

**DRAFT**  
**Minutes of the Faculty Senate Meeting**

**August 19, 2006**  
**303 Cashion Building**  
**8:30 am**

**Members Present:** Senators Baldrige, Blackwell, Cannon, Diaz-Granados, Duhrkopf, Longfellow, Losey, McGlashan, Pennington, Purdy, Rosenbaum, Sadler\*\*, Stone, Supplee, Tolbert, Vitanza, Wilcox\*, Chonko, Gardner, Kayworth, Nunley\*\*\*, Rajaratnam, Cloud, Connally, Robinson, Cordon, Boyd, Green, Sturgill, Ngan, Brown, Myers, Garner, Miner, Spain.

\*Serving remainder of Randall O'Brien's term

\*\*Serving remainder of Susan Wallace's term

\*\*\*Martha Agee is sitting in for Patricia Nunley.

**I: Senate Chair Vitanza called the meeting to order at 8:34am**

**II: Senator Lai Ling Ngan offered the invocation.**

**III. Invited Guests:** President Lilley, Provost and Executive Vice President O'Brien, and Karla Leeper, the President's Chief of Staff, each of whom made remarks and entertained questions.

President Lilley spoke of the Faculty Senate as an important part of the University, and mentioned also the need for University-wide strategic planning in which all faculty members need to participate. He emphasized our need for the best ideas of all constituents of the University, including especially faculty, staff, students and friends. We will try not to duplicate planning that has already been done. We'll also need to raise large sums of money. We have a new Vice President for Marketing and Communication, though other administration appointments remain to be filled.

Chair Vitanza said that the Faculty Senate would like to be able to email the entire faculty with communications directly from the Senate. Several members participated in the discussion of the desirability of the Senate having this possibility. (A "Baylor Fans" style of communications within the University everybody agrees is not desirable.) The "reply all" function is not a happy possibility; we'll explore the possibility of one-way communication.

Senator Wilcox expressed appreciation for graduation innovations, especially ordering the procession according to majors. The procedure was controversial but it worked well.

Senator Robinson inquired about what is happening to the Dean searches and why last year's searches were not successful?

Provost O'Brien responded that 1/6 of chairs are interim appointments, and 3/12 of Deans are interim. Those searches will continue this year. One problem last year was that we

needed more external candidates; on campus candidates were fine but since we felt a need for more external candidates, the searches were continued. We'll get search firms to help increase the pool of candidates. Search firms will enable us to have a richer pool of candidates, more diversity, etc., and we are looking now for the right firm at a reasonable cost.

President Lilley remarked concerning the issue of two colleges, one of Liberal Arts, the other of Sciences. A&S seems to many unmanageable, and there may be more efficiency in two colleges. We may explore this issue, and the Senate will have to think about it and report favorably on an alternative.

In response to a question by Senator Chonko, President Lilley said that we need to know more about our academic environment, and we need more detail about what Baylor's unique contribution is as well as how it is perceived in the academic marketplace.

In response to a question from Senator McGlashan about how the search committees will be chosen, Provost O'Brien responded that we need a search firm. New committees will likely be appointed. The Education and Arts & Sciences search committee chairs have resigned from their positions. We are still not sure how we'll proceed, but Education will likely form a new committee, probably to be announced next week.

In response to a question from Senator Purdy about how will we pay back our loans and what was the status of Baylor's debt, President Lilley responded that our deficit operating budget years are now paid off; our only debt now is for capital projects, and we are in excellent position financially.

Senate Chair Vitanza asked how we had achieved that positive budgetary outcome, and President Lilley responded that our baseline budget is a very conservative model; we don't build in surpluses but we did have them at the end of this last year, and we cleared up operating debt from previous years while also doing more on deferred maintenance.

In response to a question from Senator Kayworth about how the planning process will go, President Lilley responded that departments will have to explain their needs fully, and the University will have to establish priorities. A central planning group will make suggestions about priorities, but everything must start at the department level. New, large initiatives will not be undertaken every year.

In response to a question from Senator Cannon about the mathematics department's space issues Provost O'Brien responded that he did not have an answer, but he would follow up and find out what's what. President Lilley added that this problem is part of the reason we need to have a planning process. Both short term and long term decisions that affect the academic character of the institution need to be in provost's office so you don't get this kind of situation that has been very disconcerting to the mathematics department. We need more coherence, and these decisions should be in provost's office. There ensued a larger discussion of space allocation issues, including the matter of carrels in the library

Provost O'Brien: We hope to give more substance to the University curriculum committee in order to make sure schools and colleges are not competing for the same courses. Chair training is being implemented this year. We are looking carefully at summer school; Naymond Keathley is studying what might beef up summer school to make it more attractive. We are close to getting faculty senate office for you.

Senator Supplee: Training sessions for chairs is a good idea, but should also be available to program directors.

Provost O'Brien: Agrees 100%. We'll get it going this fall and then expand it.

President Lilley: The spirit of this place is my main concern; we need to stay focused on the future. We need to move forward and work very hard. Our benefactor community will be impressed if we can pull together. Thanks to Eric and Dianna. My top priority is to be here with you at every meeting, and I count on your help.

