylor narrative.

Dr. Sara Walden, Assistant Professor in the BIC (Baylor Interdisciplinary Core) and Assistant Director for the University Scholars Program, spoke about the Baylor needs of faculty and staff and why this is being currently addressed. At Baylor today, there are 661 children under the age of 6 who might need childcare and at least 465 employees who have at least one child under the age of 6. Nevertheless, these numbers reflect the children who are on the Baylor employee Blue Cross Blue Shield (BCBS) health plan. It does not include children who are under a spouse's health plan or children 6 and over.

Most meetings on campus take place between 3:30-5:00pm. This can be a huge strain on parents who are picking up children from school and do not have after-school childcare. Research-1 institutions are trying to promote the most diversity to achieve the health and growth of departments. If the diverse voices are missing from the decision-making process that sometimes occur in late-afternoon meetings, the institution does not benefit from the diversity in hiring and retention. Single parents also struggle if there is no spouse to share childcare and it also makes it less affordable. Furthermore, there is a growing trend in academics for fostering and adoption, which presents a unique challenge for traditional childcare structures because typically they require pregnancy or proof-of-child to get on a waitlist, which are usually very long. So for a foster or adoptive parent, it is very difficult to find care for that child.

Childcare in Waco has changed dramatically in the last four to five years. Waitlists for the average childcare institution in Waco are between 6 and 18-months' long or even up to two years. However, if you are an academic parent, two years is crucial in getting childcare. There are waitlists for after-school care as well. That is one of the reasons why Baylor needs to address this now, especially with the recruiting, hiring, and retention of new faculty. Waco recognizes that the supply is not meeting the demand. There are also increased costs, which is especially impactful on student-parents.

Most top research universities have extensive childcare structures on site. Pennsylvania State University and Duke University have two on-campus childcare locations, they serve faculty, staff, and students as a priority; they have subsidies for students and lower-income employees. These universities recognize the integral relationship between childcare and R-1 status.

Dr. Walden mentioned that they are calling for the support of a campus-wide childcare task force exploring quality, affordability, and convenient options for faculty, staff, and students, and they

are asking the Faculty Senate for a formal letter addressed to either incoming Provost Brickhouse or President Livingstone by May 1st.

The presentation was followed by several questions by faculty senators.

Chair Umstead mentioned that Human Resources is already working on some of these issues.

V. Reports – 4:05 pm

a) Provost's Office Meeting (Randy Umstead)

Chair Umstead explained that the main topic of the meeting was the task force that worked last year on Baylor's promotion policy, from Associate Professor to Full. The task force drafted a new policy and procedures and finished that work at the end of last April. In November, the Council of Deans briefly discussed it, but the recent meeting was the first time it was thoroughly discussed. Vice Provost for Academic Affairs and Policy Jim Bennighof distributed the draft policy procedures.

The task force made three recommendations:

1. All departments need to establish guidelines for promotion to the rank of professor.
2. Currently proposed procedures do not include a university-level review committee that would be analogous to the University Tenure Committee. In general, the task force favored having a body of this type, but the potential for debate and some logistical challenges led them to recommend that the revision not include such a committee, but left open the possibility that one could be created in the future.
3. The proposed policy would change the timeline to notify the chair in the Spring prior to the Fall of when you intend to apply. Currently, the timeline is set to notify your department chair in the Fall of when you are going up for promotion, and there is very little time to find external reviewers.

If the policy goes into effect, it would begin only in the 2020-2021 academic year, and the work would need to be completed by Fall 2019.

Other topics that were discussed included whether peer-teaching should be involved; whether we should adopt a pre-promotion review because under the current system, people are promoted to Associate Professor, and until promotion to Full Professor, they receive no guidance or feedback, and have no official way of knowing where they might stand when ready to request promotion. There was a conversation over the terminology of the term "excellence" because in the draft it stated "excellence" must be achieved in four areas. The Executive Committee did not like that language and neither did the deans. Another term that came up was "impact" or something more tangible than "excellence."

The group hopes to reach an agreement by the end of this semester on the draft and will send it to the Faculty Senate for approval, with the hopes that the policy could be implemented in the Fall.

- b) Academic Freedom and Responsibility (no report)
- c) Admissions Committee (no report)
- d) Faculty Athletic Council (no report)
- e) Council on Global Engagement (no report)
- f) Faculty Dismissal (no report)
- g) Human Resources Advisory Committee (no report)
- h) Faculty-in-Residence Committee (no report)
- i) Libraries/ITS Advisory Committee (no report)
- j) Student Life and Services Committee (no report)
- k) Staff Council (no report)
- l) Enrollment Management Committee (no report)

VI. Old Business – 4:20pm

a) Faculty Workload

Chair Umstead mentioned that it is somewhat atypical for the Faculty Senate to take up an issue that at present belongs to a college or school or department and is not universal to all faculty, but since Arts & Sciences is so large, it impacts the majority of faculty. Anything that happens in A&S tends to have a subsequent impact on the remainder of the institution.

