

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MINUTES**

May 4, 1995

The Faculty Senate of Texas Christian University met at 3:30 p.m. on May 4, 1995 in the Faculty Center of Reed Hall with Chair Gregg Franzwa presiding. Senator members present included: Keith Odom, Peggy Watson, Stephen Infantino, Stan Trachtenberg, Ed McNertney, Spencer Tucker, Sally Fortenberry, David Jenkins, Ernest Couch, James Comer, Wayne Ludvigson, Mary Ann Gorman, Dick Rinewalt, Cy Rowell, David Gouwens, Cornell Thomas, Bill Vanderhoof, Kathleen Martin, Carolyn Spence Cagle, Gail Davis, Anne Gudmudsen, Alison Moreland, John Freeman, Susan Haigler-Robles, Paul King, Ellen Garrison, Lynn Flahive, Judy Solomon, Sanoa Hensley, Bob Vigeland, Don Nichols, Gere Dominiak, Jane Kucko, Chuck Becker, Andrew Fort, Rhonda Keen-Payne, Ken Raessler, John Breyer. Senators not in attendance: Rhonda Hatcher, Anne Van Beber, Ginger Clark, Joe Bobich, Bill Pohl, Sherrie Reynolds.

NEW BUSINESS

QUESTION/ANSWER SESSION WITH DR. WILLIAM KOEHLER, PROVOST AND VICE-CHANCELLOR FOR ACADEMIC AFFAIRS

Chair Franzwa asked Dr. Koehler to clarify the purpose of the letter from the Chancellor which stated that the university will be participating in an evaluation of the university's effectiveness. Dr. Koehler responded that the letter was written to inform the university at large that an evaluation of various enterprises outside the academic arena will occur. A letter to the academic deans was recently distributed in which the deans are charged with the evaluation of their college in regards to the quality of service and efficiency. Dr. Koehler stated that this process will occur over the next several months and there is no specific deadline at this time.

Senator Dominiak asked for clarification in regards to the definition of "customer." Dr. Koehler responded that customers exist at different levels. For example, students are customers to the university and faculty are customers of the library. This term is being used to reinforce that students have choices in which institution they choose to attend. Dr. Koehler stated that the term "customer" refers to being courteous and responsive to student needs. However, it does not imply that the student should tell faculty how to teach.

Dr. Koehler stated that two incremental positions have been filled with two African American faculty and that 25% of the over twenty new hires are minorities.

Senator Couch inquired about financial support for obtaining additional software. Information services is currently conducting a survey which may support the need for

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE**

**FACULTY CENTER, REED HALL
SEPTEMBER 7, 1995**

Meeting Agenda

Approval of Minutes from May 4, 1995

Announcements (Sally Fortenberry, Chair)

New Business

- Introduction of Senators: Roll Call (Senator Kucko)
- Distribution of Committee Charges (Senator Vigeland)
- Update on Retirement, Insurance, Benefits Committee from Dr. Ken Morgan, Chair
- Discussion Regarding Peer Advisors and Mentors (Senator Franzwa)

Old Business

- Non-discrimination Policy (Senator Fortenberry)

Other

For the benefit of the university community, Dr. Gregg Franzwa's closing remarks as outgoing chair of the Faculty Senate are included with the Faculty Senate Minutes.

purchasing software. Dr. Koehler responded that once the need is defined, software could be purchased through the equipment line in each college.

BRONSON DAVIS, VICE-CHANCELLOR FOR UNIVERSITY DEVELOPMENT

Senator Franzwa inquired as to who may or may not solicit contributions from alumni. Dr. Davis stated that only Development can contact alumni so that the number of requests is kept to a minimum. Departments can mail newsletters and state that they are mounting a fund-raising project, however, specific letters requesting contributions are not allowed.

Senator Odom stated that several departments have developed special plans however, they do not have a newsletter program. What other types of avenues do departments have to publicize fund raising efforts to alumni? Dr. Bronson stated that departments are encouraged to contact the Development Office.

Senator Fort stated that faculty were informed that percentages would not be published. While sharing the overall goal of the campaign is supported by the senate, Senator Kucko questioned presenting department averages. Mr. Davis stated that the campaign committee supported presenting this information and future publications of this information should be expected.

APPROVAL OF MINUTES

Senator Fortenberry moved that the minutes of April 6, 1995 be approved. Senator Vigeland seconded the motion which passed.

NEW BUSINESS

Announcements:

Chair Franzwa stated that while several senate evaluation forms have been returned, everyone is encouraged to complete the evaluation and return it to the senate as soon as possible.

Chair Franzwa extended a word of appreciation for the following senators who have completed their senate term:

Senators Odom, Watson, McNertney, Couch, Ludvigson, Rowell, Thomas, King, Hensely, Bobich, Dominiak, and Breyer.

ACADEMIC EXCELLENCE

Charge: Temporary Faculty & Staffing Freshman Seminar Programs

Senator Couch presented an overview of the committee's concerns regarding the staffing of the University Freshmen Seminar Program. The committee's recommendation is to not implement the program without first adding more faculty. Senator Infantino stated that he was on the committee that investigated the freshman seminar program. Maintaining adequate staff and academic integrity were the main issues at that time. Senator Infantino reconfirmed that the original adhoc committee supports this senate committee's concerns.

