

FACULTY SENATE MINUTES

November 13, 2007
Room 303 Cashion
3:30 p.m.

Members Present: Senators Blackwell, Bowman, Boyd, Brown, Cannon, Cloud, Connally, Cordon, Diaz-Granados, Duhrkopf, Gardner, Garner, Green, Korpi, Longfellow, Lehr, Long, Losey, Miner, Myers, Ngan, Nunley, Pennington, Purdy, Rajaratnam, Rosenbaum, Sadler, Spain, Stone, Sturgill, Supplee, Talbert, Tolbert, Vitanza

Members Absent: Senator Kayworth

I. Welcome and Invocation

The meeting was called to order at 3:31. Senator Cloud offered the invocation.

II. Guest: President John M. Lilley

Randall is at Hardin-Simmons. He is a gifted speaker and is very much in demand. I would like to open by saying I am grateful for the meetings Randall and I have with the Senate Executive Committee. We are able to cover a lot of ground.

Homecoming Regents Meeting: I would like to report that we had a terrific homecoming and a good Regents meeting. It was a joyful day. At the Regents meeting, you know the centers that were created. We are still working on whether we can charter other denominations to have meetings on campus. We began considering two honorary doctorates. I think Horton Foote will probably be done this spring.

Spirits are good in the regents. Harold Cunningham has had two meetings with the Senate Executive Committee this summer. We are in the process of thinking about re-working of our bylaws. At the time the Regents decided to go from 36 to 24 members and maybe to 16, they agreed to stop at 24 and look at this issue. At this meeting, they decided to take a look at the governance issues they would normally consider every five years and include this with the discussion of changing the board size. Going to 16 is problematic in terms of development and since it is more difficult to get representation from all areas. We will see how all of that comes out. If you have people you'd like to nominate as Regents, the board is seeking nominations.

I think we are looking for people who can either make major gifts or can enable major gifts. We'd like people who appreciate the entire university and understand that science and religion are not in conflict. You can talk to Charlie Beckenhauer to find out more about how to nominate someone.

Contracts: I know that you continue to be concerned about the procedures for issuing contracts. There are some communications issues and some process issues to be worked on. I don't want any of you to think that this has fallen by the wayside. We are finding a number of ways to improve at every step along the way. I know that the new software package that's coming will help.

Climate survey: There was discussion yesterday about a climate survey for the university. We conducted a climate survey with our alumni this summer. We hope to be able to run this particular survey every few years to see how things are changing. I am accustomed to running this kind of survey with faculty at other institutions I've served. I think this would be a good idea here. When we do these kinds of things, we want to make sure they are done in a way that's scientifically accurate from a social science perspective.

Senator: Have the results of this survey been published? *President:* It will be in the next Baylor Magazine issue. There was some discussion of a five million dollar gift from Clifton and Betsy Robinson to provide need-based financial aid scholarships for the Honors College. We need more of these kinds of endowments.

Comments in the Tribune-Herald: I know some of you are not happy with comments were attributed Reagan about our service to McLennan County students. This is the same issue that played out when the community college was established. People said you don't need that, you've got Baylor. Well, Baylor can't do everything that people might need.

I'd like to stop here and invite questions.

Senator: With regard to the board of regents' size, would it serve any purpose for the Faculty Senate to make any statement on this?

President: I don't know that there's any need for this. It might be well received by some and misunderstood by others. I think the best thing you can do is to nominate good people. *Senator:* So, have we reduced the board to the point where we are cycling new people through? *President:* We are at 25 and we said we would reconsider things at 24, so we are looking at a number of issues. We will be looking at both the size and the bylaws to see how we can improve

board function all around. There was some discussion of the make-up of the board and how the size is making it difficult to cover all the areas that are important.

Senator: Has there ever been a conversation about the board being more representative of the denominations represented on campus.

President: There has been some talk about this and some Regents would like to see this happen. If we were to do this, we would have to change our relationship with the BGCT. It is true that we have lots of different students. Let me give you Notre Dame as an example. To be a member of the board or the president, you have to be a member of their congregation. I am not prepared to take a stand one way or another, but I will tell you I love our historic Baptist roots.

Senator: It seems like some on our board have business relationship with Baylor, and I'm surprised they can serve under these circumstances. *President:* We do have a conflict of interest statement and we deal with these types of relationships. We have started circulating this statement at every meeting so people can update their status. We are watching this issue very carefully.

