

FACULTY SENATE MEETING
TUESDAY, October. 20 1998
Cashion 303, 3:30 P.M.

MINUTES

Present: Abbott-Kirk, Adams, Baird, Beck, Beckner, Bowery, Buddo, Chinn, Conyers, Counts, C. Davis, E. Davis, Dunn, Farris, Linda Gardner (SON) for Genrich, Gilchrest, Hillman, Jensen, K. Johnson, P. Johnson, Johnston, Longfellow, Losey, McGee, Stone, Supplee, Tipton, Weaver, Wilson, Yelderman, Young

Absent: Carini

I. Invocation and Welcome

Weldon Beckner gave the invocation.

Dan McGee welcomed Mitch Counts, the newly elected representative from the law school (replacing Beth Youngdale).

II. Agenda

At the chair's request, the report from the Faculty Committee on Academic Freedom, Responsibility, and Environment, Bob Baird (chair), was moved to the beginning of the agenda.

The following items were added:

- Chris Buddo has a report concerning the evaluation process for administrators.
- Ray Wilson has a request that the Senate discuss the "plus" grading system.
- Jay Losey has a report from the Promotion Policy Task Force.

Buddy Gilchrest moved that the agenda be so modified, seconded by David Longfellow, motion carried.

III. Committee Report

Faculty Committee on Academic Freedom, Responsibility, and Environment (Bob Baird)

Baird presented a letter which the committee proposed be sent to all tenured and tenure-track faculty, encouraging them to review the recently-adopted tenure policy. The letter addresses two specific areas: the role of tenured faculty during the review process in those cases where deficiencies have been noted, and procedures to be followed when a tenured faculty votes to tenure a candidate "with reservation."

A brief discussion ensued concerning procedures which are used to communicate feedback to faculty being reviewed. Kathy Hillman pointed out that the new procedures explicitly require that letters of prior evaluation be included in the tenure notebook. After

minor modifications to the wording of the letter, motion passed, and is attached (Attachment 1).

Baird reported that the departmental chairs approved a statement clarifying the chair search policy, specifically the interpretation of the role of faculty and dean in determining the membership of the search committee in the College of Arts & Sciences. Faculty will be asked to provide the dean with a list of names from which the membership will be drawn. The number of names submitted will be at least 2 more than the number which will ultimately constitute the search committee. The Dean will select the final search committee from the list. The complete statement is attached (Attachment 2).

IV. Consideration of September 15, 1998 Minutes.

The minutes had previously been distributed, amended, corrected, and approved by e-mail. Chuck Weaver requested that response to future minutes be made ASAP. Weaver also reported that once the final minutes had been approved, a final copy with this designation would be distributed to the Senators.

V. Conversation on expansion of student enrollment with Dr. Kevin Barge.

Kevin Barge, Communications, was introduced as the facilitator for the University Planning Committee, which will be reviewing the impact of expanded enrollment on the university. Barge reported that the UPC has begun producing various enrollment scenarios, and these scenarios will be used to guide various "Town Hall"-style meetings of faculty, staff, and students to be held in November, 1998-February, 1999.

Barge reported that the UPC will ask that these meetings be used to answer the following question: "How can we manage enrollment in a way that enriches our vision, identity, and distinctive features?"

After his opening remarks, Barge was asked the following questions. His limited role as facilitator, however, precluded an explicit answer to all questions. Such questions are noted.

Q: Have any real enrollment numbers been put forth to guide this discussion? Projected costs (and revenues)? Can a meaningful discussion take place without these essential data?

A: The scenarios are supposed to constrain these discussions along the ways described, and UPC does plan to have projections in these areas to help deliberation, through Stan Madden and his staff.

McGee restated four questions which had been raised by the Senate during the previous meeting:

Q: Has the increase in student enrollment been matched by a similar increase in faculty hirings?

Q: What effect will the emphasis on increased retention have on enrollment?

Q: Recent increases in freshmen enrollment will put increasing pressure on upper-division class size in the near future. What is being done to address this problem?

Q: Does any kind of strategic plan for ultimate enrollment goals exist? If so, what is the desired outcome?

These were not answered directly.

Further questions were raised about the seemingly contradictory messages of reducing tuition increases, increasing scholarly expectation of faculty, and improving student/faculty ratios while increasing enrollment. Senators expressed concern of the impact of increased enrollment on facilities, as well as possible threats to graduate programs.

Q: What is the status of the Challenge Program?

A: Madden reported to the UPC that the proportion of student in the challenge program was down below 10% this year, but the University intends to keep 10% as the goal.

Q: What role do the Regents play in the actual enrollment goals?