Senator Couch announced that a new vax computer should be on line by May 20 so that there should be great improvements in the system.

ROLE AND FUNCTION COMMITTEE

Senator Payne stated that one of the charges for this committee was to investigate faculty involvement in international education. Dr. Delia Pitts, Director for International Education met with the committee. Through international student recruitment (over 200 students on campus), the intensive English program, and the study abroad programs (summer and fall/spring programs), TCU is actively involved in international education. Faculty interested in teaching a course internationally should first develop a proposal which documents how a particular course is significantly enhanced by teaching it internationally. Faculty are then encouraged to visit with Dr. Pitts concerning the course and projected enrollment figures. Dr. Pitts is more than willing to visit with departments about study abroad programs.

COMMITTEE ON COMMITTEES

The call for 1995-96 University committees assignments were distributed (see attached) by Senator Vigeland. Committee on Committees did an extensive review of committee charges. The affirmative action committee is being proposed to be changed to the Committee on Campus Diversity & Affirmative Action (See attachment page 7). Senator Vigeland moved that this change be approved. Senator Tucker seconded the motion and it passed.

Senator Vigeland moved the University Committee recommended assignments for 1995-96 be approved (see attachment pp. 8-10). Senator Raessler seconded the motion which passed.

MOTIONS FROM THE EXECUTIVE COMMITTEE

Motion 1: A member of the Executive Committee shall be a member of the University Budget Committee. This will ensure communication between the senate and the administration. The motion passed.

Motion 2: The Faculty Senate endorses the creation and use of an alternative identification number and the provision of financial resources in order to make this possible. The motion passed.

ELECTION OF OFFICERS

The Executive Committee presented the following slate of officers for 1995-96:

Kathleen Martin, Chair-Elect

Jane Kucko, Secretary

Bob Vigeland, Assistant Secretary

The slate passed by acclamation. Senator Fortenberry will be the Chair for 1995-96 and Senator Franzwa will serve as past-chair.

ELECTION RESULTS

Senator Fort announced the results of the election for the University Budget Committee. Dr. Gregg Franzwa, Dr. Pat Paulus, and Dr. Rhonda Keen-Payne have been elected.

Dr. Ralph Benke and Dr. Ed Vanderhoof have been elected to the University Advisory Committee.

OLD BUSINESS

DISCRIMINATION POLICY

Senator Fortenberry presented the discrimination policy to the senate. This policy is to establish a process for handling conflicts involving TCU faculty prior to having to go to the Affirmative action officer. Senator Fortenberry asked that the senate review the process and provide feedback to her. It will be discussed at the first fall meeting and perhaps voted upon as early as the second senate meeting.

CLOSING STATEMENTS

Chair Franzwa expressed his thanks to the senate for another productive year which is now complete. Chair Franzwa stated that he had the opportunity to visit with a variety of individuals resulting in a valued learning experience. A statement that outlines suggestions for further development for the senate will be included in the minutes for distribution this fall. Senator Franzwa formally passed the gavel to the new Chair, Sally Fortenberry.

Senator Fortenberry thanked Senator Franzwa for his diligent and dedicated work on behalf of the Senate. Dr. Fortenberry reviewed Chair Franzwa's accomplishments including the most significant drive for increases in faculty positions. Because of his efforts, the senate's voice was heard by the administration and the Board of Trustees. Dr. Fortenberry expressed gratitude to Dr. Franzwa and presented a plaque in his honor to him.

Dr. Franzwa thanked the senate executive committee for all their work and support. He also expressed appreciation to all of the senate committee chairs for their diligent work throughout the year. In conclusion, Dr. Franzwa thanked all of the senators for their dedication and important role to the university.

The meeting adjourned at 5:00 p.m.


Submitted by Jane Kucko, Secretary

Proposal for change of committee title, charge and oversight

Proposed title

Committee on Campus Diversity and Affirmative Action

Proposed charge

Promotes University programs to encourage diversity and ensure affirmative action in all aspects of University life. Assesses progress in achieving such goals, provides leadership in expanding and sharpening public perceptions of TCU's commitment to diversity, and advises different segments of the University community regarding diversity. The committee also advises on all University efforts to comply with federal legislation related to equal opportunity and program access, including advising the University's Affirmative Action Officer in these matters.

Proposed oversight

Provost

For purposes of comparison, here is the charge of the current Compliance and Affirmative Action Committee, as it is currently stated:

Advises on all University programs and efforts to comply with federal legislation related to equal opportunity in employment and program access. The committee will serve in an advisory capacity to the Vice Chancellor for Administrative Services (who is also the University's affirmative action officer) in all matters related to equal employment and program access opportunity.