Senator: You mentioned a development board. Is this something new? *President:* It's something we are creating for the campaign. It will be very broad and will include mostly alumni and even some parents. *Senator:* When will it be formed? *President:* I don't recall. We have an order for these events, but don't know it right now. We have a small planning group who is looking at the case statement that we can present to potential benefactors.

Senator: Would you comment on the hiring of new faculty with tenure. We were told you would not hire new faculty with tenure. Is this true? *President:* No, I have not said this. I think we need to work out a financial model that will work, and I think faculty will normally graduate up through the ranks. There are certainly exceptions to this.

Senator: I was wondering about the statue at the Texas Ranger Museum. Has Baylor done anything to influence this? *President:* They came to see me to tell me about the concept. I gave them some feedback, and I think they went away thinking they had my full support. I've had to try to correct this since then. I think, if it's done, it needs to be done by a first-rate artist. I don't think a first-rate artist would do something that would be embarrassing.

Senator: I have a colleague who noticed that the blinds in Pat Neff are crooked and have been for some time. He would like someone to

fix this. He was worried about all the photos of the building that are taken.

Senator: Have you tried to make it around campus with crutches? There was some discussion about the difficulty getting around campus. *Senator:* When we had accreditation visits, we were told that one of our buildings is not accessible and if we had a student who needed access, we would have to get things changed. It was pointed out that the Baylor office responsible for these issues goes by a name that's different from any other institution.

Senator: I'm not sure this falls under your direct supervision. It was noted in *The Lariat* that we are making another LLC. We have had some problems with other living learning centers and how they have been set up. In the engineering living learning center, we have a small number of students in a larger dorm and there are activities that the other students can't participate in because they are not part of the LLC. As these grow, we need to make sure that the interests of both groups are addressed. *President:* I am happy to tell you that room registration for this coming year is way up and that applications and acceptances for men and Baptists and all the things we have been trying to promote are also up.

Senator: The College of William and Mary had honors dormitories, but these have been closed out of a desire to have honors students live in the world. What is the thinking that we create these pockets of students who are very bright, but are not interacting with the real world? *President:* I have to say I don't know. This was all being done before I got here.

III. Guest: Pattie Orr, Vice President for Information Technology and Dean of Libraries

It's great to be here. I see a few faces of people that I've met. I am enjoying being home in Texas. I have been at Wellesley for 12 years in an arrangement similar to what we have here, with a merged IT and library. I have been looking to see what structures we have for advising me. That's why I'm here today. In many ways, Baylor and Wellesley are very similar, but, in some ways, they are different.

I am wearing two hats. When I interviewed here, I was unsure how this would work out. So far it has worked out well.

In the summer, I spent a lot of time trying to get to know my staff and my faculty, and that was time well spent. This fall, I'm doing a lot of

listening. When you come from the outside, you don't need to be making a lot of snap judgments. I've been to a chairs meeting for arts and sciences and I'd love to come to other meetings. What's different about IT and libraries is that they touch every area of campus. Because of that, my style of leadership is going to be very collaborative. I have office hours. When I'm in town, I'm in my office in the library from 4:00 to 5:00 on Monday and Wednesday afternoons. I'm down on the garden level near Java City.

When I first got here, I did a lot of talking to staff and faculty in my area. There are a few things I wanted to pick up and run with. You are probably already familiar with OSO fast. We have 35 departments who have signed up for this. We did some pilot testing last year, and we were planning to include five or six more this year, but we decided go ahead and move forward for the whole campus. If you have any feedback, I would love to hear it. We won't set this up without approval of the department chair.

I spent much of the summer trying to figure out how to get a new high-performance computer for the campus. It will be shipping on November 30, and the HP engineers will be here the week of December 3 to help set it up. We will be testing the installation through the last part of December.

We are moving forward purchasing a new storage area network. We have had one in the past, but it was time for it to be replaced. A new one has been installed, and we will be switching over to it. The old one will become part of our disaster recovery plan, and it will eventually be located off site, possibly at the Nursing School. To do this, we will have to increase the connectivity to the nursing school. We were able to do this because of our membership in the Lone Star Research Network group.

I got an opportunity to head a new initiative on sustainability. We have about 20 people including some students involved. We looked at moving to duplex printing on campus. We are offering each printer in both single-sided and duplex modes. So far, we have saved 377,032 pages compared to this time last year.

