

## **Minutes**

### **FACULTY SENATE**

**May 9, 1995**

The Senate convened at 3:30 p.m. in the Conference Room, Blume Conference Center, Hankamer School of Business, with Chair Ray Cannon presiding.

**Present:** Barker, Basden, Benesh, Buddo, Cannon, Davis, Edwards, Garner, Goforth, Hillman, Jensen, Johnson, Longfellow, Luper, Massirer, McGee, Monk, Nixon, Pierce, Pippin, Robinson, Rogers, Sanders, Seward, Thomas, Tipton, Whipple, and Wood.

**Absent:** King, Ortuno, Wallace, and Youngdale.

Distributed by Cannon prior to the meeting were (copies attached to file copy of the minutes):

1. Proposed Academic Action Policy
2. Discussion draft document-- Civil Rights Policy
3. May 9 Senate meeting agenda

### **AGENDA**

- 1. Invocation**  
Rogers led the invocation.
- 2. Recognition of Visitors**  
Visitors attending the meeting were recognized. Newly-elected Senators for 1995-96 who were present were Dawn Adams, Robert Baird, Jerry Gordon, Karen Johnson, Howard Rolf, Sara Stone, James Wiley, and G. W. Willis. Also present was Don Farris, newly-elected 1995-96 Senate observer from the School of Engineering and Computer Science. Other visitors were Dan Jennings, member of the committee studying the Retirement Incentive Proposal, and Lucille Brigham, chair of the Committee on Committees.
- 3. Recognition of Retiring Senators**  
The following retiring Senators were recognized and given a certificate of appreciation: Benesh, Cannon, King, Ortuno, Pierce, Rogers, Sanders, Seward, and Wood. Plaques were presented to Rogers and Cannon in appreciation for their work as chair of the Faculty Senate (Rogers, 1993-94; Cannon, 1994-95).

**4. Minutes of April 18, 1995**

Edwards moved that the April 18, 1995, Minutes be approved as distributed. Thomas seconded. A question was asked about item 6-- Report from Evaluation and Compensation Policy Committee: Does our motion refer to exact words, or to the concept also, with reference to assigning rankings? Cannon reported that the Senate's action was to adopt the committee's recommendation: Do not assign rankings. Following this clarification, the motion to approve the minutes passed.

**5. Election of Officers for Next Year**

Cannon, chair of the Nominating Committee, reported that the Nominating Committee nominated the following for officers for 1995-96:

Chair:	Kathy Hillman
Chair-Elect:	Jeter Basden
Secretary:	Rusty Pippin
Publicity Officer:	Mary Massirer

There were no nominations from the floor. Edwards moved that those persons nominated by the Nominating Committee be elected as presented. Tipton seconded. Motion passed.

**6. Report from Committee on Committees**

**a) Church-State Studies**

Hillman, committee chair, moved on behalf of the committee that the Church-State Studies Committee be deleted from the list of university committees. It was noted that this committee is primarily an editorial board for the *Journal of Church and State*. Rogers noted that other editorial boards like this one exist at Baylor, so there is a precedent for such a structure. After brief discussion, the motion passed.

**b) Civil Rights Policy**

The previously-distributed discussion draft document of the Civil Rights Policy was discussed. Suggested changes were noted; Hillman will make the suggestions to the university legal counsel for inclusion in the document. Hillman moved, for the committee, that the draft of the Civil Rights Policy be endorsed by the Senate. Motion passed. The document changes some university committee structures; the Committee on Committees is asked to review these changes for implementation.

**7. Report from Committee on Committees (distributed at April 18 Senate meeting)**

The report was reviewed. McGee moved that the report be accepted as distributed. Thomas seconded. Motion passed.