Oversight: Vice Chancellor for Administrative Services

UNIVERSITY COMMITTEES

1995-1996

March 29, 1995

1. *Academic Appeals*

Anne M. Lind, Chair (1996)
Joseph R. Jeter (1998)
Jane M. Kucko (1997)
Cyril Thomas Nute (1996)
William E. Pohl (1997)
Carol Ann Stephenson (1998)
Stanley Trachtenberg (1999)

2. *Academic Computing*

James R. Comer, Chair (1997)
Susan E. Anderson (2000)
Peng Fan (1999)
Gerald L. Gabel (1998)
Mary Ann Gorman (1998)
Jane M. Mackay (2000)
Anole Mazzoleni (1999)
Myra Moore (2000)
Leo W. Newland (1996)

3. *Animal Care and Use*

Timothy M. Barth, Chair (1997)
Wayne J. Barcellona (1996)
Mauricio Papini (1999)
Ray Remley (1999)
C. Magnus Rittby (1997)

4. *Compliance and Affirmative Action*

Claudia V. Camp, Chair (1996)
Carolyn R. Durham (1998)
Andrew O. Fort (2000)
Cynthia Lowry (1999)
Linda S. Moore (1997)
Carol Y. Thompson (1999)

5. *Evaluation*

Arthur B. Busbey, Chair (1999)
Steven B. Breese (2000)
Anne M. Gudmundsen (1999)
Mary Susan Haigler-Robles (1999)
Donald W. Jackson (1999)
Etta M. Miller (1998)
Gregory K. Stephens (1996)
Bernadette Szajna (2000)

6. *Honors Council*

Gregg E. Franzwa, Acting Chair (1999)
Anatha S. Babbili (1996)
Charles M. Becker (1996)
Lazelle E. Benefield (2000)
Valencia Browning (1998)
Robert S. Doran (1999)
Ted E. Klein (1997)
Edward M. McNertney (1998)
Keith C. Odom (1996)
Roger C. Pfaffenberger (2000)
Carrol A. Quarles (1999)
J. Ronald Shearer (2000)

7. *Honors Week*

Margaret B. Thomas, Chair (1998)
Sheila M. Allen (1997)
Robert S. Doran (1999)
Linda K. Hughes (1996)
Donald W. Jackson (2000)
Bruce N. Miller (1998)
Andrew Paquet (1997)
Barbara Raudonis (1999)
Yushau Sodiq (2000)

8. Institutional Health and Safety

David R. Cross, Chair (1999)
 Francis X. Pizza (1996)
 C. Magnus Rittby (2000)

9. Instructional Development

Carolyn Spence Cagle, Chair (1996)
 Joan S. Aker (1999)
 Ralph G. Carter (2000)
 Nadia M. Lahutsky (1998)
 Kathleen A. Martin (1998)
 William W. Ray (1999)
 William H. Vanderhoof (1999)

10. Intercollegiate Athletics

William H. Beezley, Chair (1996)
 Michael R. Butler (1999)
 Ginger F. Clark (2000)
 Alan Lacy (1999)
 Roger Pfaffenberger (1999)
 Kenneth R. Raessler (1997)
 James Riddlesperger (1998)

11. International Students

Morrison G. Wong, Chair (1997)
 Charles F. Bond (1999)
 Peng Fan (1998)
 In-Mu Haw (1999)
 Yumiko Keitges (1997)
 Yushau Sodiq (1998)

12. Library

Ronald B. Flowers, Chair (1996)
 Joseph Britton (1999)
 John P. Freeman (1997)
 Ellen Page Garrison (1999)
 Jane Mackay (1998)
 Aloson F. Moreland (2000)
 Keith C. Odom (1996)
 Kenneth R. Stevens (1996)
 John Touliatos (2000)

13. Mediators (Faculty Grievance)

Linda K. Hughes, Chair (1996)
 Don M. Coerver (2000)
 Geraldine F. Dominiak (1999)
 Alan C. Lacy (1999)
 Stuart A. Youngblood (2000)

14. Research and Creative Activities

Gail C. Davis, Chair (1996)
 Fred R. Erisman (1998)
 Vinod K. Jain (2000)
 R. Michael Meckna (2000)
 Joel B. Mitchell (1997)
 Mauricio R. Papini (1999)
 Susan Douglas Roberts (1998)
 Gene A. Smith (2000)
 Tadeusz W. Zerda (1998)

15. Retirement, Insurance and Benefits

Ken Morgan, Chair (1998)
 Betty S. Benison (1997)
 Luther B. Clegg (1999)
 Richard P. Forrer (2000)
 Susan L. Harrington (1998)
 Donald R. Nichols (1999)
 Ray Remley (1999)
 David W. Sloan (2000)
 Danna Strength (1999)

16. Safeguards in Human Research

Alice L. Gaul, Chair (1996)
 Joan S. Aker (2000)
 Ellen Page Garrison (1999)
 Nancy B. Meadows (1997)
 Joel B. Mitchell (1996)
 Penny Moore (1997)
 Francis Pizza (1999)
 Carol Jean Pope (1999)

17. Scholarship and Financial Aid

Blaise J. Ferrandino, Chair (1997)
 John Burton (1999)
 Jeffery L. Coffey (1996)
 Thad A. Duhigg (1998)

18. Student Conduct and Grievance

Sanoa J. Hensley, Chair (1997)
 Marinda E. Allender (2000)
 John W. Bohon (1996)
 Michael R. Butler (1999)
 Lynn K. Flahive (1997)
 Arturo C. Flores (2000)
 Douglas A. Newson (1998)
 Donald R. Nichols (1998)
 Patricia A. Paulus (1999)
 Donal M. Sacken (1997)