We have not been using recycled paper. Surprisingly, recycled paper costs more. We are looking into using 30 percent recycled paper and we can get that for very close to the price of non-recycled paper.

I am looking into increasing the security for our information. You have probably seen our Bear Aware campaign. There are lots of things we can do, but if we have people putting passwords on sticky

on their monitors and falling for phishing scams, these other things won't matter. I have asked for another security person, and that was approved.

In the spring, I will be doing a comprehensive survey of students, faculty, etc. to see how we are doing in the library. I also expect to do some focus groups. I am engaged in collaborations with other libraries and with people involved in IT. We are thinking about renovations to our libraries and we are looking into establishing university archives.

I have a few issues. Research computing is at the top of my list. A big issue is to try to get information from the candidates we will be interviewing this year, and, if we see issues, we want to handle them before a new hire arrives.

Senator: Can you say anything about hard drive encryption for our offices. *Orr:* Yes. If you have sensitive information on your hard drive, you need to think about having it encrypted. We will be happy to come to your office to help you do this.

Senator: We have to change passwords every 180 days. The email reminding me about this has some peculiar instructions in it. *Orr:* I'll look into this. *Senator:* When you change your password, it doesn't change it on your electronic signature. *Orr:* My ultimate goal would be to have single sign on. We might need better instructions to send out to faculty.

Senator: On this topic of irrational front ends, if you have a purchasing card, the process you go through is much more complicated than it needs to be. *Senator:* If you look at the instructions you get, you will know exactly what we are talking about.

Senator: One of my constituents wanted me to ask about the \$3000 that was distributed to new faculty for library materials. This was done without consulting department chairs. *Orr:* I'll need to get more details on this.

Senator: I think the reason recycled paper costs more is making it white. We may be able to get less expensive recycled paper if we give up some quality. *Orr:* One concern is that we want paper that won't jam. This is a good thing for our group to look into. I have set up 4 groups: policy and contracts, recycling, research and communications.

Senator Garner: I want to say that we appreciate what has been done for the nursing school so far.

IV. Guest: Chuck Cullen, Director of Parking Consulting Services, Consulting Engineering Group

I have been hired by the university to do a parking and transportation study. We are looking for things that can be done to deliver better parking and shuttle services. We are also looking at where Baylor will be in 5 years and what we can do now to make sure we are in congruence with the master plan. A survey will come out tomorrow for faculty and staff that will let you provide some input.

Senator: The parking in front of the SLC and science building has 10 spaces taken up for shuttle parking. There has not been a bus in that parking spot since these were set aside.

Senator: What are you doing for the allocation of handicapped spots?

Cullen: Two things. We are making sure the university is in compliance with respect to the number of spots and making sure they are in the right locations. We need to make sure that the accessible spaces are still in reasonable places when we renovate buildings or lots.

Senator: When I get here at 8:00, most of the visitor parking is already occupied by students. I get the feeling that our older faculty members are not being considered as we move parking farther away from central campus. *Cullen:* In the master plan, there are plans to move parking away from central campus. This is an area where a shuttle service could be helpful.

Senator: Are you only looking at 8:00 – 5:00 parking needs? *Cullen:* We are most concerned about parking during the day, but we are not restricted to this. There was some discussion about the need for parking for concerts in the evening and inadequate availability.

Senator: It would be a really good idea if there were some faculty spaces that students can't park in at any time. When I come in on Sunday, sometimes I can't find a space.

There was some discussion about the one-way policy on 3rd street and how this policy is not respected.

V. Student Government Report: Samer Baransi

I want to talk to you about what student senate is working on. Students are investing in their future by coming to Baylor. You, as

faculty, are the most fundamental part of that investment. In order for us to be able to evaluate how we are investing our money, we need resources to help us decide what professors to enroll with. Right now, our only resources are based on the opinions of outliers. We would like to be able to develop a set of objective criteria that would be accessed through a password-protected system. I understand that a lot of faculty are skeptical about this. We are looking at establishing a joint committee to try to develop objective criteria. If we can develop such criteria, I think we will be moving in the right direction.

Senator: So, you are asking for a system where students evaluate professionals, is that right? *Baransi:* I understand your skepticism. We are not evaluating the faculty in a professional sense. We just want to know things like what their teaching style is like. *Senator:* Would your needs be met by just posting syllabi online? *Baransi:* This would address some of the concerns. *Senator:* You talk about students who want to know about a professor's teaching style. How are they going to learn this from the average of a 5-point question?