**8. Further Discussion of Retirement Incentive Proposal (distributed at April 18 Senate meeting)**

Tipton, ad hoc committee chair, gave a brief overview of the report. It was noted that the Senate had been asked by President Reynolds to prepare a reaction to the proposed retirement incentive plan. Tipton moved, on behalf of the committee, that the Senate accept the report and send a letter, including the report, to the administration. Motion passed. Cannon noted that other questions had arisen as a result of this study, including matters pertaining to the university health plan, retirement fringe benefits, and certain AFLAC provisions. Cannon urged the Senate to hear from this ad hoc committee, particularly with regard to these other issues, during the next school year.

**9. Report from Ad Hoc Committee on Relations with Administration and Board of Regents**

Cannon reported for the committee. He expressed a caution that the Senate not become too excited about direct contact with the Board of Regents, noting that formal contact is through the President of the University to the regents. Direct contact, faculty to regents and regents to faculty, could lead to special interest conversations rather than conversations dealing with broader university issues. Even with this caution, the Senate would like to explore ways to facilitate appropriate communication with the Board of Regents. Suggested ideas included:

- \*Dinner with regents and senators
- \*Position papers on particular issues, drafted by the Senate, perhaps on issues mutually agreed upon by both the Senate and the Board of Regents
- \*Provide regents with subscriptions to *The Chronicle of Higher Education* (McGee reported that this is already in place)
- \*Informal visits with faculty
  - dinner
  - receptions
  - parties
  - visits by regents to departments
  - demonstration/showcase of classroom technology/techniques
  - liaison group from regents to faculty, perhaps more interaction with sub-committees of Board (example: Senate group relating to Academic Affairs sub-committee of Board)

It was noted that these ideas, and other similar ideas, would be appropriate topics of conversation with President-Elect Sloan.

**10. Conversation with President-Elect Sloan**

President-Elect Sloan arrived at the Senate meeting, attending at the invitation of the Senate. The next portion of the meeting was a dialogue/conversation with Dr. Sloan. Issues raised, and summary responses, are noted below:

Senate: What do you see as the optimum relationship between the Senate/faculty and the administration/Board of Regents?

Sloan: There must be trust. To have trust, there must be communication. We must create a strategy/climate where effective communication takes place.

Senate: Can there be a tendency for the Board of Regents to give a "rookie" President "too much" help?

Sloan: Yes, Senate, too. There inevitably will be a jockeying for power. My challenge is to listen, to speed up the learning curve, to move with enough dispatch but not to be "trigger-happy" or hasty.

Senate: What do you see as the University's biggest problems/opportunities?

Sloan: Baylor faces a watershed time with regard to future direction. To pursue world-class status, whose standards will be used? Some standards may orbit around the development of graduate programs. This could change an historic factor of Baylor--the number of Baptist students at Baylor, for example. If we seek world-class status by standards that are historically Baylor standards, we would obviously continue to emphasize undergraduate teaching while continuing to pursue excellence with our professional schools and our M.A. and Ph.D. programs. At issue is determining some internal sense of who we are historically, what is our purpose, etc. Our desire is to pursue excellence in every sphere without being slaves to outside criteria. Who (or what) decides what our future will be? Some calculus of these factors will be at work: university history and mission statements (a dynamic history), inclination of faculty, regents, constituency (particularly those who support us financially), and the university president.

Senate: With regard to who makes decisions, the Big 12 decision was apparently made by regents, administration, President, perhaps coaches, powerful constituents, but with probably no faculty or student input. What meaningful role can faculty be involved in with regard to major decisions of the University?

Sloan: I would like to have conversations (such as this one today) with the Senate regularly.

Senate: What about issues of size and cost -- will we increase enrollment, are there cost-saving measures being considered?

Sloan: We must retain our quality of teaching. This involves a favorable student/teacher ratio. The regents are strongly committed to keeping tuition costs down. It is my sense that increasing the number of students will only increase a deficit, since the cost per student covered by tuition charges is only 60-65%. We must increase our endowment and evaluate all we do. The percentage of return on the endowment investment is also an issue.

Senate: Any comments on the reorganization of the administration?

