University seeks to make user satisfaction top priority as it examines service and response procedures.

By Randy Fiedler

With 2001 here and another batch of New Year’s resolutions come — and gone — one resolution of the Baylor administration remains firm. The University will soon realize the firstfruits of a campuswide effort to streamline administrative procedures and make them more effective and user-friendly.

One of the strategic initiatives established by Baylor President Robert B. Sloan Jr. and approved during the past year by Baylor Regents calls for making sure appropriate measures are in place to maximize effectiveness and efficiency, eliminate unnecessary steps, increase user (students, faculty and staff) satisfaction and reduce costs among the various processes used by University staff on a daily basis. The results of an initial pilot will be inaugurated this spring with significant changes in the way Baylor hires its staff employees.

Dr. Sloan’s efforts to increase effectiveness and user satisfaction were given a jump start about a year ago during a conversation with Marilyn Crone, vice president for human resources.

“I challenged Marilyn to put into place a review of the work processes we have across the campus and suggest possible redesigns,” Dr. Sloan said. “This is critical to Baylor truly being a great university in every dimension in which greatness may be measured — from excellence in scholarly teaching to the ways we serve our students and one another to issues such as financial soundness.”

Crone assigned the job of overseeing all redesign efforts to Dr. Jeffrey Haldeman, director of professional and organizational development. Together, the two reviewed books and articles on the subject and examined redesign projects done in the corporate and academic worlds, including a successful redesign project completed at Baylor a few years ago under the direction of Dr. Charles S. Madden, vice president for University relations, which involved changes in financial aid, recruiting and admissions.

Crone and Dr. Haldeman also decided to hire a consultant, Dr. Lon Roberts. “We knew we wanted to largely do our redesign process internally,” Crone said, “since we wanted our employees to be a part of any changes made. That’s one reason we liked Lon Roberts — he believes that the people most invested in and affected by a process should play a part in changing it.”

Once these preliminary steps were completed, a steering team was created to provide executive leadership and support for the effort (see sidebar, page 3), and Dr. Haldeman performed an “organizational scan” of the Baylor campus to find out which processes employees believed most needed improvement. In August 2000, Dr. Haldeman talked at length with 50 academic and staff administrators who identified approximately 25 processes where redesign might be beneficial.

Some of the most frequently mentioned areas included student orientation, travel advance approvals, budgeting, staff compensation and creative services coordination.

See “Redesign” on page 3
President’s Perspective

Ten-year plan for University progressing well

At last August’s family meeting, I announced what one of our major institutional goals for this year is the development of a 10-year vision for the University that would cover the years 2002 to 2012. I want to bring you a mid-year update on the status of our visioning process, which I believe is going quite well.

Vice President for University Relations Stan Madden has been directing the 10-year vision development process, which is broken into four major elements: Academic Excellence, Community Engagement (student learning interaction), Athletics Excellence and Enabling Factors—financial resources, facilities and infrastructure, and human resources. These various components have been assigned to the site presidents and other members of the Executive Council, as well as dean, for information gathering and input.

Listening sessions

Last fall we had several very productive listening sessions with faculty and staff, the Faculty Senate, the Alumni Association Board of Directors, the Board of Regents and other constituent groups. In mid-January, the Executive Council devoted the bulk of its winter retreat to a discussion of the 10-year vision.

At the next three Regent’s meetings—in February, May and July—we will present the information we have gathered from faculty, staff, the deans, alumni and other constituents for Board feedback and discussion. In February the Board will look at the information we have collected relative to peer school comparisons. In May we will present to the Regent’s findings relative to Community and Athletic Excellence, and July’s Board retreat will focus extensively on the Enabling Factors—the resources needed to accomplish our vision.

Later next summer we will begin assembling and polishing the vision document, distribute it to Regent and the Executive Council for final refining and, hopefully begin putting the finishing touches on the vision presentation by October. Our goal is to release the finished document in January 2002.

Themes emerging

While we are not ready to go into detail about what we have learned thus far in the envisioning process, I will say that a number of themes are emerging. I want to underscore what I said at last August’s family meeting—that this is not another planning document. This is not so much about what we are going to do as an institution, but what we are going to become over the next decade. We are closing our eyes and envisioning what we would like Baylor to look like in the year 2012. For example, one of our aspirations is to be a “Top Tier” university that has a solid commitment to a...
Process Redesign a Major Initiative of Administration

continued from page 1

Another process mentioned frequently is staff hiring procedures, an area in Crone’s division — and she quickly volunteered to make it the pilot project of the redesign effort.