19. Student Organizations

Frederick L. Toner, Chair (1996)
 Billie S. Anderson (1999)
 Sally Fortenberry (1999)
 George Harris (1999)
 David K. Jenkins (1997)
 Kenneth T. Lawrence (1997)
 Laura A. Talbot (2000)

20. Student Publications

Linda C. Curry, Chair (1997)
 Lewis A. Glaser (2000)
 Daryl D. Schmidt (1999)
 Anne M. D. VanBeber (1998)
 Curtis W. Wilson (1996)

21. Traffic Regulations and Appeals

William E. Jurma, Chair (1997)
 Tracy J. Dietz (1999)
 David A. Jenkins (2000)
 Harold D. Nelson (2000)
 Kurt A. Sprenger (1996)
 Charles Williams (1999)
 Richard D. Zoucha (2000)

22. Undergraduate Admissions

Robert L. Vigeland, Chair (1998)
 Rojann R. Alpers (2000)
 C. Robert Greer (1999)
 Harold D. Nelson (1998)
 Patricia A. Paulus (1999)
 Judith A. Solomon (1999)
 Cornell Thomas (1997)
 Spencer C. Tucker (1996)
 Jennifer B. Watson (1997)

23. University Court

Ralph Carter (1999)
 Neil Easterbrook (1997)
 Julie Hardwick (2000)
 Alan C. Shepard (1996)

Having completed my year as chair I would like to share a few thoughts on the Senate.

I think the Senate has to continue to change in two ways. First we need to continue developing mechanisms through which faculty can help other faculty independently of "official channels." I have hopes that the Faculty Mentors and Peer Advisor programs will serve as examples of such informal mechanisms. Second, we need to further identify issues about which the faculty is in general agreement and represent those views as vigorously as possible in our dealings with administrators.

By neither of these suggestions do I mean to say that the Faculty Senate should adopt an attitude of conflict toward administration. On the contrary, I'm certain conflict will be reduced by such measures. The Senate represents an alternative information channel to the administrative hierarchy. There are lots of ways in which that hierarchy works just fine to move information. We don't need to duplicate those. We need to fill in gaps in that system. For example, information flows downhill better than up in a hierarchy, especially when the news isn't good. An important function of the Senate is to move information directly from faculty to higher administration. There are problems that should be taken to the chair of the department. There are other sorts that need to go to the dean. Still others that have to go to the provost. And a few that need to get all the way to the chancellor and the board. The Faculty Senate needs to aid faculty in getting their concerns to the proper level.

To cite a second example, the very nature of the administrative structure creates competition among various divisions. There is competition for resources between the vice-chancellors. Likewise, between deans, chairs and individual faculty members. And while competition can bring out certain virtues in people, it also breeds some characteristic vices. Chief among those is the tendency by all involved to neglect the overall mission of the institution in favor of narrower, short-term goals. That overall mission I take to be a long-term commitment to undergraduate and selected graduate education. Internecine competition rarely serves this goal. The Faculty Senate must try to focus the institution on that goal. If not us, then who?

For some reason the Senate has had a difficult time consistently representing this view over the years. This seems to be the result of the general perception that the Senate has no power to make change. But this, I think is a misperception. The Senate may not have the "official authority" to make important changes, but I think it has the potential power to do so. I have learned a bit in the last year about the difference between the authority of the Senate and the power that it exercises. The Senate could make things happen at TCU that otherwise would not. But to do so it must act on its own initiative. It will not do to sit back and wait for administrators to empower us on this or that issue. They typically have no stake in doing that.

In short, the Senate has only as much power as it is willing to exercise. For much of the past two decades that has not been much. And the faculty has consequently come to see this body as ineffectual - as not worthy of their time and support. Many seem to think that they can fend better by themselves - that there is no need for unity among faculty. They frequently echo the sentiments of some administrators that the Senate does not represent the faculty, but is at best a debating society.

But if the faculty members are doing so well representing themselves one by one to the administration, then why are salaries stuck at the 50th percentile? Why is research support virtually non-existent for most departments? Why haven't requests for incremental positions been paid more attention to? Why are academic scholarships a fraction of those for athletes? Why have insurance and retirement benefits been negotiated in secret? Etc.

No doubt some faculty members have cut good deals for themselves. I know a few who have managed it. But the vast majority of us haven't done so well. We have been content to complain to each other that we are treated unfairly while still nursing the illusion that individual action is more successful than united effort.

That is an illusion. For every person that goes to the administration with a complaint about this or that there is another who complains from the opposite perspective. Such faculty inconsistency has literally become a running joke here.

This faculty has a variety of mutual concerns. We need to consistently advocate those if we want to see changes implemented.

My thanks to all of you, especially the other members of the executive committee and the various committee chairs. I plan to remain active in the Senate and would invite all those not now involved to become so.

