

# FACULTY SENATE MINUTES ANNUAL RETREAT

August 18, 2007  
Room 127, Sheila and Walter Umphrey Law Center  
8:30 a.m.

**Members Present:** Senators Blackwell, Bowman, Boyd, Brown, Cloud, Connally, Cordon, Diaz-Granados, Duhrkopf, Gardner, Garner, Green, Kayworth, Longfellow, Lehr, Long, Barry Harvey (for Miner), Myers, Todd Still (for Ngan), Nunley, Pennington, Purdy, Rajaratnam, Rosenbaum, Sadler, Spain, Stone, Sturgill, Supplee, Talbert, Tolbert, Vitanza

**Members Absent:** Senators Cannon, Korpi<sup>1</sup>, Losey

**I. Welcome and Invocation:** The meeting was called to order at 8:50. Senator Cloud offered the invocation.

The Chair reviewed the agenda, calling attention to items scheduled for the short business session later in the meeting. Senators have each been given a notebook with senate material including a membership list, a meeting schedule, a copy of the constitution and bylaws, a summary of parliamentary procedure and a tentative list of major issues to be addressed by the senate in 2007-08.

## **II. Introduction of the Executive Committee**

The Chair introduced the executive committee and reported that the committee holds regular meetings prior to each scheduled senate meeting. An invitation was extended to any senator wishing to attend any of these meetings. The executive committee also meets with the president and provost between regularly scheduled Senate meetings.

The chair called attention to the Senate attendance policy, asked senators to review it and to consider possible revisions if the policy was not reasonable.

**III. Guests:** President John Lilley  
Executive Vice President and Provost Randall O'Brien

## **Comments from the President**

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<sup>1</sup> Senator Korpi was inadvertently omitted from the distribution list for the meeting announcement.

President Lilley reported that he and the Provost look forward to these meetings. Normally, opening statements are made, and then questions are invited.

*Board of Regents:* First of all, we hear lots of things being said about the regents. Harold Cunningham is doing a great job. He is right down the middle of the road. He has been very supportive of Randall and me. The regent meeting this summer was a terrific meeting.

*Alumni Association:* At their spring meeting, the regents re-affirmed the alumni association as the official alumni association, but they need to be financially independent. Fund-raising campaign is going well, and I think they can be financially independent.

*Fundraising Campaign:* We are in the planning phase of a comprehensive fundraising campaign for the university. We are choosing a consultant who will talk with our major benefactors and find out in what ways they might want to support the university. We have announced to the world that we want an endowment of two billion. As always, we are dependent on 10 percent of the people who give 90 percent of our money. After the planning phase, we will work quietly for two or three years before we announce the campaign. At this stage, the campaign is moving along nicely.

*Strategic planning:* Strategic planning council worked their way through 59 proposals and then executive council worked through all the proposals using the results from the strategic planning council. We have identified 9 proposals we want to implement immediately. We identified several other very good proposals that we want to move toward supporting through endowment. We will be sending some of these proposals back and asking the departments to work with their development officers to recast them in terms of endowment support. There were one or two proposals that were not really suitable for major strategic initiatives and should have been part of operational planning. Regents and deans have been informed of the 9 proposals selected for immediate funding. Letters will go out this coming week to the proposal authors letting all of you know how your proposals fared and what the next step is. We will also talk about this at the September 14<sup>th</sup> faculty/staff meeting.

*United Way Campaign:* We need visible ways to show that we are giving back to the community and United Way is a convenient way to do that. I hope that the Senate will provide some leadership. We recognize that united way is not the only way we contribute to the community, but this is a highly visible way we can show our support.

## **Comments from the Provost**

Provost O'Brien reported that a committee is being formed to study and revise the faculty annual evaluation instrument. This committee will have representation from all over campus.

We will be holding off on the summer school revision proposals for right now so we can do further study. We want discussion on this issue to include more representation from across campus, including students.

We are moving ahead with recommendations for changes in the time between classes. A 15 minute time between classes is gaining support, but still working out these ideas.

Background checks for new faculty will begin in January. After we have settled on a choice for a particular position, we will perform a background check.

We have an exceedingly strong class of new faculty. You will be impressed when you see the list of new faculty and their institutions.

There is a new chair resource center website available through the provost office. The site contains over 100 pages of information available for our chairs. We want to equip our new chairs to do their jobs. Throughout the year, we will have chair training sessions on things like managing grades and student records, the tenure process, faculty search and the hiring process (including legal issues) and using Baylor systems such as Project Office.