Lead by example
“We wanted to lead by example,” she said, “and because we know that our methodology of redesign is going to need some fine-tuning we’re rather experiment on ourselves.”

By October, Dr. Haldeman had formed a hiring process redesign team, led by Jaffus Hardrick, assistant director of personnel services and AA/EEO office. The team includes Cheryl Ervi, staff employment recruiter in personnel services; George Vickerly, associate budget director; Randall Brown, compensation and benefits specialist, and Vicky Gerk, associate director of work-station systems for the Information Technology Center. Rounding out the team are Baylor DPH Chief Jim Doak and Sherry Cook, personnel-facilities coordinator for Baylor Libraries, who both served as “customers” providing insight into how any proposed hiring changes would affect end users.

“Much of our job was to identify issues that may be impediments to the hiring process,” Haldeman said.

Recommendations
After several weeks of flow charting the existing process and thinking creatively about alternatives, the redesign team came up with a number of recommendations to improve the hiring process. They include:

• Streamlining the paper trail.

The forms required to hire an employee would be simplified and streamlined to eliminate redundancy. “One of the biggest complaints we received was that the hiring process requires too many forms,” Dr. Haldeman said. “And, as a result, the entire process has become somewhat enigmatic to its users. The time was ripe for a major change.”

• Adding online capability.

Beginning completing and submitting all employment forms online. “Hopefully this will reduce the need to have printed forms and will save the University a lot of money,” Gerk said. “The forms you fill out online could also be printed with the click of a button, so if some people need a printed version it would be available that way.”

• Creating a tracking system.

Enable supervisors and authorized personnel to go online and check the status of an employment candidate. An online check also should show the status and location of completed employment forms.

• Decentralizing hiring authority.

Beyond not needing a budget change, require the vice president of that division to make only a final review of the proposed candidate.

• Hiring decisions for new positions would go through regular administrative review. “Currently, input from a vice president is required frequently and early on in the hiring process,” Haldeman said. “Even though 75 percent of Baylor hires are made simply to fill vacancies in already-budgeted positions,” divisional vice presidents will continue to be informed when vacancies occur and replacement is considered the appropriate action.

Proponents say the end result of all of these changes should be a hiring process that is quicker and more user-friendly.

“If the average Baylor hire now takes about six weeks to complete, it’s our hope that the redesign process could reduce the time by about one-third, to three to four weeks,” Ervi said.

Implementation
The steering team met with Haldeman, Dr. Hardrick and Roberts in early January to review the proposed changes. Impressed with the early results, the steering team approved the implementation plan for the redesigned hiring process, which could be accomplished as early as the end of the spring semester. The team then will turn its attention to the next process in need of redesign — the University’s student orientation efforts.

“The information I received during the organizational scan was that because of a lack of coordination, these orientation events are causing frustration for the people who do them within each functional area,” Dr. Haldeman said. “We hope to quickly appoint a new redesign team and have some proposals completed this spring for summer implementation.”

Long-range goal
The University’s long-range goal is to have multiple redesign efforts in progress at any given moment to maintain momentum.

“We anticipate that we have at least two, and maybe even three, years worth of major process redesign ahead,” Haldeman said. “By doing this pilot process, we’re learning some things and gaining some efficiencies that will allow us to accomplish several significant redesigns each year.”

Once all of the redesigns are complete, Crone believes the end result will benefit students, faculty and staff.

“We want to make sure the users of various processes around the University are happy,” she said. “We believe we will gain greater effectiveness for Baylor, significantly reduce frustration with various processes and reduce our expenses. We want the Baylor community to understand that what we’re really trying to do is improve how we all work, that is, how we serve our students and how we serve each other. That is expressed well in the name for the redesign effort the steering team agreed on: building a better Baylor.”

Baylor Grad Recipient of Prestigious Marshall Scholarship

Bayl laureate Cinnamon Gilbreath is a committed environmentalist who sees herself developing into a statesperson, or sea person in the mental policy journal published by Baylor. Her major is Environmental Science, and minor is Information Technology.

She is the daughter of Dr. Kent Gilbreath, Baylor professor of economics, and her husband, Shirley, a part-time lecturer in information systems.

