

Faculty Senate Agenda
6 December 2011, Room 111, Cashion
3:30 p.m.

Absent	Senator-At-Large Past Chair		Term Expires
	Cannon, Raymond	Mathematics	2012
College of Arts and Sciences		17 members	
A	Allman, Dwight	Political Science	2014
	Baker, Lori	Anthropology, Forensic Science	2013
	Beck, Rosalie (chair)	Religion	2012
	Blackwell, Frieda	MFL -- Spanish and Portuguese	2012
	Coker, Joe	Religion	2013
	Cook, Garrett	Anthropology	2014
	Duhrkopf, Richard	Biology	2012
	Hanks, Tom	English	2013
	Long, Michael	Modern Foreign Languages	2013
	Losey, Jay	English	2012
	Patton, Jim	Psychology and Neuroscience	2013
A	Shoaf, Mary Margaret	Mathematics	2013
	Supplee, Joan [sub: Beth Willingham]	History	2012
	Taylor, Mark	Biology	2014
	Toten-Beard, DeAnna	Theater Arts	2013
	Tsang, Jo-Ann	Psychology	2014
	Walter, Janelle	Family and Consumer Science	2014
School of Business		5 members	
	Burleson, Debra	Information Systems	2014
	Hurt, David	Accounting	2014
	Madden, Stan	Management	2012
	Neubert, Mitchell	Management	2012
	Riemenschneider, Cynthia	Information Systems	2014
School of Education		3 members	
	Johnsen, Susan	School of Education	2012
	Jordan, Mary Ann	Education Administration	2013
	Wood, Randy	Curriculum and Instruction	2014
School of Music		2 members	
	Claybrook, Doug	Music	2013
	McKinney, Tim	Academic Studies	2012
School of Engineering/Computer Science		1 member	
A	Newberry, Byron	Mechanical Engineering	2014
Honors College		1 member	
	Harvey, Barry	Honors College/Great Texts	2014
School of Law		1 member	
	Beal, Ron	Law	2013
Libraries		1 member	
	Patterson, Rita [sub: Cindy Burgess]	Libraries	2014
School of Nursing		1 member	
	Spies, Lori	Nursing	2012

Truett Seminary		1 member	
	Still, Todd	Truett Seminary	2014
School of Social Work		1 member	
A	Yancey, Gaynor	Social Work	2014
	Spain, Rufus	Director, Retired Professors Program	

I. Call to Order

Chair Beck called the meeting to order at 3:30p.m.

II. Invocation

Senator Blackwell offered the invocation.

III. Presentations

A. Provost Davis, Strategic Plan

Provost Davis provided a summary of the draft of the new strategic plan. The complete draft can be found at: <http://www.baylor.edu/strategicplan/>. This website also provides a summary of data received as well as links to provide feedback.

Strategic Plan Structure

For external presentation, there are aspirational statements that are overarching and ends-oriented as well as areas of specialization that will have broad objectives. For internal use there are acts of determination that include action items with appropriate metrics to monitor performance.

Aspirational statements from the draft strategic plan:

1. Where academic excellence and transformational educational experiences ignite leadership potential, increasing our students' desire for wisdom, understanding of calling, and preparation for service in an interconnected global society;
2. Where research discoveries illuminate solutions to significant challenges confronting our world and where creative endeavors reflect the breadth of God's creation;
3. Where our Christian faith inspires a desire to address systemic problems facing our community, both local and global;
4. Where the dedication of alumni and friends fuels an enthusiasm that advances Baylor through continuing engagement and philanthropy;
5. Where the value generated by and derived from a Baylor experience is supported through a diversity of revenues and judicious stewardship of our resources;
6. Where commitment to excellence in all things cultivates a university community dedicated to improvement of self and service to others, to stewardship of our physical spaces, and to demonstrating outstanding quality and character in every area of university life.

Included with each of these aspirational statements are listed areas of specialization. Please see the website for full details.

The request for feedback includes six specific questions regarding areas that could be clarified. These questions are:

1. As you consider the institution that Baylor is now and how it might continue its upward trajectory over the next ten years, what areas of our draft plan do you consider most important?