Gregg Franzwa

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924.6210

FR: FACULTY SENATE
P O BOX 30791

TO: GREGG E. FRANZWA
P O BOX 30781

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MINUTES**

April 6, 1995

The Faculty Senate of Texas Christian University met at 3:30 p.m. on April 6, 1995 in the Faculty Center of Reed Hall with Chair Gregg Franzwa presiding. Senate members present included: Odom, Infantino, McNertney, Tucker, Fortenberry, Jenkins, Couch, Comer, Hatcher, Ludvigson, Van Beber, Gorman, Rinewalt, Rowell, Gouwens, Martin, Clark, Flahive, Solomon, Hensley, Vigeland, Bobich, Kucko, Becker, Fort, Pohl, Keen-Payne and Breyer. Senators not in attendance included: Watson, Thomas, Vanderhoof, Cagle, Davis, Gudmudson, Freeman, Haigler-Robles, King, Garrison, Nichols, Dominiak, Raessler and Reynolds.

NEW BUSINESS

PRESENTATION BY REGISTRAR, PAT MILLER

Mr. Pat Miller, Registrar of TCU, at the request of the Faculty Senate, addressed the issue of using social security numbers as a form of identification. The use of social security numbers is covered by federal law under the Buckley Amendment and an institution of higher learning is held responsible for the confidentiality of this information.

A social security number is the single key identification number for all faculty, staff and students at TCU. The reasons for using social security numbers include:

- being able to interface with external agencies dealing with grants, financial aid and loans.
- exactness of identification

Mr. Miller explained that the generation of a unique identification number will not eliminate the use of the social security number. Rather, it would present additional maintenance and potential problems in identifying students, particularly after graduation (e.g., when a student requests a transcript for example).

Registrar Miller did recognize the threat of the inappropriate use of social security numbers and stated that it is very important that we educate everyone that social security numbers are highly confidential. New class lists for example, will be printed on paper that is labeled "highly confidential". In addition, any type of report that contains social security numbers information will be clearly identified as confidential.

Discussion concerning the removal of social security numbers from student and faculty identification cards ensued. Mr. Miller explained that the controllers office does use this

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MEETING**

**FACULTY CENTER, REED HALL
MAY 4, 1995 3:30 p.m.**

Meeting Agenda

Question/Answer Session with Dr. William Koehler, Provost and Vice-Chancellor for Academic Affairs

Approval of Minutes from April 6, 1995

Announcements (Gregg Franzwa, Chair)

New Business

Report from the Academic Excellence Committee

Senator Ernest Couch, Committee Chair

Report from Role and Function Committee (Summary of Meeting with Dr. Delia Pitts, Director of International Education).

Senator Keen-Payne, Committee Chair

Report from the Committee on Committees

Senator Bob Vigeland, Chair

Motions from the Senate Executive Committee

1. A member of the Executive Committee shall be a member of the University Budget Committee.
2. The Faculty Senate Endorses the creation and use of an alternative identification number and the provisions of financial resources in order to make this possible.

Election of Senate Officers for 1995-96 (Senator Andy Fort)

Old Business

Proposed TCU Discrimination Policy (Senator Sally Fortenberry).

Other

information extensively. Senators inquired as to whether or not the use of magnetic reading could eliminate the need for social security numbers to be printed on identification cards. Mr. Miller responded affirmatively.

Senators Odom and Hensley reconfirmed the concern over using social security numbers for library orders, signing in a computer lab, the phone system, etc. Registrar Miller recognized the problem and the need to maintain secure files.

Senator Couch inquired as to why a dual system of numbering system could not be used. Miller responded that the current software will not handle this type of system. New software would be needed in order to use a system that eliminate the present uses of social security numbers for identification purposes. Mr. Miller estimates that the approximate cost for new software and upgrading the new system would be \$500,000.

Senators requested that a proposal to eliminate the use of social security number as a means of identification be addressed at the May meeting.

Chair Franzwa thanked Patrick Miller on behalf of the Senate.

PRESENTATION BY LIBRARIAN BOB SEAL

Mr. Bob Seal presented an update on the TCU Library to the Senate. In December, 1994 an environmental study revealed a need for environmental improvements to the library. The Board of Trustees approved funding to make these improvements.

The need for increased space including periodical storage and more seating in the reference area has not yet been addressed. However, Mr. Seal will seek external funding for this project. Also, long-term plans to expand the library are under way and he will develop a conceptual plan in the near future.

Mr. Seal reported that technology continues to change on a daily basis and it is a struggle to keep up with the pace. The cost of library materials continue to rise; it is projected that the cost of European Journals will increase twenty percent. The library will receive approximately a 6% increase in the budget. Alternative sources for journals are being explored.

Balancing between the need for printed materials and technology is a constant challenge. Ten faculty will be hooked up to the internet in the next year. The library will help faculty get access to the library and faculty should watch for procedures for how this is to be done.

The library computer lab will have 20 new computers with cd roms with video expansion. If faculty have further needs not being met, they should contact him or the library committee to make the needs known.

Senator Couch inquired about what will it take to get the b-server replaced. The library responded this may be done this summer. This will allow better access regardless of the type of computer that a faculty member has.

Senator Bobich asked if the environmental renovation will address the flooding problem. And the librarian responded affirmatively. The drainage system around the library was inadequate and this has been corrected. So far it appears that the problem is solved.