Great Britain established the Marshall Scholarship in 1955 to gratitude for U.S. assistance after World War II under the Marshall Plan. The scholarships, financed by the British government and worth approximately $90,000 per year, two provide an opportunity for American students who have demonstrated academic excellence and leadership potential to continue their studies for two or three years at a British university.

Baylor has a number of Texas and American students nationwide who were awarded the 2001 scholarship. Thirty-four colleges and universities are represented in 2001, including Baylor, Harvard, MIT, and Northwestern, as well as Hope College.

“...it is extremely exciting for the University academic community to have one of its own win a Marshall Scholarship because it shows the high quality of the undergraduate education that students receive here at Baylor,” said Professor Elizabeth Scharmann, assistant dean of the College of Arts and Sciences and Baylor’s Marshall Scholarship representative.

While at Baylor, Gilbreath was involved in several environmental organizations, including the Environmental Concerns Organization (Eco), where she concentrated her volunteer efforts on Earth Day and recyling.
Bird by Bird: The Art of Writing and the Art of Life

“Bird by Bird: The Art of Writing and the Art of Life” is an upcoming event at Baylor University. The event, organized by the Institute for Faith and Learning, will feature presentations by J.R.R. Tolkien, C.S. Lewis, Anne Lamott, and Dorothy Sayers, with presentations by J. Vernon McCoy, Stanley Mattingly, and Christopher Mitchell. The event will take place on campus and is open to the public. The day will include a Q&A session and a panel discussion. For more information, visit the Institute for Faith and Learning's website.
Math Professor’s Memorable Year at West Point

Living in quarters, walking on post and teaching cadets give Ray Cannon new appreciation for military education

Dr. Ray Cannon stands on the route he walked each morning, the scenic Hudson River Valley behind him.

A visitor to West Point cannot help but be moved by the powerful combination of place and history. A National Historic Landmark, it is situated high above a double bend in the Hudson River where the Revolutionary Army stretched a heavy chain to prevent the British from sailing up New York City. My wife, Jo, and I lived in an apartment that had a spectacular view of both the river and the Hudson Valley. From there I would walk to my office, following the river for a while, then veering between the famous parade grounds and the barracks named for Grant and Lee, and passing statues of Thayer, MacArthur, Washington, Eisenhower and Patton.

Not until one November day when I was being picked up did I make that walk without stopping at some point to soak it all in. No wonder West Point is a major tourist attraction.

Military academics

While the depth of sentiment that West Point evoked was unexpected, I was more surprised by the relationship between academics and the military. I had visited West Point a few years before to give a colloquium and knew several of the faculty through my work with the Advanced Placement Program. I went there with the general impression that I was going to a four-year col- lege with a very strong ROTC program. I was wrong. West Point is an Army post, where future officers receive a col- lege education. About 60 percent of the faculty are regular Army officers who are serving 5-year tours of duty. The superintendent of West Point is a three- star general and the dean of the accade- my is a one-star general, as is the com- mandant, who is in charge of the mili- tary training for the cadets.

USMA’s founding

The USMA was established in 1802 as the nation’s first school of engineer- ing, at that point graduands had no fur- ther military obligation. The “Founding Fathers” realized that the fledgling nation needed technically educated people but were in debate about creating a professional military. Some had the respect for the military class in Europe and didn’t wish for one in this country, others argued that the Revolution had shown the need for trained officers. The academy was then transformed in the early 1860s by Sylvanus Thayer, who adapted the French military system to produce technically educated military officers.

The military aspect forced me to learn a new language. Jo and I really didn’t live in an apartment; we had living quarters. I didn’t walk across campus, I walked on the post. The people in my math class were not students; they were cadets. They didn’t live in dormitories, they lived in barracks. Also, Jo and I had to learn to speak the language of TLA (that’s “three letter acronyms”). Probably the most telling indication that we were not in a civil- ian setting came one morning when we needed a plumber. We called the maintenance office at about 8:30 and the problem was fixed by 10 with no charge!

Cadets, not students

There are approximately 4,000 cadets, 1,000 in each year, one in six is female. They are not civilians (they are under the Uniform Code of Military Justice but they are not in the Army either; they are cadets). They buy their own uniforms, books, etc., out of the pay they receive as cadets, and have no future military obligation until the beginning of their third year.