BUPP-706: Faculty is supposed to have a 100% workload every semester under existing policy. As Chair Umstead had conversations in A&S about their concerns, he also discussed it with people in other academic units; one of the issues is that many other schools and some departments within A&S already have practices in place to account for teaching reductions.

Since we have Chair-Elect and EC senate member Brian Raines, who is also Associate Dean for Research & Strategic Planning, the plan is to have him address this issue and later have a Q&A session. Part of the notion is that the more people we can have understand what is transpiring, the more likely it is we can have some sort of shared understanding.

Chair Elect Raines stated that A&S has been working on coming up with a method for accounting for 50% release time for research. Most faculty members are already on 50% research release time and typically have a 2/2 teaching load. Some departments are exceptions to this and might have a 3/2 teaching load, such as Fine Arts and Modern Languages & Cultures.

On the other hand, some departments are on a 1/1 or 1/0 teaching load, and in some cases, over a time period of several years, not so much research or teaching has been taking place. It is not really fair to other faculty when you think of it from the point of view of lecturers or in departments where the teaching load is not so low.

During the first week of the semester, Chair-Elect Raines and others in the dean's office started meeting with all the chairs in A&S in order to find a way to remedy the situation. For Assistant Professors, it was suggested they stay on the 50% research and teaching load. The procedure that might have caused some of the consternation is that they put out a proposal for each department to use their own tenure guidelines and to continue them past tenure. They also suggested that the chairs go to the senior faculty in their department to come up with a system that works best for their own case.

At UCLA, they had a similar system that was implemented in the last five years, where each department ultimately adopted their own guidelines for how they account for research and teaching. On the other hand, at UC-Irvine, if someone was not doing much research, and if the department chair and dean decided that a faculty member's teaching should increase, then they spoke with that faculty member. In A&S, we are trying to implement a very transparent system, where each department accepts or authors their own system. This whole conversation started in the dean's office in A&S before Chair-Elect Raines assumed his new role as Associate Dean for Research & Strategic Planning (before that he worked as Associate Dean for Undergraduate Studies) and he is familiar with the plan and can answer any questions.

A long discussion and Q&A followed these introductory remarks by Chair-Elect Raines.

As a result of the discussion, Senator Curt Nichols made a motion that:

“The senate form a task force to investigate and look into the issues of who ties teaching course load policies to research; which of our peer institutions do this across the R-1 spectrum, specifically looking at the terms of whether they conduct this, what the results are, and if they are producing the expected effects.” Senator Dorothy Leidner seconded.

A discussion followed and Senator Jason MacGregor suggested that we simplify and make an amendment to the motion:

“The senate form a task force to analyze and make recommendations regarding workload-related issues and report to the senate at the May meeting.”

Senator Eric Robinson called the question and Senator Joan Supplee seconded. The senate voted and that motion carried.

The senate voted on the amended motion and it carried by a count of 22 yeas to 5 nays with one abstention.

VII. New Business – 4:40pm

a) Childcare

Chair Umstead mentioned that our guests today requested that the Faculty Senate write a letter to either the Provost or the President and he suggested we write to the President, because she is already aware of the issues and there was already a provost-level task force, so it would be redundant.

Senator MacGregor made the motion that the Executive Committee draft a letter consistent with our discussion today. Senator Kathy Hurtt seconded. The senate voted and the motion carried.

b) Faculty Regent Selection Process

Chair Umstead recused himself from the meeting as he is one of the faculty regent candidates.

Chair-Elect Raines explained that the Faculty Senate has become the Faculty Regent Nominating Committee. He instructed the senators to write up to four names, numbered or not. The senate will give four names to the provost, who will then pass them on to the Board of Regents.

Chair-Elect Raines explained that last time we voted, we ran through four different ways of counting the ballots and every method gave the same results. He likes the Schulze Method, which involves rank-ordered ballots or not.

One senator issued a formal protest over the voting method used in the Faculty Regent nominating process.

VIII. Announcements—5:06pm

- There were no announcements.

IX. Adjournment—5:17pm

- A motion to adjourn the meeting was made by Senator Tom Potts. The motion was seconded by Senator Chris Hansen and approved by the senate. The meeting was adjourned at 5:17pm.

Respectfully submitted,

Lizbeth Souza-Fuertes
Recording Secretary