A: Administration's goal is to approach the Regents with specific recommendations about this (and other) issues, rather than asking them to deliberate without such recommendations.

Q: Hasn't the University already made the decisions which have led (and will lead) to increased enrollment? Isn't the question more accurately framed, "how do we best respond to increased enrollment?"

A: It appears that enrollment decisions for Fall, 1999, have already been made, but are not yet announced. (Note: see Item VI.B below). Whatever impact these university-wide discussions will have on ultimate enrollment levels probably will not affect enrollment levels until the year 2000.

VI. Committee Reports

A. Faculty Committee on Academic Freedom, Responsibility, and Environment (see item III)

B. Faculty Committee on Enrollment Management (Elizabeth Davis).

The Committee met on Sept. 29, 1998. They compiled a list of questions for Madden and others in admission, but have not yet received a reply. Target enrollment for Fall, 1999, was reported to be 2,750 freshmen and 600 transfer students. Proportion of Challenge Students will remain at 10%. Finally, "early admission" has thus far been offered only to applicants who have test scores of 24/1100 (ACT/SAT), and who are in the top 25% of their class. For comparison, at this time last year early admission was being offered to applicants with scores of 21/1000 and ranked in the top 50%.

C. Faculty Committee on Physical Facilities (Joe Yelderman). No report.

D. Faculty Committee on Student Life and Services (Gary Carini). No Report

E. Athletic Council (Mark Dunn). Committee met on October 1. Several personnel changes in the athletic department were noted, as was the University's improved ranking in several "All-Sports" comparisons. The athletic deficit was not discussed.

F. Staff Council Liaison (Nancy Chinn). Dates for the following activities have been set: Santa's Workshop (Dec. 4th), Steppin' Out (October 31), Staff Forum on Increased Enrollment (Dec. 7). Staff Council is discussing current policy which requires staff to work on the Wed. prior to Thanksgiving.

G. Task Force on Promotion (Jay Losey).

Task Force members were announced: D. DeLoach, K. Gilbreath, D. Johnston, B. J. Monk, D. Wivagg, with J. Losey (chair). The task force has met and is collecting data from comparison institutions. Tentative plans are for the task force to report to the Faculty Committee on Academic Freedom, Responsibility, and Environment by the end of the semester and to the Senate in January.

VII. Miscellaneous

A. Senate Minutes by Email (Chuck Weaver) Those senators who will be presenting written reports were asked to submit those prior to the meeting, if possible, to facilitate their inclusion in the minutes.

B. Chair's reports on:

(1) President's Faculty Forum. Approximately 80 faculty were in attendance. The format was well received, and will be continued in the future.

Senators discussed various ways in which a summary of the President's remarks might be created and/or distributed. After discussion, faculty reached a consensus that any type of summary would bring with it problems associated with interpretation, paraphrase, etc., and thus a policy of creating a formal summary would not be pursued or recommended by the Senate.

(2) Six New Tenure Track positions have been approved. Four positions have been authorized in the College of Arts & Sciences, 1 in the School of Business, and 1 in School of Engineering and Computer Science.

(3) Emeritus Faculty Status. The University has adopted a new procedure for Emeritus Faculty, in which the designation will be given to those with at least 20 years of university service, the last 10 of which were at Baylor.

(4) Search for a new Dean in School of Engineering and Computer Science. Dean Bargainer has announced his retirement effective at the end of the academic year.

(5) Status of Recommendations on Lecturers. The document has been forwarded through the Dean's Council to the President, and is scheduled to be presented to the Board of Regents. Senators are encouraged to follow the discussion, action, and implementation closely. McGee asked that final recommendations be shared with the Senate.

(6) Request to Provost regarding status of Faculty Dismissal Policy, Policy on Financial Exigency and reduction of Academic Programs, and Reduction of Academic Programs not mandated by Financial Exigency. The Senate proposals were sent in 1996, but have yet to receive a response. With the hiring of new university counsel (N. Bice) the chair will again pursue a response.

(7) Alcohol Abuse Among Students. Senators acknowledge the problem of alcohol abuse among students nationwide, as well as at Baylor. While the Senate would gladly interact with students on potential responses, they will do so only at the invitation of the students.

(8) University Travel Policy. The travel policy will be reviewed by Jim Tipton, and he will report back to the Senate at the next meeting.

(9) Status of the National and International Scholarship Committee Appointments. The Committee on Committees responded to the Senate's concerns by proposing that members be given one 5-year appointment, with re-appointment only after a one-year absence. Senators discussed the role and function of this committee, acknowledging the demands on the committee members were becoming increasingly taxing. However, Senators reached consensus that while the problems are substantial, they are not likely to be fixed by the requested change in the term length, and did not approve the request.