Sloan: I hear the same rumors that you do. Ideally, one would start with a clean slate, but the fact is, there are people already in place. My appreciation for them grows daily as I learn more about their work. I have made no reorganization decisions; I do not plan to make any startling reorganization. I am cautiously looking at persons and positions.

Senate: Finances appear to be tight, yet there are apparently large budget items (athletics, new law school building, etc.). Where will financing come from?

Sloan: Regarding athletics, the move to the Big 12 will bring about a surprisingly small increase in travel, which will be more than off-set by television revenue increases and the opportunity for football bowl games and basketball post-season play. I am glad we are in the Big 12--there are great opportunities for us. We must do something about deficit spending. Money must come from fund-raising efforts. Funds for a law school building will come from a capital improvements fund-raising campaign. It will cost to be competitive in all areas. We will work to raise our athletics endowment. We will work with the City of Waco and Central Texas on a Big 12 Task Force.

Senate: Will you seek to create an inclusive decision-making process?

Sloan: Yes, I will try to listen; build things out of teamwork.

Senate: One of the roles of the university is to be an open forum for the exploration of ideas. How do you see yourself dealing with this when this concept does not always fit with the constituency's idea of the university?

Sloan: The President is the chief spokesperson of the university. He must articulate the position of the university to the constituency. Learning takes place where there is a rub of ideas. Being an open forum does not necessarily mean providing an open microphone. Having an idea represented is not the same as advocating that idea. There must be a willingness to examine ideas, within parameters (that is where conflict occurs).

Senate: Where should the Senate be in the organizational chart with regard to institutional decision-making?

Sloan: People have to have a genuine voice, not tokenism. For example, there needs to be disclosure about budget facts and figures. Budget construction should involve the faculty, particularly in determining priorities.

Senate: What kind of priority is a student activities center?

Sloan: A high priority. Of the major capital funds projects, it is in the top three or four on the list.

Appreciation was expressed by the Senate to President-Elect Sloan for this informative and candid session. The Senate expressed appreciation for the time and care with which Dr. Sloan had engaged in this dialogue.

## 11. **Other Business**

### a) **Letter from Faculty Athletics Council**

Nixon read a letter from Linda Livingstone, incoming chair of the Council, addressed to Ray Cannon, Senate chair, providing information about the work of the Council. Cannon received the letter and will send a copy of the letter to the Senators.

### b) **Request for Conversation about Academic Freedom**

Barker distributed the following motion:

The recent Earth Day incident on the Baylor campus resulted in a confusing and embarrassing situation in which the academic freedom of students and faculty was compromised.

This incident calls to our attention the need for our university community – faculty, administrators, students, and regents – to engage in a serious conversation about the status of academic freedom on our campus.

The goal is for Baylor University to provide as open a forum as possible for the discussion of controversial ideas, while at the same

time compromising neither our traditions nor our vision of being a great university.

The Faculty Senate of Baylor University requests that the Baylor administration facilitate such a conversation.

Rogers seconded the motion. McGee reported that he and Rich Riley, representing AAUP, had visited with President Reynolds recently about this matter. Dr. Reynolds indicated that it is time to re-evaluate the university policy on open forum events; he invited both AAUP and the Senate to bring recommendations to him for possible action by the regents.

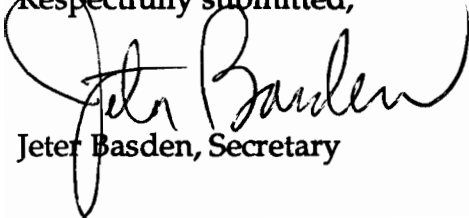
After brief discussion, the motion passed. Cannon encouraged the Senate to pick up this subject as a part of the work of the Senate next year.

**c) Academic Actions**

Cannon distributed a document entitled Academic Actions (copy attached to file copy of the minutes). This document is the latest document with reference to the academic suspension policy. It replaces the Proposed Academic Action Policy distributed previously.

At 5:40 p.m., the meeting was adjourned.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jeter Basden". The signature is written in a cursive style with a large, looping initial "J".

Jeter Basden, Secretary