We are continuing work on policy collection and revision. Lots of people are involved with this.

We have four new deans joining us this year, two with interim experience at Baylor, David Garland, Lee Nordt, Jon Engelhardt and Pattie Orr. Pattie Orr is joining the president's cabinet as a new vice president. We are also adding Ruth Prescott to the provost's office. She comes with lots of relevant experience. The provost recognized that Ruth Prescott is the spouse of Dennis Prescott and acknowledged possible concerns of nepotism.

Our new freshman class is at 2745. Male enrollment is back up to over 40 percent. Diversity looks better with 28 percent minorities. We also have very strong SAT scores, with an average of 1218. Based on advice from our consultant, we set up three gates into the class

during admissions. Unfortunately, we lost a lot of good students because of deferred acceptance.

I believe that there is more optimism among the various constituencies at Baylor than any other time recently. I think we are beyond the point where we are looking for some opportunity to practice character assassination. I feel like we are on our way to wellness as a university. The summer regent's meeting was the healthiest I have seen.

### **Questions for the President and Provost**

*Senator:* It seems like hiring decisions are taking a very long time to be approved after a decision has been made. Provost O'Brien recognized that we have had issues with this. The slow contracts are usually those that have special provisions (i.e. moving costs, sabbatical guarantees). We are working with a new vendor. We have a new template and we expect this situation to improve. *Senator:* If you talk to the chairs of arts and sciences, they would not agree that special provisions are responsible for slow contracts. *Senator:* Sometimes it takes 7 weeks to get a contract after a hiring decision. In other cases, we are unable to get a contract even after the faculty member or lecturer has already started teaching. *Provost O'Brien:* I would like to qualify my response. When we are hiring these top scholars, we sometimes get special requests and these can slow down the process in the provost office. For more typical cases, faculty are probably noticing a slowdown in compensation and benefits, human resources, etc. The president is aware of reported problems in this area and has had a conversation with the vice president in this area. *Senator:* We have had these problems for three years. Dr. Vitanza has volunteered to collect reports of past problems from across the university. *Senate Chair:* As one of our priority issues for the year, we would like to move toward an expectation that a contract will be approved within a week of the hiring decision.

*Senator:* Can you comment on the Bush library. *President Lilley:* We have not withdrawn our proposal, but we are reassigning some people to other tasks. At this point, they clearly want to be at SMU.

*Senator:* We are talking about raising two billion dollars and we have just finished evaluating a stack of strategic proposals totaling around two billion dollars. How much of the capital campaign will go to endowment and how much of it will support the new projects.

*President Lilley:* The capital campaign will go to endowment to support scholarships and many of these projects. We are asking that many of the proposals be rewritten so they can be sustained by

endowment. We know we need more scholarships, but we also need professorships and endowed chairs. In thinking about endowment support, we will be asking faculty to multiply by their annual need by a factor of 20. We are spending as much as we think we can afford on immediate projects.

*Senator:* When hiring new faculty, how much emphasis should be placed on research background and how much should be placed on faith? How are we to use this in comparing faculty candidates?

*President Lilly:* Both are important. Any candidate should be comfortable talking about their faith. They should also be strong scholars. We need to make sure our search process is looking for both of these things. Our faith expectations are not a narrow thing. They are a broad thing. It's OK if a candidate is Greek Orthodox, Roman Catholic, Baptist, etc.

*Senator:* Should we be concerned about the disparity between Baylor tuition and the cost of going to A&M? When Baylor students are asked about their second choice for a school, A&M is the most common alternative.

*President Lilley:* This is one reason the endowment is so important. Provost O'Brien described some of the reasons why Baylor attracts good students. We have become a very selective university if you look at our acceptance rates. *President Lilley:* In our recent move up in US News rankings, we have benefited from the objective parts of the score more than the peer review/reputation component. About admissions, we are studying the cost of coming to Baylor. We are updating our website to help recruit good students. We are looking at a lot of issues in how we recruit students.

*Senator:* I would like to congratulate the Provost's office on its new hire and would like to know if efforts to help out trailing spouses will be extended down to the faculty. *Provost O'Brien:* We want to help out where we can. We don't want to hire people who are not qualified and we have legal issues we have to be aware of, but there are occasions where we can hire a spouse and get the best candidate. *President Lilley:* The Provost's office will benefit greatly from this particular hire.

## **VI. Business Session:**

### **A. Approval of the May minutes.**

A motion to accept was made by Senator Longfellow and seconded by Senator Supplee. The motion passed.