Senator: Two thoughts. You talk about students wanting to choose their professors. In a sense, you chose that when you chose to come to Baylor. It's now Baylor's responsibility to make sure you are given professors who are capable. Also, you mention a preference for a particular teaching style or learning style. I think one of our jobs in the university is to make sure people can deal with different styles. *Senator:* We deal with this question every year. Is there a concern with the quality of teaching here? If so, we need to deal with that problem.

Senator: Let's say we have a committee of students and faculty, and we come up with an evaluation that will be posted online. Unless we make this mandatory, we are still just going to get data from outliers. *Baransi:* I had imagined that everyone would take this. We don't think there will be conspiracies among students to report negatively on a particular professor. Also, this is already a risk with the evaluation system we have.

Senator: Maybe there would be an opportunity to include some language about teaching style in the syllabus. *Senator:* I'm not sure what you are trying to do is going to accomplish what you want. When I was a student, I chose courses based on the advice of my friends, people I knew I could trust. I think this kind of information is more useful than the responses to a bunch of bubble boxes.

Senator: There was a committee that looked into this a few years ago and a very large report was put together. It seems like students are

not interested so much in teaching style but are more interested in things like how much work they will have to do. There was some discussion about how online syllabi could be expanded to address these concerns.

VI. Approval of Minutes and Discussion of Length of Senate Meetings

A **motion** to approve the minutes was made by **Senator Duhrkopf** and seconded by **Senator Purdy**. The **motion passed** without opposition.

Meetings have been running very long. We lost a quorum last month and we want to think about what we could do to manage this. Do we want to go to two meetings a month with one meeting for presentations from the president and other speakers and another for business?

Senator: Could we consider putting a 10-minute cap on presentations other than the president if there's no specific item we are discussing?

Senate Chair: I'm not sure that's a good idea. I think there are a lot of useful things that come out of discussions like the ones we just had.

Senator: In meetings, we spend a lot of time listening to things we don't need to hear. *Senate Chair:* We say the faculty should be consulted on issues, and now that people want to consult us, I don't think we want to start turning them away. *Senator:* My suggestion would be to limit the number of guests to one or two, but not to limit their time. *Senator:* I don't think there's anything wrong with limiting their presentation length, and, after that, I think the number of questions would reflect the level of interest. I think we sometimes ask questions to just be polite. *Senator:* Is there any hope of getting remarks prepared ahead of time and then distributing them in advance?

There was some continuing discussion of policies for limiting presentation length and giving presenters the option to prepare printed remarks.

Senator: Is it necessary for the President to come to every senate meeting? *Senate Chair:* It's a tradeoff. There was a time when we would have wanted more people to consult with the senate.

Senator: I know that having the President here sometimes takes a lot of time, but I think we need to keep that line of communication open. It gives us a chance to say what we need to say to him. *Senator:* It

also means he gets to be here when times are pleasant, not just when things are bad.

Senator: I know a second meeting each month would be difficult for some people, but maybe we could just have two extra meetings each semester. *Senator:* Would it be possible to include our nursing school senator electronically? *Senator Garner:* If we went to two meetings per month, I would have to do this. I have a Tuesday class next semester. However, this is not ideal; there are sometimes problems with being able to hear the discussion.

Senator: I know that we are not always good at keeping on a schedule, but, if we did advertise times for each item, that might give us a justification for trying to wrap up a particular presentation.

VII. Old Business

A. Faculty Contracts and Letter of Appointment Process

The Senate Executive Committee had a discussion with the President yesterday about the Human Resources presentation at the October Senate meeting. He is aware that there are problems. At the Council of Deans meeting, we saw a demonstration of the new software that will support the hiring process, and it seems to address many of the issues that have been raised. I don't know if it is a cure all for everything, but it should solve some problems.

As agreed in the October meeting, the Senate Executive Committee drafted a resolution. It is a request for information, some of which we have already been told we would receive. We are asking for an explanation of the steps in the hiring process and information about the new software that will be used in this process. Approval of this resolution comes as a **motion** from the **Executive Committee**. Is there any discussion?

Senator: When this information is provided, will there be more discussion? *Senate Chair:* I think so. The **resolution passed** with no opposition.

B. Composition of Chair Search Committees

Senator: I wanted to talk about the makeup of a chair search committee. If you are planning to bring in a new person with tenure, don't you think there should be some guidelines from the Faculty Senate on this process?