MaryAnn Bobich presented information on CARLUNCOVER (see attachment). Two years ago, there was a major revision on our journal holdings and several were cancelled based upon faculty input. Faculty may access these journals when they need to through CARLUNCOVER.

Over 150 faculty have individual accounts to use CARLUNCOVER. The articles may be ordered directly from the screen and the average cost of \$11.00 per article is covered by the library budget. There are over 16,000 journal titles available through this source from 1990 to the present. User guides are available at the library for faculty interested in establishing an account.

Faculty can also receive the table of contents for up to 50 journals through e-mail and may also program a search that remains active for a certain period of time.

Senator Couch stated that photographic sources are important in the natural sciences. MaryAnn Bobich stated that graphic interface will be available in the near future after legal issues with the publishers are resolved. If you currently have graphic image needs, it is available through mail or overnight express.

Chair Franzwa thanked Librarian Seal and MaryAnn Bobich on behalf of the Senate.

APPROVAL OF THE MINUTES

Senator Vigeland moved that the Minutes from March 2, 1995 be approved. Senator Bobich seconded the motion and it passed.

ANNOUNCEMENTS

Chair Franzwa stated that he reconfirmed the need for additional faculty at the Board of Trustees March Meeting. Mr. John Roach, Chair of the Board of Trustees and Chancellor Tucker were present. The focus of the report was marketing the assets of TCU particularly in the WAC area. He expressed further concern over the staffing of the Freshmen Seminars and Freshmen Seminars invited administrators to participate in the teaching of them. He also discussed the U.S. News ratings of colleges and sources for change. Chair Franzwa stated that there appears to be support for the hiring of additional faculty and the Board of Trustees were agreeable to continuing the discussion.

Chair Franzwa reported in behalf of Ken Morgan, Chair of the Retirement, Insurance and Benefit Committee, the following:

- the new health plan has lower priced premiums and life insurance rates
- there is no current change of status for retirees although a specific plan for change will be addressed next fall.

The traffic committee has submitted a report to Don Mills. The plan blends faculty, student and staff concerns. Refer to the report from March meeting. The number and distribution of reserved spaces is still under discussion. It is the feeling of the committee to reduce the number of these spaces significantly.

Senator Gorman asked if a faculty member could park in a student lot, given that he/she could not find a place in a designated lot. Senator Breyer stated that faculty will be able to park in faculty lots only. Likewise for students, who will be able to park in student lots only.

OLD BUSINESS

Senator Fort provided an election report. New senators will be introduced at the next senate meeting. In keeping with policy, Senator Fort asked for nominations for senate officers which are chair-elect, secretary, and assistant secretary.

Senator Vigeland reported that he unsuccessfully attempted to get nominees for officers. Senator Tucker stated that the committee on committees should be the body to nominate people to avoid the perception of the executive committee carrying more weight and therefore swaying the vote. Senator Breyer confirmed that it would be better if the committee on committees prepared the slate.

Andy called for nominations for each position. The executive committee recommended the following:

Chair-elect: Kathleen Martin **Secretary:** Jane Kucko **Assistant Secretary:** Bob Vigeland

Anyone wishing to run should contact Bob Vigeland, committee on committees as soon as possible.

Senator Hensley was nominated for the Budget Committee (a non-senate representative) and Gregg Franzwa was nominated as the senate representative. Any other nominations are welcome; senators are encouraged to contact Andy Fort.

STUDENT EVALUATIONS

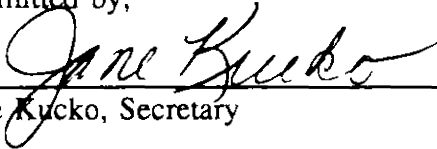
Senator Bobich stated that since teaching is the main component of this university, faculty should be evaluated both semesters. Senator Bobich moved that the senate recommend that all faculty be evaluated both semesters during the academic year contingent upon funding availability from instructional services. Senator Breyer seconded the motion.

Senator Couch asked about how team-teaching situations are evaluated. Senator Bobich said that Mr. Kitchen's is looking into tailoring forms to meet different types of course instruction including team teaching. Senator Couch reconfirmed that the existing form is inappropriate for team-teaching and other course formats.

Senator Couch made a friendly amendment that this motion would not include team-teaching until a proper form could be developed. Senator Bobich accepted the friendly amendment. Senator Tucker called the question. The motion passed.

The meeting was adjourned at 5:05 p.m.

Submitted by,



Jane Kucko, Secretary

**NEW AND NOT SO NEW WAYS TO GET ARTICLES
FROM JOURNALS THAT TCU DOES NOT HAVE**

April 6, 1995

Three years ago when the cost of journals rose to unprecedented heights the library was forced to consider some creative solutions. Journal subscriptions were **selectively cancelled** - that is very expensive and infrequently used journals were chosen - and a fund for document delivery was created. The idea was that it is preferable to provide information when it is needed instead of just in case it is needed. The electronic document delivery fund supports not only the need for the journals which were cancelled but for practically all other titles needed by the university community. It pays for several different options, the most novel being the "self-service" ordering of articles. In addition (an afterthought, really) the library no longer charges departments or individuals for Interlibrary Loan transactions.

SELF SERVICE ARTICLE REQUESTS: this is how it works...