2. What portions of our draft plan do you find most inspiring?
3. With the understanding that the new strategic plan is intended to be a "dynamic roadmap for our future, providing direction without dictating specific action" please provide examples of concrete, specific, and descriptive language you believe would clarify or amplify any of the aspirational statements, explanatory paragraphs, or areas of specification.
4. Our draft plan envisions "acts of determination" as the action steps that will be taken by university entities as we implement our plan over the next ten years. Please suggest relevant examples of critical action steps related to any of the areas of specification identified within our aspirational statements that would help advance our goals in that particular area.
5. Based on your reading of the draft, by what name should Baylor identify this strategic plan?
6. Please use this space to provide any additional feedback you would like to offer concerning the draft plan.

Next steps:

Feedback will be accepted via the website through the end of March. The Strategic Themes Committee will assess the feedback and recommend any changes to Provost Davis. The draft will be revised during the month of April and the final plan approved in May 2012. The spring faculty meeting will be essentially a town hall about the strategic plan so come prepared for a conversation.

B. Judge Starr, First Two Years and Big 12

Judge Starr wished everyone a merry Christmas. He then spoke of the pleasure he experienced during the town hall meetings during the data gathering phase of the strategic planning process. He reported that the Strategic Input Report was over 100 pages. The Executive Committee had a two-day retreat to discuss the report. They then met with the Council of Deans regarding the report. Then, the next phase started.

Judge Starr mentioned an article in the Retired Faculty News Letter about Christmas at Baylor by Tom Charlton. He had heard of Baylor's spectacular homecoming festivities but was surprised to see how beautiful Christmas at Baylor was and how beautiful the music was. He wants to have it on TV again as it was in 2003. He remarked that this is a time of thanksgiving as it is now the 10th day of Advent in the celebration of the coming of the Christ Child.

He shared some comments regarding the autumn semester. Baylor has much to be grateful for in Baylor athletics. Women's Basketball is ranked #1, men's Basketball is ranked #7 and it looks as though our football team may be ranked as high as #12. Ten of our seniors were all Big 12 academics. Our student athletes, the athletic community, gave us a 3.2+ GPA which is the highest in Baylor's history. There is a promo card on RGIII to win the Heisman Trophy circulating. Let us hope!

Judge Starr is thankful for the time he has sitting down with the students. He finds it inspiring and rewarding and has an open door policy allowing appointments with students. Baylor is great for the mentoring of students.

He received a letter on November 14th from a young lady from Fort Worth who attended the Invitation to Excellence. It was an outpouring of how thankful she was for the attention given to her by the faculty at the dinner and during the next day. Judge Starr said that he hears stories like those from parents during Parents' Weekend regarding the sense of gratitude of the parents and how their experiences at other universities are not at all like that at Baylor.

He remarked that Kevin Jackson reminded us that Christmas is a tough time for many families because they are not where they would want to be in a family situation. We want to be as caring and as nurturing as we can be at this time.

Judge Starr also said that the health of the university is not where we want to be but it is still strong, we just need it to be a whole lot stronger. Judge Starr's abiding and profound concern is that we continue to be so tuition dependent but we are working hard to reduce this dependency and the cost to students. The Scholarship Initiative can help. He also mentioned that the student body is on fire and wants a student on the Board of Regents. In addition, he wants to get the student body into the culture of generosity and that the student body is working in support of the scholarship initiative. To date, there are over 5000 individual donors and almost 2000 are first time donors to Baylor. Two hundred and sixty-six members of the faculty have given to the Initiative. "I believe you have a moral duty to give to the scholarship fund. You receive a paycheck from Baylor and you have a moral obligation to give to this Initiative. Why are you drawn to teaching if you do not care about students?" The amount of endowment per student at Baylor is too low compared to other private Texas universities. TCU has twice what Baylor has, SMU's is three times that of Baylor and Rice is ten-times ours per student.

Judge Starr is reminded of a quote by Eric Liddell from "Chariots of Fire" -- "I believe God made me for a purpose, but he also made me fast. And when I run I feel His pleasure." He wished us all a Merry Christmas and asked if we have any questions.

Chair Beck: Would you talk about the Big 12 situation?

Judge Starr. All the TV rights are in for the next 6 years, so if any team leaves the conference they lose their TV rights. In addition, there is now equal revenue sharing which is the way it should have been. Texas and Oklahoma have relented and now we have equal revenue sharing. This is moral and practical and cements the conference. Texas A&M chose a bad way to go. TCU joined the Big 12 with no acrimony. "West Virginia was not the same story and I struggled with it at a moral level but there was a need to expand the conference to at least 10 teams. We are eager to consider whether we should move back to 12 teams or up to 14. We would have to divide the same amount of money. Texas is opposed to adding more. Right now we can play everyone twice in basketball however there is safety in numbers as there is more stability with more teams."