Senator Vitanza: When this came up last year, I did email Randall about concerns over this issue and about there being inconsistencies about whether lecturers could serve on these committees. At the time, Randall told me that it was the dean's decision about who could serve.

Senator: Has this issue ever been addressed in the Council of Deans? It seems like there should be some coherent strategy that's universal.

Senator: If one does not vote, and one is not supposed to vote, then you don't really know who has the majority support. *Senator:* Is there a policy about the composition of the search committee?

Senator: There are no guidelines about who should be on the search committee, but in all cases, the dean is expected to appoint this committee in consultation with the department. But what does consultation mean? There was some discussion of how this has been handled in various departments.

Senate Chair: Could we discuss this in the December 4 meeting with the policy in front of us? If we are going to suggest changes to this policy, we need to be sure what it says.

C. Annual Evaluation of Chairs

Senator: I think we should have an annual evaluation of chairs and President Lilley has agreed with this. *Senate Chair:* What do we want to do? *Senator:* If the president agreed to this, we should ask about what progress has been made. There was general agreement that the executive committee will talk to the president about this.

D. Committee on Committees

I've had four meetings about committees. I met with Dub Oliver about student life committees. Dub wanted to keep the advisory committee on student life, but he wanted to revise the charge of the committee and wanted it to meet more often.

I also met with Diana Ramey and she said that she is very amenable to having two Senate representatives on the admission committee and one on the enrollment management council instead of having a separate enrollment management committee.

Also, when faculty are choosing committees they would like to serve on, instead of letting them choose from among 64 committees, we will organize the committees into categories and let faculty select categories. We are pushing the time back so the first Committee on Committees meeting will be in January. I talked to Dub about getting

the student committees filled by May first. I need to talk to staff council about getting theirs filled.

VIII. Committee/Liaison Reports

C. Enrollment Management (Sturgill)

There was some discussion of how this report could be removed with the elimination of the faculty committee on enrollment management.

D. Physical Facilities (Brown)

A report was handed out describing features of the current campus master plan. There was some discussion of this report and specific changes to the campus and surrounding areas, with particular attention to plans to make the Bill Daniel Student Center an academic building and plans to demolish the Harrington House. There was some discussion about the need to preserve some of our older buildings.

Senate Chair: Would it be possible to start our December 4 meeting at 2:00? Since this is a dead day, there should not be a conflict. Do we want to invite Reagan to a meeting to discuss these items? The general consensus was that we should. We will ask him to be there at about 2:30 if he can.

H. Graduation Ceremonies

Senator: I'd like to suggest that we offer a buffet breakfast to encourage faculty to attend. Also, can anything be done to organize faculty seating so that it's easier to get up to meet graduates? *Senate Chair:* We will set up a meeting of the committee that's looking into this.

I. Liaison Reports

i. Council of Deans (Cordon)

Reagan gave a presentation about issues pertaining to transfer students, their feeling of acceptance when they get to campus and discrepancies in their ability to transfer courses.

iii. Personnel, Benefits, and Compensation

Senator: Obviously, there is a lot of work going on about physical facilities. Is there a similar effort going on to plan for faculty

compensation and benefits over the next five years? Could we broach this idea with the President? If this kind of planning is going on for facilities, shouldn't we be doing the same thing for compensation and benefits? *Senate Chair:* I think Underwood was still president when we saw those budget projections. Have we seen a more recent projection? Has anyone seen a projection on the growth of faculty? *Senator:* Shouldn't those kinds of things have been done for SACS? *Senator:* Certainly, this should have been done for 2012. *Senator:* When 2012 was being promoted, we did have projections, however, the budget has not kept up with projections. *Senator:* I think this question is very important. We need to ask where we are going to be in 4 years.

IX. New Business

Senator: Did anyone watch the 60 Minutes about the Millennials? We have students who are being rewarded just for participating. I did a self study in my class. We have graduates who are going into the workforce who don't feel any loyalty to their employer. It's predicted that half of these students will live with their parents when they graduate because they don't want to commit to a job's that's not exactly what they want. The things that they value the most are their time with their friends and their lifestyles. *Senator:* These kids are not competitive. That's why all these jobs are going overseas. *Senator:* Student life wants to make sure all these students are involved in all these activities and they have no time for their studies.

The meeting was adjourned at 6:25.

Respectfully submitted,

David Sturgill
Secretary