VIII. Additional Items

A. Evaluation of Administration.

Buddo reported that evaluation procedures has been prepared by Marilyn Crone, and she expressed willingness to share this process with the Senate. However, she requested that the discussion be with a smaller group (rather than the entire Senate). McGee suggested that the Executive Committee work along with Beckner (who has considerable experience in such evaluations) to arrange such meetings, which was approved by acclamation.

B. Review of the "Plus" grading system.

Wilson brought a request from his constituents that the Senate consider reviewing the "plus" grading system. Specifically, Wilson mentioned: (1) the inconsistencies of having plus grades but no minus grades; (2) A pluses are not given; and (3) that the entire system may be contributing to

grade inflation.

After a brief discussion, the Senate agreed to table the discussion until a future meeting. This delay will allow the full Senate to be present, in particular those Senators who were involved in the earlier changes in the grading system.

Announcements

1. The deadline for suggesting materials / announcements for the next Faculty Senate Newsletter is November 11. Information for the Newsletter should be submitted to Gilchrest.
2. The 19th annual Roy B. Albaugh PBK lecture will be presented by Dr. Stanley M. Hauerwas of the Divinity School at Duke University, at 2:15 PM on Monday, October 26. His presentation will be at Jones Theatre in the Fine Arts Center.

With no further business, the meeting was adjourned at 5:35.

Respectfully submitted,

Chuck Weaver

Attachment 1

Letter prepared by
Faculty Committee on Academic Freedom, Responsibility, and Environment

Tenured and Tenure-Track Faculty
Baylor University

Dear Colleagues:

Various concerns have been expressed to the Faculty Senate involving the implementation of the new tenure policy which went into effect during the academic year 1997-98 year. To ensure fairness in our tenure procedures, it is important that everyone participating in the process become familiar with the details of the new policy. We encourage all faculty to read the new tenure policy as it appears on pages 107-111 and 179-185 of the most recent Faculty Handbook.

Tenure-track faculty should become aware of the notebook that must be kept and of the tenure letter to be written to demonstrate why tenure should be granted. Tenure-track faculty should become familiar with the items to be addressed in that tenure letter. Those items appear in section C.1. c. on page 180 of the Faculty Handbook.

Tenured faculty should note their responsibility to read the tenure-track faculty member's notebook in preparation for the meeting that tenured members of the department will now have annually with tenure-track faculty.

Two specific matters have been brought to the attention of the Senate. First, if tenured faculty find deficiencies in the professional performance of a tenure-track colleague, they should communicate their findings as early as possible in the tenure review process; in a timely manner they should also communicate to their tenure-track colleague their beliefs about the success or failure of their colleague's efforts to remedy those deficiencies. Tenure procedures have failed if individuals receive only favorable reviews throughout the process and then find that they are ultimately denied tenure. Second, if tenured faculty recommend a candidate for tenure "with reservation," they should state clearly their reservations and why they have them, as well as their reasons for nevertheless recommending tenure.

The Faculty Senate thanks all faculty members for attending to these issues as we strive for a tenure review process that is equitable.

On behalf of the Faculty Senate,

Dan McGee
Chair of the Senate

Attachment 2
Statement Clarifying the Chair Search Policy

CHAIR SEARCH PROCEDURE POLICY

Approved unanimously by Deans' Council 09/19/97 and 10/01/97 (with amendments)

B. The procedure for a search for a department chair will be as follows:

ii. Following consultation between the faculty and the Dean, the faculty will make recommendations to the Dean regarding the membership of the search committee. The Dean may adopt, suggest amendment, or return the recommendations to the faculty for further faculty consideration. In the event that the Dean suggests amendment, or returns the recommendations, then the Dean and the faculty, within a reasonable time period, in good faith, and with mutual accommodation, should work toward a mutually satisfactory agreement concerning the size and composition of the search committee. Following this process of consultation, the Dean will appoint the search committee.

The bolded sentence above is interpreted as follows:

As part of the process of searching for a new chair of a department, the Dean of the College of Arts and Sciences and a group of five or fewer faculty members selected by the department will consult concerning the composition of the search committee. After

this consultation, the department will recommend to the dean a proposed slate for the search committee. The number of names submitted to the dean should be at least two more than the number of faculty members that will finally constitute the chair search committee. **Since the chair search committee should involve a minimum of three members, departments with fewer than five faculty members should include in their recommended slate a faculty member or members from one or more closely related academic disciplines.**

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