

## MINUTES

### FACULTY SENATE

February 16, 1996

The Faculty Senate convened at 3:30 p.m. in the Conference Room, Blume Conference Center, Hankamer School of Business, with Chair Kathy Hillman presiding.

**Present:** Adams, D., Adams, L., Baird, Barker, Basden, Getz for Buddo, Conyers, Davis, Edwards, Farris, Fox, Garner, Goforth, Hillman, Jensen, Johnson, K., Johnson, P., Longfellow, Massirer, McGee, Rogers for Monk, Pippin, Livingstone for Robinson, Rolf, Stone, Thomas, Tipton, Wallace, Whipple, Wiley, Willis, and Youngdale.

**Absent:** Gordon, Luper

**Guests:** Gwin Morris, Vice President for University Relations

#### Agenda

##### I. Invocation

The invocation was led by Don Farris

##### II. Approval of Minutes, January Meeting

The minutes of the January 16th meeting were approved as submitted.

##### III. Items from Dr. Donald Schmeltekopf or the Council of Deans

**A. Bold Visions Plan from the Academic Perspective** - Vice President for University Relations Gwin Morris began his remarks by stating there is now in place a campaign fully committed to increasing the Baylor University endowment. He stated that fund raising is a critical aspect of this plan and should be done by only those authorized by the University. The plan incorporated ideas from the three visions presented as part of the SACS self study. Morris' presentation addressed only the fund raising portion of the bold vision. He then distributed a document entitled Bold Visions for a New Century.

Morris briefly discussed the vision one priorities which include construction of a Student Life Complex near Russell Gym at an estimated cost of \$20.5 million. The building would house student services, including career planning and recruitment in one location. Vision two priorities include approximately \$50 million for both new buildings and building renovation in addition to student merit based scholarship support.

Vision three priorities focus on athletics improvement. Earmarked are baseball, softball, track & field, and the other non-revenue sports.

Vision four involves preserving the legacies and traditions of Baylor University. A general funding plan has been established to enhance the attainment of the priority statements. The financial goals are:

\$130 million for capital funds  
\$140 million for endowment  
\$110 million for operations  
\$ 40 million in deferred gifts

**The goal for the University Endowment Fund is:**

\$500 million by 2000  
\$720 million by 2006  
\$100 billion by 2010

There will be two major fund raising campaigns the first 1997 through 2000 and the second 2000 to 2004 or 2006.

**Question-**How can the faculty be a part of the fund raising effort?

**Response-**Faculty are important. They should develop department specific needs. There are broad goals, but the actual goals should be department or unit specific. The needs must percolate upward; then the specific needs will be presented to prospective donors.

The University plans to develop a video for use in annual fund raising appeals where specific needs are presented by each Dean.

**Question-** There was a question about the actual value of the current endowment stated to be \$365 million. Was this \$50 million increase a growth of the market or an infusion of additional capital?

**Response-** We are obviously looking for new capital. We attempt to be conservative in projections, so we tend to use the fixed market rates over 15 year periods.

**Question-**In a recent rating published in The Chronicle of Higher Education, Baylor's fund ranking was a rather dismal and low 66. Why do we appear so low? Is there a problem with the management of these funds?

**Another Question-**Are we, Baylor, too specialized, that is a Baptist University? If so why does TCU appear more favorable in the ratings?

**Response-**The TCU rating is probably due to its location in Ft. Worth. There is a much larger and wealthier corporate funding base there compared to Waco, but we do need to become more aggressive by using more people looking for more prospects. In response to the question of specialization, I view Baylor's Christian focus more an asset than a problem.

**Question-**There was a question specifically addressing the management of the funds.

**Response-**Senate Chair Hillman responded that the question should be addressed to the appropriate individual or body responsible. This is not our guest's responsibility. She then thanked Vice-President Morris for his comments and report.

Questions continued to be asked by a Senator who was encouraged by the Senate Chair to address the questions and concerns to the vice president responsible for investment decisions. The Senator stated this would be done.

Vice President Morris departed at 3: 50pm

**B. Civil Rights Policy** - Senate Chair Hillman reported the Civil Rights Policy is under review by the General Counsel at the request of Dean Toben of the Law School.

**C. Program Review for Undergraduate and Graduate Programs** - Senate Chair Hillman reported that the program reviews for both undergraduate and graduate programs are usually done at the urging of outside certifying bodies such as NCATE in the School of Education. This is apparently done in most units except for the College of Arts and Sciences. The College is currently reviewing two programs not otherwise accredited and will continue to do so until all programs are appropriately reviewed.