At first, I was somewhat apprehensive about my classes. How would we all get along? Before I left Baylor, one of my colleagues asked me what would it be like to teach cadets whom all the students did what you told them to do. I didn’t know the answer to that question then, and I still don’t. After only about three days, I told Jo, “They’re just like 18- and 19-year-olds at Baylor except for three things: They start every sentence with ‘Sir’; they all dress the same; and they all have the same first name (Cadet).”

85 degree only

During the fall semester, I taught two sections of calculus. West Point is on a semester calendar, but does not have a MWF-TR schedule. Rather, they have what they call Day 1 and Day 2, which simply alternate throughout the semester. Thus, if you were teaching a 5-hour class you would meet on MWF during one week, TR the next week, then back to MWF for the third week. Etc. The classes I taught met almost every day, nine times every two weeks. During their first four semesters, almost all the cadets are taking the same courses, and each class has a maximum of 16 to 18 students. West Point is still heavily weighted toward engi- neering and physical sciences and only offers the 85 degree. More than this is some discussion about changing this emphasis, even offering an All degree.

The syllabus for each core course is developed by a course director. Each day’s material and the homework assignment are the same in every section. All the people teaching the course meet together once a week to discuss how things are going, but it’s not a dis- cussion as we would think of it. While the department tried to foster a free exchange of ideas, it is difficult to argue with a captain or a colonel.

The most striking quality of the cadets is their confidence and are able to think on their own. The development of academic excel- lence in the cadets, and they all would work the problems on the blackboards. The instructor would then look at the solu- tions and ask the cadet who had writ- ten the best solution to give an oral presentation of the board work. During this presentation, the cadet must field questions from the other cadets and the instructor.

Three results

There were three results of the cadet education that particularly impressed me. First, they are able to give an oral presentation, they exude confidence and are also able to think on their feet. I was surprised at how well polished they become by their second year.

Secondly, they use technology as a matter of course, each cadet has a per- sonal computer. Finally, they are will- ing to be accountable for their actions, or lack thereof. The cadets frequently did not do their written homework assignment, but their only comment to the instructor was “No excuses, sir.” I had a cadet who was having trouble writing because of a broken finger, but he refused my offer of extra time on an exam. When I asked an officer about this he was rather matter-of-fact. When your task is to win a war, excuses don’t matter. I was reminded again of the institution’s purpose; much more is going on at a cadet’s education than the development of academic excellence.

While I confess that I missed somewhat the variety of students we have here at Baylor, I did develop a profound respect for the cadets’ comm- itment to service of our country. And finally, I learned the impor- tance of the phrase “BEAT NAVY!”

A University of Chicago, and has been a member of the faculty at Texas since 1981. As a labor force demogra- pher, she also wrote on issues of eco- nomic marginality. She received the 1950 Silver Gavel Award of the American Bar Association for her co- authored study of consumer bankrupt- cy. As We Forgive Our Debtors: Bankruptcy and Consumer Credit in America (Oxford, 1990). Her most recent book is Fragile Middle Class.

During her lecture, Dr. Sullivan will share some of the findings from her research on consumption, debt and the changing experience of being a “middle- class American.”

For more information on Scholar’s Day, contact the Graduate School at ext. 3588.
Construction of the Sheila and Walter Umphrey Law Center is on schedule and should be completed in August, allowing classes to begin in the facility for the 2001 fall quarter. Dean Brad Toben said the 135,000-square-foot law center, being built at a cost of $30 million, was structurally “topped out” in mid-September. Occupying a 4.1/2-acre site on the banks of the Brazos River, the building, with its classic exterior of red brick and cut stone, is highly visible to southbound I-35 traffic.

Family Circle

With sympathy to
Sharon Humphrey, computer science, on the death of her mother-in-law, Jometa Humphrey.
Dr. Mary L. Klingman, English, and Berry J. Klingman, art, on the death of her father, James W. Anderson.
Ann Miller, English, and Dr. James Vardaman, emeritus professor of history, on the death of their brother, Dr. Jerry Vardaman.
Diane Russo, residence life, on the death of her father-in-law, Edwin Russo.
Dr. Rufus Spain, retired professors/administrators program, and wife, Carol, on the death of her brother, David Hanna. Their father was the late Dr. Ben Hanna, School of Education.
To the family of Rosemary Smith, former director of Allen Hall, on her death.

Congratulations to
Scott Stockin, athletics, and wife, Anne, English, on the birth of their daughter, Abigail Clair.