CARL/UnCover: (begun by a group of research libraries in Colorado-now a worldwide article delivery service with many contributing libraries) Libraries enter tables of contents into a database with more than 15,000 journal titles. Browsing by journal title provides the best results, but both subject and author searches are possible. We have recently received excellent user guides from UnCover outlining both simple and advanced techniques. So where are we with this?

In the most recent nine months, faculty and graduate students ordered 426 articles from almost 300 different journal titles. Over a two year period the number of different journals from which articles were requested amounted to over 500. In only a few cases did the number of articles ordered from a single title exceed 3. It is quickly apparent that the difference between subscribing to all these journals and paying for articles from these journals at about \$11 per article is great.

WHAT OTHER BENEFITS ARE ASSOCIATED WITH THIS TYPE OF SERVICE?

CURRENT AWARENESS

You can scan a subject in UnCover or FirstSearch every week or even better have personalized tables-of-contents E-Mailed to yourself as soon as the specified journals are published. This is a new service provided for \$20 per year for up to 50 serial titles (and or 25 keywords which will be search on a regular basis with results E-Mailed to you). The fee can be charged to your deposit account which the library provides you with. Each week or month or quarter (depending on frequency of journal publication) you will receive complete tables of contents in your personal E-mail account. One can then immediately reply with specific article requests, or, if time is not an issue, take the references desired to the Library's Interlibrary Loan Department.

However, there are hidden costs associated with ILL. The average length article actually costs close to \$30 (as per Association of College and Research Libraries).

QUICK DELIVERY

UnCover tries to deliver within 24 hours and does most of the time. If fax copies are not acceptable there is yet another self service option in OCLC/FirstSearch. There are two companion databases that together do what UnCover does and give you a choice of method of delivery. A librarian needs to be consulted by first time users who wish to order articles from FirstSearch. If the charge seems excessive there is also an Interlibrary Loan option on the same screen.

NO NEED TO INTERRUPT WORK TO GO TO THE LIBRARY

In addition to ordering from the office or from home one can have articles faxed to ones own fax machine or a departmental machine.

ONLINE INSTANT READING

A few of the databases already provide this option- generally the charge is small. A few peer reviewed journals are already being published online only such as CLINICAL TRIALS and the ONLINE JOURNAL OF KNOWLEDGE SYNTHESIS FOR NURSING.

FR: FACULTY SENATE
P O BOX 30791

TO: WILLIAM H KOEHLER
P.O. BOX 30788

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MINUTES**

December 1, 1994

The Faculty Senate of Texas Christian University met at 3:30 p.m. on December 1, 1994 in the Faculty Center of Reed Hall with Chair Gregg Franzwa presiding. Senate members present included: Odom, Infantino, McNertney, Fortenberry, Jenkins, Couch, Comer, Hatcher, Ludvigson, Van Beber, Rinewalt, Rowell, Thomas Vanderhoof, Cagle, Gudmudsen, Freeman, Haigler-Robles, King, Garrison, Clark, Flahive, Solomon, Hensley, Vigeland, Nichols, Dominiak, Kucko, Becker, Fort, Pohl, Raessler, Breyer. Senators not in attendance included: Watson, Tucker, Gorman, Gowens, Martin, Davis, Babitch, Keen-Payne and Reynolds.

QUESTION AND ANSWER SESSION WITH VICE-CHANCELLOR MCGOWAN

1. Chair Franzwa introduced the Vice-Chancellor for Finance and Business James McGowan to the Senate for a question and answer session.

Senator Franzwa inquired as to whether or not the standard six percent of revenue from the endowment is still the amount that is expended for the general operation of the university. Vice-Chancellor McGowan stated six percent is the current figure which is actually above average as compared to other similar institutions. While some discussion on lowering the percentage has occurred, no decision regarding this issue has been made. Factors such as long-term investments and rates of inflation need to be considered when determining the percentage from endowment that should be used for general operations.

Senator Dominiak inquired about the current state of the investment market. Vice-Chancellor McGowan responded that some allocations from fixed income investments were shifted to international funds to increase earnings. The investment philosophy is to diversify investments to get the maximum amount of earnings.

Senator King inquired as to how budget priorities are established for the university. Vice-Chancellor McGowan stated that ensuring the quality and continued advancement of the educational process is always the first priority. The Vice-Chancellor also stated that he viewed the Senate's inquiry from faculty as to their budget priorities as a positive step. Faculty, department chairs, deans and vice-chancellors all participate in communicating what should be the budget priorities. All of the Vice-Chancellors work as a committee in formalizing the final budget.

Senator Dominiak asked for the Vice-Chancellor's perception of the purpose of the Budget & Finance Committee. He responded that the budget committee serves as a communicator between administration and faculty/staff. This facilitates a better understanding for all parties and TCU at large. Senator Fort added that more input

Unsettled

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MEETING**

**FACULTY CENTER, REED HALL
FEBRUARY 2, 1995**

Meeting Agenda

Approval of Minutes from December 1, 1994.