### **B. Approval of the Committee on Committees Report**

The Committee on Committees Report was distributed. The Senate Chair pointed out that the committee structure will continue to be refined this year. Discussion identified several errors in the report including committee assignments for faculty who have left the university and others who were not eligible for their assignment. A senator suggested that approval be withheld until the report can be corrected.

Discussion focused on the choice of approving the document pending the needed corrections or sending it back to the Committee on Committees for correction. It was pointed out that the next senate meeting is before the fall faculty meeting, but the Provost's office would like the approved report earlier.

Discussion of the report also addressed pending changes in committee structure. The Senate Chair explained that changes in the committee structure are still being worked out. In particular, he suggested eventual elimination of the distinction between what are called faculty committees and other operational committees and school committees. It would be possible for the Committee on Committees to appoint faculty members to all of these committees where appropriate. There is the hope that removing a distinction between faculty and other committees will help make sure that tasks are directed to appropriate, existing committees. *Senator:* Faculty Senate needs to discuss and agree to these changes in the committee appointment mechanism.

Discussion of the Committee on Committees report continued. *Senator:* It's unfortunate to only see one member of the science faculty on the tenure committee. *Senator:* There is no new appointment for the law school on the tenure committee and the honors college representative is not tenured in the honors college. There was some general discussion of the makeup of the tenure committee and the rules governing the membership of this committee. A senator suggested that we postpone discussion of the COC report until corrections can be made. *Senate Chair:* We can put approval of this report on old business until the September 11 meeting. *Senator:* Do we need to keep this report confidential? Can we consult our faculty to get additional corrections? *Chair:* We should not need to keep it confidential.

Senator Vitanza made a motion that this be referred back to the Committee on Committees. The motion was seconded by several other senators and passed with little additional

discussion. *Chair:* Corrections can be sent to both the Senate chair and the chair of the Committee on Committees.

**C. Staff Council Resolution on Smoking on Campus**

Understanding that the City of Waco ordinance applies to Baylor campus, the Senate suspended further discussion of the Staff Council resolution.

**V. Discussion of Issues and priorities for 2007-08**

*Chair:* I feel like it would be valuable to have a statement that we can distribute explaining what we would like to accomplish this year. Senators were given a draft of 14 proposed priorities for the year.

**1. Policy on faculty and university committees.**

We are looking into the distinction between faculty and other committees. In some cases, this has created a redundant committee structure. As noted previously, we are considering the possibility of charging the Committee on Committees with making faculty appointments to all committees where appropriate.

**2. Preparation and approval of the Committee on Committees report for future years.**

Normally, the Committee on Committees report is to be approved in the May Senate meeting. This has not happened recently, but it would be good to resume this practice.

**3. Issues with the faculty hiring process and issuance of contracts.**

We would like to develop goals for expediting the hiring process. For example, for ordinary hires, we might promote an expectation of being able to make an offer within a week after a hiring decision has been made. A senator pointed out that the background check will occur after the interview. This will take more time. Discussion continued, focusing on the hiring and interview process and the number of candidates that can typically be invited for on-campus interviews. For some positions, departments have been able to invite three candidates for interview on campus, while, for others, only two could be invited.

**4. Relationship of the Faculty Senate with the Board of Regents and other constituencies.**

The Senate chair is regularly invited to speak at the regent meetings. We would like to invite Harold Cunningham to attend a Senate meeting. *Senator:* I think there needs to be continuing dialogue between these two bodies. *Senator:* Are there still regents who are doing business with Baylor University? *Senator:* This has been looked at before and our compliance office says that we are not in trouble on this. Subsequent discussion focused on the desire for regents with background in academia.

## **5. Evaluations of the President and Provost; evaluation of the current climate.**

The proposed evaluation instrument is very long and contains many questions that typical faculty won't be able to answer. We might benefit from a survey that focuses more on the current climate at the institution. *Cloud:* The Provost is interested in getting specific feedback. This is some of the reason for the current length of the survey.

## **6. Base salary increases and other issues related to compensation and benefits.**

A committee met with Reagan Ramsower last year and it looked like we would get a base salary increase of 2%. It's unclear what the next step is. *Senator:* In practice, we ended up getting this kind of base salary increase. The Senate argued that faculty evaluated at "meets expectation" should be given 2%. *Senator:* I don't think we should give up on this discussion. Another senator reminded the group that a committee will be looking at the faculty evaluation form. This work may be relevant to the base salary increase issue. *Senator:* Will the size of the freshman class eliminate raises for this year? *Senator:* In the department chairs meeting, Dr. Ramsower said that the consequence of the small class will be that there will be no fall review for additional funding. It should not cause a budget freeze.