Best wishes to
Sandy Marx, wife of Paul Marx, director of tax/compliance accounting, on her recent surgery.
Dr. Clement Good, professor emeritus of English, and wife, Jane, who are recovering from a recent automobile accident.

Baylor will host Komen Race for Cure April 28
Baylor faculty, staff and students can take part April 28 in one of the country’s most visible fundraising 5K races and one-mile walk/run — the Susan G. Komen Breast Cancer Foundation Central Texas 2001 Race for the Cure — from Heritage Square in downtown Waco to the Baylor campus. Baylor will be the race’s host sponsor.

Known for its pink ribbons and inspiring ceremonies that honor breast cancer survivors and women who are fighting the disease, the Komen Race for the Cure was established in 1982 and has raised more than $100 million to fund one of the most innovative and responsive grant programs for breast cancer research, education, screening and treatment.

The Central Texas affiliate of the Dallas-based volunteer organization has set a goal of 5,000 participants of all ages and athletic abilities in the Waco 5K and one-mile walk/run. At least 75 percent of the proceeds will remain in six local counties — Bell, Bosque, Coryell, Falls, McLennan and Williamson — and will be available through a local grants process.

For more information about participating in the Race for the Cure or to volunteer, call the race hotline at (254) 776-1904 or visit www.centratxraceforthecure.org. — Lori Scott-Fogleman

Presentations & Participations

Dr. Frieda H. Blackwell, associate professor of Spanish and associate dean for humanities, College of Arts and Sciences, presented “Medieval and Modern Ellegies: Mincarac’s ‘Coplas’ and García Lorca’s ‘Lágrimas’” Sept. 25 at the Mid-American Conference on Hispanic Literature at the University of Wisconsin in Madison, Wis. She shared a session Nov. 10 and presented “Using Visuals in the Advanced Foreign Language Literature Class” Nov. 11 at a South Central Modern Language Association meeting in San Antonio.

Dr. Charlene Speece-Budd, professor of accounting and The Emerson O. Henke Chair in Accounting, and Dr. Marjorie J. Cooper, professor of marketing, presented “Work Flow Case: Linking Marketing, Production and Accounting in an Experimental Exercise” Jan. 19-20 at the American Accounting Society meeting in Savannah, Ga. Third co-presenter was Dr. James R. Moll, Washington University. The paper was published in the e-journal of the Institute of Management Accountants.

Jaffus Hardrick, assistant director of personnel services and AA/EO office, and Ashley Thornton, organizational development specialist, presented “Performance Management” Dec. 5 at Tarleton State University in Stephenville.

Dr. Maurice A. Hunt, chair and professor of English, presented a lecture on Machiavelli Dec. 12 to senior English classes at Midway High School in Waco.

Dr. Julia M. Kisacky, lecturer in Italian, presented “Does Love Exist? Cast-off Lovers in Boccaccio and Ariosto” Nov. 16-18 at a meeting of the American Association of Teachers of Italian in Orlando, Fla.

Dr. Melissa Hielscher, associate professor of art and Ceramics-in-Residence, had a ceramic sculpture accepted in the Jutzed Greater Midwest International Exhibition Jan. 19-Feb. 16 at the Art Center Gallery at Central Missouri State University in Warrensburg, Mo. He had a ceramic sculpture accepted in the juried exhibition “Voices of the 21st Century” Jan. 22-Feb. 9 at Hood Gallery at Grinnell College in Grinnell, Calif.

Dr. William A. Mitchell, director of the Middle East Studies Program, The Jesse Murphy Chair in International Education and professor of political science, presented “Politics and Recent Earthquake Disasters” Dec. 5-6 in San Jose, Costa Rica, at a workshop on Central and South America sponsored by the Office of Foreign Disaster Assistance, U.S. Agency for International Development, National Science Foundation and Florida International University.

Dr. John F. Tanner, associate professor of marketing and associate dean for undergraduate business programs, and Dr. James A. Roberts, associate professor of marketing and The Alex W. (Agnes) Mays Professor in Entrepreneurship, presented “Materialism in the Sport of Kings” Nov. 9 at a Society for Marketing Advancement meeting in Orlando, Fla.

Witness the Progress

Honors & Appointments

Kathryn H. Blakeman, senior editor and lecturer, Institute for Oral History, was named editor of H-College, an online discussion network for oral history scholars and professionals.