Senator: Why is it good to have UWV join the conference? They are geographically way out of the region.

Judge Starr: We considered the University of Houston; however, the television people would not agree. They see the University of Houston as lacking a strong program and viewership. UWV was well received by ABC, NBC and others because of the strength of the program; they have the power of a brand. It is a science with these TV people.

Senator: On the morality of us contributing to the scholarship fund, the Senate endorsed giving through an email to the faculty. What bothers me is the talk of a new stadium. It would be an awful lot of money when we have a stadium. It will hurt the raising of funds for scholarships.

Judge Starr: I am fearful of displacement. There are important plans that will need funding, including a new building for the business school, the arts district and East Village (which pays for itself). I believe the Board of Regents will hold fast to this being donor driven. In development work you put priorities in front of the donor and they determine what is of interest. I am mindful of this and worry as well.

Senator: Some of us have been working on endowing scholarships for a long time. Would it be better to give to a new scholarship or to complete one that we have already begun?

Judge Starr: Complete one and then, in God's grace, begin a new one. We should clarify this, Karla [Leeper]. Complete the task before you.

Senator: I recently discovered that it is a painless process to tag this to your will.

Senator: I would like to go in a new direction. This may be a topic you don't want to comment on. On the matter of Mark Ellis, my constituents want to know what is happening.

Judge Starr: I cannot comment about specifics. The process is well underway and we are scrupulously abiding by the well-established procedures. The process is unfolding and I refer you to the comments by Lori Fogelman.

C. Jay Dittman, Undergraduate Curriculum Committee update

Jay is ill so did not give an update today.

IV. Approval of Minutes: 8 November 2011

A motion was made by Senator Patton to approve the Senate minutes. It was seconded by Senator Cannon. A voice vote was taken and the minutes were accepted.

V. Old Business:

A. Romantic and Sexual Conduct Policy, update

The policy is back to the group that originated it. Chair Beck spoke with Jim Bennighof and asked for a much broader policy and gave examples that David Hurtt sent.

B. Academic Freedom Issues, update

Chair Beck: Regarding the Cornel West issue, Lynn Tatum is here from the AAUP. The issue is most troubling for the AAUP as it is also for the senate and faculty. The AAUP wants to make sure that the process is a fair one and that it is being followed. The AAUP has guidelines for dismissing faculty from classes. At this point, best efforts are being made to determine what has happened and also to assess and deal with the misinformation that is being put out there. We need to have a discussion about whether the Faculty Senate should make a statement. I don't know how the process will play out but there will probably be litigation over this so we won't know most of the details for quite a while if ever. We may not want to make a statement about everything until we know more. There are 4000 people that have signed a petition supporting Dr. Ellis. They know the protagonist but don't know the institution. More information can be discussed now because Dr. Ellis has made some public statements. Lynn can give some guidance from the AAUP of what we need to look at.

Some accusations were made against Dr. Ellis and investigations were begun. Dr. Ellis was appraised at every step along the way. The AAUP is looking at:

Where in the process in the BUPP do faculty become involved?

The Senate appoints ½ of the Faculty Dismissal Committee and President appoints ½. Should the Senate appoint all of the committee? This is a hold-over from President Sloan's time, who wanted to appoint all of the committee.

There is an awareness that moral turpitude has been selectively applied by previous administrations but there is no evidence this has been done by this administration. At this time, the

process has been followed, but we may need to look at the actual process. Is the faculty member able to face the accusers?

At one time the faculty member wasn't given the charges so we need to make sure the process is up to national standards. Now, the person who makes the charge is there to face the accused. At this time cannot do anything but let it play out

Lynn Tatum: The AAUP is not going to make any statement publically so there will be no blind-siding. There are several issues raised:

- 1) Professor Ellis believes his academic freedom has been violated.
 - He claims the procedures are very badly flawed – BUPP 705
 - AAUP has trouble with the appointment of ½ of the Faculty Dismissal Committee by the President
 - For the burden of proof - national standards are that there is clear and convincing evidence; Baylor requires “substantial evidence” – defined as, such evidence, when considered to be evidence, is more convincing

There is a 2-step process that is not tied together so there is independent judgment about each. Allegations can be substantial and still not involve the revocation of tenure. The Committee could find middle ground and not get rid of a professor's tenure.