Chief of Staff Leeper: I want to improve the flow of information. Feel free to call me if you want. I want to spend time out of office, so feel free to find me.

#### **IV. Introduction of newly elected and reelected senators:**

Frieda Blackwell; Ray Cannon; Richard Duhrkopf; Jay Losey; Rita Purdy; Joan Supplee; Linda Garner; Tim Kayworth; Dan Rajaratnam; Robert Cloud; and Georgia Green. (Walter Wilcox is serving the remainder of Randall O'Brien's term; Steve Sadler is serving the remainder of Susan Wallace's term.)

**V. Consideration of Policy Revisions:** Report from Senator Robinson who presented a draft of the promotion policy to the senate. There was a discussion that included some changes, and it was informally recommended that Eric return the document to the Policy committee with the suggested changes. We've been working for two years on these revisions.

#### **BU-PP 702: Criteria for Promotion in Academic Rank.**

Senator McGlashan: How does this proposed revision allow teaching faculty to be appointed as a Full Professor? The three required external recommendations seem not to enable teaching to count. Teaching is not even mentioned in the document.

Discussion: Some external reviewers among our own faculty have gotten teaching portfolios from other universities. Teaching needs to be included. Senator Robinson agreed to include it. Much discussion followed. Many still worried about the apparent fact that nobody whose primary activity is teaching can become a full professor. Can we somehow grandfather these people in? Vitanza suggested that she assumes it's a matter of radical change that means some people will never be full professors. Criteria now in place are different from those in place when we were hired. McGlashan suggested this means that we will have an underclass of female faculty members who will be Associate Professors the rest of their lives. We need to make it a priority is to address this question.

Senator Blackwell: This policy has been under discussion a long time to see if there might be a good transition measure. More discussion. Discussion of item 8, first page: “Assistant/Associate professor should be considered a respectable title for those who cannot attain Full Professor.” Should we keep that sentence as a historical record of past policy?

Senator Longfellow: A conversation with President is needed before we finalize any policy recommendation.

Senator Robinson: People coming up for Full Professor need to know about this right away; that’s why we’re talking about it today. Senator Agee: The policy does not cover lecturers and this fact should be made explicit. Chair Vitanza: Perhaps we need an interim policy? In the future, the research element will be necessary as it has not been previously. Senator Ngan suggests alternating “he” and “she” in these documents to signify gender equality. Senator McGlashan: The exact numbers for the humanities of female/male rank distribution are eye-opening.

Senator Robinson: We have no more time, and we won’t get to BU-PP 702, Faculty Personnel Policy Revision (Sixth Draft).

## **VI. Overview of the Faculty Senate Ad Hoc Committee to Review and Reform University Committees (new name):**

(Matt Cordon provided the following notes about his work on the University’s committee structure.)

A. Last spring, a committee composed of Trish Nunley, Rosalie Beck, and I met several times to discuss the need to reform university faculty committees. The committee reviewed reports given to Beth Miller, then chair of the committee on committees, from the various committee chairs. The committee on committees had to fill the committee positions in April, and so we were unable to make any formal changes before the end of the year.

B. This summer, I remained in communication with several individuals about certain committees. I also mentioned our work to members of the President and Provost's offices. Chief of Staff Karla Leeper has a copy of the notebook I prepared last spring.

C. We will convene a new committee this fall to conduct a new review of the University committee structure. We need input from many different people, including, but not limited to, the following: committee chairs, other committee members, interested faculty members, administrators, and administrative staff members.

D. Steps to be Taken This Academic Year, Initial Recommendations.

1. Review the committees, their descriptions, and their compositions.
2. Make decisions as to whether to eliminate or consolidate any of the committees.
3. Develop a procedure whereby committee chairs review the committee's charges on an annual basis.

4. Develop a procedure whereby committees can be formally changed.
5. Establish a formal policy regarding committees.
6. Establish a system through which committee chairs submit annual reports to the chair of the committee on committees.
7. Employ these procedures as soon as possible (this academic year, if possible) so that the committee on committees can work with the revised list of committees and under the new procedures for the 2007-08 academic year.

#### E. Other Issues

The suggestions above address some of the major issues that the committee discussed last spring. The following are other issues that may remain:

1. **The Problem of Committees not meeting:** This issue is addressed by requiring the committee chairs to submit annual reports.
2. **The Problem of Members not Attending:** The policy should place responsibility on the chairs to remove members. This could be reported through the submission of committee minutes.
3. **The Problem of Overlapping Responsibilities:** Without cooperation from the administration, it will be difficult to accomplish the task of ensuring that faculty committees do not have charges that conflict with other university committees.
4. **The Problem of Equity in Workloads:** There is at least some concern that some faculty members are overburdened with committee work. Some have responded that faculty members who are involved in considerable committee work usually do so because they want to. On the other hand, a faculty member should not be overloaded if that is not his or her desire. This may or may not be an issue we need to address.

**VII. Concluding Remarks:** Senate Chair Vitanza recommended senators look over our list of issues and try to decide before our next meeting what our priorities should be for this academic year.

**The meeting adjourned at 10:30 am.**

Respectfully submitted,

Stuart Rosenbaum, Secretary