Dr. Gregory T. Garrett, associate professor of English, had his short story, “Stings of the Fathers,” selected by Texas Books in Review as one of four outstanding stories among the 80 in the collection Texas Short Stories II.

Dr. James L. McAlteer, professor emeritus of history, was named a distinguished graduate of the Waco Independent School District for 2001.

David Mosseman, Baylor Libraries, was selected the Libraries’ “Staff Member of the Month” for December.

Publications

Dr. Frieda H. Blackwell, associate professor of Spanish and associate dean for humanities, College of Arts and Sciences, had an article titled “Conversions of Detective Fiction and Their Subversion in ‘A través de las oraduras’ and ‘Quand la mache by Solal’” published in Latin American Literature (Vol. 26, pp. 195-205, 2000).


BaylorOnline eNews

BaylorOnline Public Relations’ eNews, an e-mailed index of news and features about the University community, updated and enhanced this service in January to include photos, multimedia clips and links to more complete stories on the public relations web site at http://publicrelations.baylor.edu.

If you have HTML format on your e-mail service, which allows you to readily view the formatted version of the new e-mails, and would like to become an e-newsletter subscriber, please sign up by visiting http://publicrelations.baylor.edu/email.html.

Let us know what you think about the enhanced eNews by using BaylorOnline’s “Staff Member of the Month” for December.
Baylor Grad Named Chief of Staff to President's Office

J ennifer R. Loughridge has been appointed chief of staff to President Robert B. Sloan Jr., effective Feb. 5. A 1995 cummae cum laude graduate of Baylor and currently the acting director of field operations for Oklahoma State, Dr. Loughridge will be responsible for managing the day-to-day operations and staff of the President's Office. He will serve as a senior adviser to the presi- dent on various issues and projects, as well as a liaison to President's constituencies, including the Board of Regents, faculty and staff, students, par- ents, administration and the community. Dr. Sloan made the announcement Jan. 19.

“I am pleased to have Jennifer Loughridge as a part of Baylor’s administrative team,” Dr. Sloan said. “His experience in a role of this kind with Nickles, his knowledge of Baylor, his out- standing academic record and his presenceable manner all combine to make Jennifer a great fit for Baylor in this position. I look forward to Jennifer’s arrival on campus.”

A member of Phi Beta Kappa and the Mortar Board honor society, Loughridge was a University Scholar at Baylor, president of the Baylor Chamber of Commerce and co-founder of the Baylor Leadership Council. In 1998 he earned his master’s degree in public policy from Harvard University, where he was selected as Harvard’s first Summer Fellow in Business and Government and served as director of the Harvard Summer Internship Fund.

In addition, Loughridge received the presti- gious Harry S. Truman Scholarship for leadership and academic achievement and was chosen to serve on the 2001 Truman Scholar Selection Committee for the south central United States.

Loughridge’s work experience includes serv- ing from 1995-96 as the first Foundation Fellow for the Children’s Memorial Medical Center Foundation of Chicago and Cambridge, Mass.; as a consultant to Northwestern University’s pediatric academic medical center during a $10 million fundraising campaign from 1997-98; a graduate researcher in 1998 at Harvard’s Center on Nonprofit Institutions; and as an adjunct faculty member from 1999 to the present in the Tulsa Community College System, where he teaches American federal government and European History. As ‘Nicke’s’ acting director of field operations, a position he has held since 1999, Loughridge oversees a 27-county area in eastern Oklahoma. He also has served as the first statewide policy liaison on the senators’ staff for 20 years and represents the Majority Whips at meetings and appearances throughout Oklahoma.

An active community volunteer, Loughridge serves on the board of directors for the Oklahoma Foundation for Excellence and the Baylor Alumni Association and is on the government advocacy steering committee of the Oklahoma Juvenile Diabetes Foundation. In addition, Loughridge is an inaugural Fellow with the Schusterman Fellows Program, a pilot program for improving low-per- forming schools, and teaches Sunday School at First Baptist Church of Tulsa. He is married to the former Tara Yurman, also a 1995 Baylor gradu- ate - Lauren Scott Grubman.

Internet2 Membership Offers Benefits

Baylor has become a member of Internet2, a consortium led by more than 180 universities working in partnership with industry and govern- ment to develop and deploy advanced network applications and technologies.