**D. Excused Absences and Make-up Exams** - Senate Chair Hillman presented a report from Jim Curry in response to questions asked concerning the policy of excused absences and make-up exams. Apparently outstanding students are being adversely affected by interpretation of the policy. For example, when students may be allowed to drop their lowest exam, very good students, who are absent while representing the university, are forced to use the excused absence as the dropped score. The feeling by the Council of Deans is that these good students should not be penalized by a policy.

The majority of these problems occur with School of Music students and spring athletics, such as baseball and softball. Various senators raised several issues. **Questions included:** How much extra work can be expected of a professor? How many make-up exams or make-up schedules? Should a policy interfere with a professor's standards? Where do the appeals go since these types of problems cross academic unit boundaries?

The general Senate consensus was that each academic unit should handle specific cases, but outstanding students should not be penalized.

**E. Review of Summer Operations-** Senator Massirer gave an oral report of the current review of summer operations . The committee submitted a report to Dr. Schmeltekopf by February 1 in which it recommended that academic units work toward stronger fiscal standing by economizing on summer operations. The committee recommended that a minimum number of students be established in order for a class to run. If such a recommendation is implemented, some faculty will not teach in the summer. The committee also recommended that faculty be informed that beginning with the summer of

1997, they might want to spread their 9-month salary over 12 months or in some other way allow for the lack of summer employment.

**F. Criteria for Naming Highest Ranking Student**-Senate Chair Hillman reported that the method of recognizing the highest ranking student will be changed to more adequately recognize all deserving students. Rather than naming the one student with the most hours posting a 4.0 gpa as the outstanding senior, each Dean will recognize the unit's top student. The Deans will then submit the students' names to President Sloan who will then choose the Outstanding Graduating Senior, using criteria based 75% on academics and 25% on other factors such as involvement, service, and research or performances. Each 4.0 gpa student will be presented the Alpha Chi Medallion during the Commencement ceremony, and each unit will recognize its outstanding student.

**G. Presentation Report**- Senate Chair Hillman reported that the American Academy for Liberal Education presentation by Jeffrey Wahlin was scheduled for February 22.

#### **IV. Standing Committee/Liaison Reports**

**A. Staff Council Liaison**-Senate Chair Hillman reported for Michael Robinson that the Staff Council is working to establish a "drop box" for time cards and other documents to reduce the need for travel to and from Robinson Tower. Lunch has been made available at Robinson Tower on a trial basis so staff will not have to travel to the main campus.

**B. Constitution and Bylaws Committee** - (Document 1 attached)-The Constitution and Bylaws Committee, chaired by Senator Phillip Johnson, presented a constitutional revision for final action. The recommendation passed unanimously.

#### **C. University Committee on Committees**

**1. Computation Facilities and Usage Committee**- Senator Garner brought a recommendation from the University Committee on Committees to "sunset" the Computation Facilities and Usage Committee since its function is now accomplished by other committees and individuals.

**Question**-Should a Task Force on Technology be formed or a Technology Council? Should there be a Technology Advisory Board? If so, who will appoint members, the Committee on Committees?

**Response**-The spirit of "sunset review" is to reduce committees, not increase them. The recommendation passed unanimously.

**2. Tenure Committee Study**-The report concerning the Tenure Committee study was presented by Senator Basden. He stated there are two sets of issues to be reviewed:

**(1) How will the membership of the committee be structured?**

## **(2) How will the committee do its work?**

**Issue 1** deals with how the committee should be formed and of what size. The current membership is small and the selection criteria cumbersome and involved. The President is also concerned with the small size of such an important committee.

**Issue 2** involves the information requested from both candidates and tenured faculty voting on the candidates. Currently guidelines provide for the election of the Chair of the Tenure Committee by the Committee itself. Greg Benesh (Physics) has already been elected chair for 1996-1997.

Issue 1 is being studied by the University Committee on Committees and Issue 2 by the Tenure Committee. The groups will present recommendations to the Senate and to appropriate administrators.

**D. Physical Facilities**-Committee Chair Goforth reported that the University has retained two engineering and consulting companies to conduct a study of the University's physical facilities.

**E. Enrollment Management** - (Document 2 attached)- Committee Chair Whipple presented a copy of a written report from the Task Force on Core Courses and Transfer Credit which had been submitted to Vice President Schmeltekopf.

The report included five recommendations and rationale statements for each. Whipple stated the concept of a flat tuition rate was based on 15.5 to 16 hours. The flat fee would allow students to enroll in 12 to 18 hours per semester, with tuition prorated for less than 12 hours and more than 18 hours. Several clarification questions were asked and addressed.