Chair Beck: We need to be clear in the Senate that selectivity has no place. If the rules are there, then they apply to everyone. I am inclined to a manner of good faith until circumstances give us reason to think otherwise.

Senator: To administrators and staff as well.

Chair Beck: I talked with the Provost and brought this up and she said absolutely that there has been no selectivity applied during her time as Provost.

Senator: The Tenure Committee is composed the same way as the Dismissal Committee.

Lynn Tatum: Both are in violation of AAUP guidelines.

Senator: We can't do anything about what has happened in the past. We cannot have a witch hunt of what has been done in the past. We don't support the way it was done and we go forward.

Senator: I remember incidents in the Sloan administration when four faculty members were dismissed. We have lost 3 or 4 faculty members under mysterious circumstances so not to apply the rule would be egregious just because of 4000 signatures.

Chair Beck: The PR is disastrous for the university. We need to look at our policies and make sure they are in line with Tier 1 universities, make sure they are fair. Within our own community we can be very clear.

Senator: The Executive Committee tried to craft a statement.

We are dismayed that people outside of Baylor, who have no personal knowledge of our policies and procedures, are attacking the motives of our President and Provost, both of whom are committed to a robust view of academic freedom.

Senator: I suggest that the statement of academic freedom be the first thing we say. We stand for academic freedom.

Senator: I suggest that we say nothing until we know more.

Senator: It sounds like we are attacking the people who signed the petition.

Senator: Who is attacking whom?

Senator: It is unwise to put yourself in a reactive mode when, with patience, we can be in a proactive mode.

Chair Beck: This seems to be the opinion of the Senate. Can we discuss this in the January meeting?

Senator Hurtt: There is a scheduled meeting of the Academic Freedom Committee regarding this but it sounds like these issues are well beyond the scope of the committee.

C. Teaching Excellence Committee, update

Committee Members: Claudia Beal; Mike Stroope; Joe Cox; Randy Wood; Jeremy Counsellor; Ann McGlashan; Michael Alexander; Chair, Lenore Wright

D. January meeting

The January meeting will be held in room 110 instead of 111. There will be no Executive Committee meeting beforehand.

The focus of that meeting will be to talk with Kevin Jackson and Liz Palacios. Chair Beck met with them to talk about what areas of interaction between Student Life and the faculty are problematic. The meeting will be a broader conversation rather than just one issue. We hope to go into it as a collaboration effort to best serve our students.

VI. Reports:

- A. Chair Report**
- B. Academic Freedom (Tsang)**
- C. Enrollment Management (Still)**
- D. Student Life (Wood)**

There was a meeting today.

There have been seven robberies around campus. The University has contracted with a security firm to help curb this activity and the Waco PD has increased surveillance around campus. High-level video equipment is being used to scan the area.

The East Village plans are moving along. Baylor now owns the Village Parks apartments. We have almost 50% of our students living on campus.

We need to think of ways that the Senate can encourage more faculty to become involved in charring student organizations. There are many organizations that need faculty sponsors.

There need to be clearer guidelines as to who is in charge of what on campus. Student Life is into everything. It is time that we build this in a positive way.

Senator: Service has no value on campus any longer. At some time, we have to address this. Less than 50% of advisors to student groups are faculty.

- E. Liaison Reports were not done at this meeting due to time considerations.**
 - i. **Council of Deans (Beck)**
 - ii. **Athletic Council (Blackwell)**
 - iii. **Personnel, Benefits, Compensation (Madden)**
 - iv. **Personnel Policies (Beal)**
 - v. **Admission (Jordan)**
 - vi. **Staff Council (Patton)**

VII. New Business:

A. Coalition on Intercollegiate Athletics Membership

Chair Beck: There is a meeting in 2012 and, with your permission, Jim Patton and Frieda Blackwell will represent the Senate at this meeting which will be paid for by the Provost.

Senator Hanks: I move to approve sending representative to the meeting.

Senator Wood: I second.

Voice vote carries

At the January meeting we will determine if we want to join this organization. Chair Beck has been in conversation via email with the Chair of the Faculty Senate from UWV regarding this organization membership.

VIII. Adjournment

Chair Beck adjourned the meeting at 5:08 p.m.