“Baylor’s membership in Internet2 provides researchers throughout the University with the world’s most advanced networking technology,” said Dr. Reagam Ramsower, associate vice presi- dent and chief information officer. “Baylor faculty can now fully participate with other members around the world to pioneer new educational technologies utilizing the ultra high-speed net- works of tomorrow.”

In addition, the Internet initiative concerns application development in all disciplines from the sciences through arts and humanities, and in every location where learning occurs — from the classroom, laboratory and library to the dorm and apartment, Dr. Ramsower said. The primary goals of Internet2 are to create a leading-edge network capability for the national research community, enable revolutionary Internet applications and ensure the rapid transfer of new network services and applications to the broader Internet community.

Through Internet2 working groups and ini- tiatives, its members are collaborating on advanced applications, middleware, new networking capabilities, advanced network infrastructure, and partnerships and alliances. For more information, visit the Internet2 web site at http://www.internet2.edu/ — BN

Habitat House Spring Service Project

F iles at Baylor have big plans for the spring service project. Plans as big as a house, actually.

Faculty Senate, Staff Council and Baylor’s Habitat for Humanity student chapter will join forces to raise funds toward construction of Waco’s 60th Habitat house. Construction will be on Saturdays from March 17 to April 20, with the exception of Easter weekend. Faculty and staff may contribute financially through payroll deduction or by sending a check to the payroll office at PO Box 97042. Those using payroll deduction are encouraged to complete giving by June. Or, they may con- tribute by working on the house. Carpenter skills are not neces- sary.

The cost for one Habitat project is $352,000. Faculty and staff hope to raise half with the student chapter raising the other half.

For more information about this project, con- tact Dr. Jay Losey, chair of the Faculty Senate, at ext. 4096, or Bena Smith, chair of the special pro- jects committee for Staff Council, at ext. 6881. — BN

CampusNews

Commencement Congratulations

Dean wishes the following Baylor employees and children or spouses of Baylor faculty and staff who graduated from the university in December.

Hankamer School of Business
Bachelor of Business Administration
Carlos Alberto Garza — son of Dr. Ana Gracia, modern foreign languages
Leslie Renee Graves — daughter of Teri Dobbs, financial aid

College of Arts and Sciences
Bachelor of Science in Family and Consumer Sciences
Samantha K. Pappas — daughter of Dr. Alice Pappas, School of Nursing
Stacy Lynn Ramsey — daughter of Brenda Ramsey, Alumni Association

Bachelor of Arts
Marie J. Archambault — daughter of Dr. Betty Conway, curriculum and instruction
Jessica Marie Attas — daughter of Dr. Michael Attas, medical humanities
Natalie Z. Burt — wife of Earl Burt, Department of Public Safety
Clint Alan Hassell — son of Dr. Alton Hassell, chemistry
Allison Anne Hastings — daughter of Dr. Chester Hastings, School of Education
Adrienne Michelle Little — residence life
Janyce Cecilia Martin — daughter of Dr. Philip and Janette Martin, modern foreign languages
Carnie Leigh Oxford — daughter of Dr. Edwin Oxford, mathematics
Matthew W. York — son of Dr. Terry York, Truett Seminary

School of Education
Bachelor of Science in Education
Angela Marie Crow — daughter of Dr. Douglas Crow, modern foreign languages
Krisly Lynn Gillery — daughter of Virginia Stone, financial services

Graduate School
Master of Accountability/Bachelor of Business Administration
Karen E. Poucher — daughter of Bill Poucher, computer sciences
Master of Science in Education
Lindsey M. Smith — daughter of Dr. Randy Wood, curriculum and instruction
Master of Arts
Allan J. Abercrombie — University Development
Vincent T. Carpenter Sr. — Academic Development Services
Doctor of Philosophy
Phillip Allen Rhodes — Institutional Research and Testing
Richard David Moseman — Moody Library

George W. Truett Theological Seminary
Timothy L. Dahl — Moody Library

List compiled and provided by the Office of Alumni Resources.
The dream of visionary English professor Dr. A.J. Armstrong, founder of Baylor’s acclaimed Armstrong Browning Library, will be realized this year during the library’s Golden Jubilee celebrations. Dr. Armstrong, chair of the English department from 1912-52, dedicated his life to introducing scholars to the works of famous Victorian poets Robert Browning and his wife, Elizabeth Barrett Browning. Now through the marvels of 21st century technology, the Browning’s works soon will be available to scholars worldwide.