**Question**-How does the current administration feel about these recommendations?

**Response**-Quite positive.

Senator Stone moved that the Senate endorse this report, recommendations, and rationale statements. Senator Dawn Adams seconded. The motion passed unanimously.

**F. Student Life and Services** - Senator Lewis Barker, Chair, stated the committee would meet on February 29.

**G. Academic Freedom, Responsibility, and Environment** - Senator McGee, Chair, provided copies of two printed documents:

### **(1) Recommendation of Faculty Search Procedures**

### **(2) Baylor University in Perspective**

He stated the ad hoc committee of 8 (4 appointed by the Senate Chair and 4 appointed by the Administration) developed the original documents, page one of each attachment.

The committee had two very long meetings. The first involved much discussion, but the second was most productive. The documents went to the President who took it to the "Executive Committee." Page two of each of the documents as distributed came from that body with the changes shown in bold type.

Some members of the Ad Hoc Committee felt the changes to be both substantive and disturbing. Senator McGee and the other faculty members of the committee are to meet with President Sloan at 2:00pm on Monday, February 26.

Senators with questions and concerns should share these with Senator McGee before the scheduled meeting. (attachments enclosed)

**H. Faculty Handbook** - Senator Basden reported that work is progressing with a Fall '96 target date for completion. He stated the Senate input has two basic fronts of responsibility.

**1. Readability** - Faculty members should be able to read and readily understand the handbook.

**2. Historical/Traditional Requirements** - The handbook must meet the existing standards of Baylor University. It must include existing policies and other new policies yet to be written.

**Items to be included are:** appropriate portions of the existing BU-PPM such as retirement benefits, conflict of interest statement. Some existing statements cannot be changed, such as retirement benefits, but all existing statements should be examined for possible revision and clarification. This is a "big chore" but all senators should carefully review the BU-PPM and share questions, concerns and suggestions.

A suggestion was made to allow the faculty to begin their review with a working draft rather than reviewing just the final document.

Senator Basden will contact Dianna Vitanza to see about formatting in "page maker" or "word" and to discuss the possibility of electronic access to the working document. It was noted again the development of this faculty handbook should involve the entire faculty and may also require a special called meeting of the Senate. Chair Hillman thanked Basden for his work and the report.

**I. Athletic Council** - The president accepted the recommendation to increase the size of the Athletics Council to twelve members.

**V. Miscellaneous Reports or Issues**

**A. Thank you note from Bobbie Nolen**, widow of Jim Nolen-A note from Bobbie Nolen, widow of Jim Nolen, was shared. She thanked the Senate for the resolution honoring Jim and his service to both the University and the Senate.

**B. Election Process** - Senate Secretary Pippin reported 19 of 29 faculty from the College of Arts and Sciences accepted the nomination to run for one of three Senate positions available in the College; 5 of 10 faculty from the School of Business accepted the nomination to run for one of two positions in the School; 8 of 13 faculty from the School of Education accepted the nomination for one position in the School; 2 of 4 faculty from the University Libraries accepted the nomination to run for one position; one faculty member each from the School of Engineering and Computer Science, the School of Law, and Truett Seminary accepted the nomination to run for one seat in each of these three units.

The election will be conducted following the procedure in the Senate Constitution.

**C. Princeton Review Student Access Guide to The Best 309 Colleges** - Senate Chair Hillman reported there was rather widespread concern about the published report. It was apparently based on non-scientific data, and conclusions drawn were probably not accurate. President Sloan has requested that Larry Lyon and his group look into the report, conduct their own survey and report back to him and the University community.

**D. Other** - Senator Barker brought a motion concerning Merit Pay. Senator Dawn Adams seconded. Much discussion ensued. Vice Chair Basden offered a substitute motion that a special committee be appointed by the Senate Chair to study and formulate a recommendation concerning merit pay, including an examination of the timing of statements relating to salary increases and basics for establishing percentage of increases, such as Cola or other factors. Senator Jensen seconded. The motion carried, and Hillman then appointed Senators G. W. Willis, chair; Dawn Adams; Barker; Stone; and Tipton to the ad hoc committee.

**VI. Announcements** - President's Faculty Forum on Thursday, February 22

1. Senate Chair Hillman gave a special thank you to John Thorburn, a non-senator, for setting up the Senate Web Page. Publicity Chair Massirer assisted in the effort.
2. Chair Hillman announced the Senate sponsored President's Faculty Forum on Thursday, February 22, at 3: 30pm in the Barfield Drawing Room of the Bill Daniel Center. She encouraged all Senators to attend.

The meeting was adjourned at 5:47pm

Respectfully submitted,

Rusty Pippin, Secretary

Kathy Hillman, Chair

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