There was some discussion of how increases in Baylor tuition need to be a major concern for the Senate.

## **7. Participation in United Way campaign.**

The Senate chair is serving as a co-chair on the United Way campaign committee and has encouraged the committee to make it easy for faculty to give a fixed amount. This would help to increase participation rates among the faculty.



I would like the Senate to consider the making a contribution as a group. Senator: In the past, we focused on participation rates. Are we shifting to an amount goal now? Senator: I see this is a PR effort more than a philanthropic effort. Thus, high participation levels are still the target. Senator: We all give to the community in philanthropic ways. Lots of faculty members feel like it's not the university's business how we give. Senator: The united way does a lot of good in a city with high poverty rates. This system enables less well known agencies to benefit from the financial resources of Baylor faculty and staff. There was some continuing discussion of how the United Way campaign has been run in the past. Senator: Faculty in the nursing school will give to the United Way in Dallas. The campaign needs to take this into consideration.

## **8. Approval of Staff Council motion regarding smoking on campus.**

The city of Waco ordinance banning smoking in public places seems to make the staff council resolution redundant.

## **9. Approval of the Code of Ethics.**

The Senate has been given a copy of the code of ethics. There doesn't appear to be anything on it that's particularly controversial. It has already been approved by the committee that drafted it and shown to the board of regents.

## **10. Participation in the strategic planning process.**

We need to look at this process, including how input was used and how the process could be improved. Once departments get some feedback, we can continue this discussion.

## **11. Proposal for an online catalog.**

Jim Bennighof is putting together a committee to look at this. He recognizes that there are many issues pertaining to how this catalog will be maintained and updated.

## **12. Brooks Residential College**

The issues here have been the omission of the word "residential" from the name and the procedure for appointing the faculty head. *Vitanza*: It may be that those responsible for PR are responsible for omission of the word "Residential." It was suggested that we should work through Dub Oliver to help make sure the proper name is used. There

was also some discussion of how appointment of the faculty master needs to be an open process and is expected to involve the provost in the future.

### **13. Ombudsman search and appointment.**

*Supplee:* We don't have an ombudsperson, but we almost have a policy. There were a few changes in the policy that were recommended by the general council's office but it's not clear which of these changes have been incorporated into the document. We should be able to get this finished up this fall.

### **14. Issues with computer purchases and access.**

The Senate chair will meet with Pattie Orr and discussion will include this issue. There was some discussion of what resolution we should be seeking and what the real issues have been.

### **15. Other issues presented from the floor.**

*Senator:* Inconsistencies in the chair search committee composition across the university needs to be an issue. There are cases where the previous chair serves on the committee; there are cases where lecturers are not permitted on the committee and cases where they are.

*Senator:* There also seem to be inconsistency in the treatment of lecturers across campus. Another senator suggested that it might be worthwhile to schedule a meeting of lecturers across campus. Larry Lehr volunteered to work on this issue.

*Senator:* The process for evaluation of chairs and deans needs should continue to be a priority. There was some discussion of the dean evaluation from the spring and the meetings with faculty to discuss the results. It was reported that dean evaluation in the business school took place during a summer session, and few faculty were able to participate.

*Senator:* We need to make sure we are involved in the discussion about changes in the summer schedule. There was some discussion of changes in the summer enrollment across various departments, and potential problems associated with efforts to increase summer enrollment. The Senate chair will talk to the Provost about this to see if we can get at least two senators on the committee looking into this.

*Senator:* There is a committee in the economics department looking into a set of bylaws for the department. Should the Senate look into policies pertaining to department-level bylaws and policies?

A senator pointed out that changes in the promotion policy should continue to be a priority. Many associate professors who have been at Baylor for several years have been assigned heavier teaching responsibilities and have had less time for scholarly activity. Those in this situation are unlikely to be promoted to professor under the new policy. Senator Blackwell is leading a committee that is drafting an alternative promotion policy that would address the needs of professors in this situation. This work should be completed in the fall.

The chair will revise the issues/priorities list and then distribute it as a list of what we would like to accomplish this year. There was general consensus that this is a good direction to head. A revised document should be ready for the September Senate meeting.

The Senate adjourned at 12:03.

Respectfully submitted,

David Sturgill  
Secretary