The first phase of a fully annotated research database will be demonstrated and inaugurated online on Oct. 13, enabling Internet users to study the works and lives of the Browning’s and their circle of associates.

“It will revolutionize Browning studies,” said Dr. Mairi Rennie, library director. “Dr. Armstrong would have given this facility his enthusiastic support. His dream was to share the Browning’s works and this database will be the means of accomplishing that goal — bringing our magnificent resources within instant reach of Browning scholars all over the world.”

Pilgrimages to Waco

Many visitors from abroad already make the pilgrimage to Armstrong Browning Library, which houses the world’s largest collection of Browning-related items held in Browning collections worldwide. Dr. Rennie said this fully searchable resource will be the first phase of a comprehensive database to be completed over a 15-year period that has the potential to become one of the world’s premier online literary databases. Baylor’s Information Technology Center will design and develop the web site, and the editorial and publishing firm of Wedgstone Press will compile the database entries, in consultation with Armstrong Browning Library staff. Founded in 1978, Wedgstone Press edited and published the letters of Robert and Elizabeth Barrett Browning, Predicting a “busy and exciting year” for the library and its patrons and supporters, Dr. Rennie said the jubilee events will include a Browning Day program April 4, during which two new stained glass windows will be unveiled in the Cox Reptation Hall. Also, Baylor’s coveted James Hooker Medal will be presented posthumously to Jane Lindblom Hyatt (Mrs. Caleb Hyatt), a generous library benefactor and Marlin native who died in 1985 at the age of 86. An educator, she attended Baylor in the 1930s. Her cousin, Dr. Stuart Chilton, a Stephenville educator, will accept the award.

International conference

Also planned is a three-day international conference Oct. 11-13 titled “The Prize is in the Process.” The conference will include a panel of distinguished Browning scholars from the United Kingdom, Canada and the United States. A banquet is scheduled for Oct. 12 and a performance by American soprano Frederica von Stade will be held Oct. 13. On Oct. 14, a memorial wreath will be placed on the Armstrong family grave in Waco’s Oakwood Cemetery, followed by a commemorative ceremony at the library and a service of rededication.

“At 7 p.m. Feb. 13, Baylor music faculty Robin Fisher, assistant professor of vocal studies, and John P. Cozza, assistant professor of piano, will present the final recital of a series that focuses on the artistic and emotional independence of poetry and music in the art song. The concert will begin with a short discussion of the poetic texts and their musical settings and will explore the works of both prominent and lesser-known composers of the sacred art song in America. “Our preparations for the Golden Jubilee are going well and have been greatly helped by the generosity of the Baylor/Waco Foundation,” Dr. Rennie said. The foundation has chosen the restoration of portions of the Armstrong Browning Library as its service project for the year, as well as funding major web site and electronic projects at the library. For more information, visit the library web site at web.baylor.edu/~ahl/overwew.htm — Alan Hunt

Research Gazette

Grant Awards (January)

- Dr. Pauline Johnson, nursing, $90,000; Neonatal Nurse Practitioner; March of Dimes (correction on project director; not part of January total awards)
- Dr. Roger Kirk, psychology and neuroscience; $19,995; Planning a Research Program to Study How to Improve the Effectiveness of Using Telecommunications to Teach Science, National Science Foundation

TOTAL AWARDS: $19,995

Grant Proposals (January)

- Dr. Joseph White, biology; $212,712; Quantifying Above-ground Carbon Flows to the Soil at Large Scales: Implications for National Forest Inventories and Predicting Wildfire Potential; a collaborative proposal with CSIRO Forestry and Forest Products, Australia, and Woods Hole Research Center; submitted to the National Aeronautics and Space Administration
- Dr. Owen Lind and June Wolfe III, biology; $5,000; Nutrient Processing by In-stream Periphyton in a Reservoir-watershed Landscape; Texas Water Resources Institute
- Dr. Peter van Walsum, geology; $108,533; BES-Biochemical and Biomass Eng; National Science Foundation
- Dr. Doug Rogers and Dr. Trena Wilkerson, School of Education; $185,000; CS-G-Cabeled Content, Collaboration and Connectivity, Texas Infrastructure Fund Board
- Dr. Kyle Cole, journalism; $12,000; Mayborn Scholar in Journalism program; Frank W. and Joyce Sue Mayborn Foundation

TOTAL REQUESTED: $1,288,077