Announcements (Gregg Franzwa, Chair)

New Business

**Associate Vice-Chancellor for Academic Affairs Dr. Larry Adams
A Discussion on the Freshmen Seminar Program**

Role and Function Committee (Senator Bob Vigeland, Chair)

**Bill Beezeley, Chair of the Intercollegiate Athletics
Committee--A Presentation on the Status of this Committee**

The Committee on Committee presents the following motion:

Intercollegiate Athletics Committee
Proposed Charge:

Advises the administration on the conduct of the university's intercollegiate athletics program, especially in regard to academic issues. Provides communication between the athletics department, faculty, staff, students, administration and trustees. Advises and is kept informed by the university's representative to the NCAA and WAC.

Academic Excellence Committee (Senator Ernest Couch, Chair)

A status report on the following charge:
Charge: Investigate the University's plan for the acquisition of computers and networking throughout the campus.

Other

into the budget at an earlier phase was the committee's initial goal, however, information is more broad rather than specific early in the process.. Perhaps the budget committee should have more input later when figures are specific. Fort further stated that a blend between general conversation early on in the budget process followed by specific input would further enhance communication.

Senator Breyer asked about the possibility of taking on long-term debt and by doing so would this increase the availability of funds for the academic side of the university. Vice-Chancellor McGowan responded that there has been no decision regarding long-term debt. The Vice-Chancellor explained that any additional funding that is created because of long-term debt would be placed against the debt.

Senator Fort, on behalf of Senator Tucker inquired as to the plan for acquiring more support staff positions. Vice-Chancellor McGowan stated nothing specific is planned although he realizes that this is an important issue.

Senator Hensley asked how much it would cost to provide the same retirement benefits for all university staff. Vice-Chancellor McGowan stated that certain compensation levels draw different social security levels and therefore impacts the ability for an institution to do provide uniform retirement benefits.

Senator Haigler-Robles asked if there are any funds that are specifically dedicated to advancing academic excellence as contrasted to maintaining existing standards. The Vice-Chancellor replied that the new engineering department as well as recently established graduate programs in math and the fine arts are all examples of moving forward in academic excellence. Increased levels of compensation for faculty is another example of progress in this area.

Chair Franzwa inquired about the projected expenses for renovation to the residence halls, the air conditioning system and the athletic program and the potential source(s) of revenue. The Vice-Chancellor stated no final decision has been made. He further clarified that there will be budgetary meetings in February to discuss these issues and to established the proposed tuition rate.

Senator Fort stated that if the faculty have any input or concerns regarding the long-term debt or tuition rate issues, please share it with the Senate or Budget and Finance Committees.

Senator Couch asked about increased stipends for graduate students in order to remain competitive in the graduate student market. Vice-Chancellor McGowan stated that this issue should be brought to the attention of the academic Deans and the Vice-Chancellor for Academic Affairs.

Senator Infantino inquired as to the possibility of going into long-term debt in order to gain additional full-time faculty positions. The Vice-Chancellor stated that long-term debt in order to fund faculty or personnel is not a wise financial decision. He further clarified that current revenues need to cover existing salaries.

Senator Infantino asked how budget priorities can be changed to meet the need for additional faculty and to enhance the quality of the academic experience at TCU. Vice-Chancellor McGowan stated that it would be necessary to reanalyze the budget priorities to cover the cost of additional faculty.

Senator Odom asked what can be done to increase the size of our endowment. Vice-Chancellor McGowan stated that he hoped that the endowment can be increased in order to support the operations of TCU. Senator Odom asked if the capital campaign would impact the growth of the endowment. The Vice-Chancellor responded that the capital campaign will be very positive to TCU, but its impact upon the growth of the endowment is not clear.

Senator King asked how TCU ranks regarding the size of the endowment in proportion to the size of our operating costs. Vice-Chancellor McGowan was not sure of those figures but stated that TCU probably has greater reliance on endowment revenues than similar institutions.

Senator Franzwa thanked the Vice-Chancellor on behalf of the Senate.

APPROVAL OF THE MINUTES FROM NOVEMBER 3, 1994.

Senator McNertney moved that the November 3, 1994 minutes be approved. Senator Breyer seconded the motion. The motion passed.

ANNOUNCEMENTS

Chair Franzwa made the following announcements:

The Executive Committee met with Faculty Relations Committee of Board of Trustees. An appeal to increase the number of faculty was made based upon credit hours produced in proportion to the existing quantity of faculty. The Vice-Chancellor of Academic Affairs and the Chair of the Faculty Relations Committee heard the appeal and supported the need for more faculty.

Approximately fifty percent of the all departments have responded to the request for their input on budget priorities. The need for more faculty was the number one priority as perceived by the departments who responded to the questionnaire.

The issue regarding the discontinued use of social security numbers as a means of student/faculty identification is currently being investigated.

Departments have received the request for budget increases and priorities which are due to their respective deans on December 15.

Senator Fort reconfirmed that budgetary issues and/or concerns should be conveyed to the Budget & Finance Committee so that these issues may be communicated to administration.

Spring Break is March 13-17, 1995 and not as indicated in the TCU Bulletin. Senators were asked to assist in informing our constituents of this change.

Senator Fortenberry stated that if anyone has information on or examples of discrimination policies to please forward them to her. This information will be helpful in developing a TCU discrimination policy.

ROLE AND FUNCTION COMMITTEE

Senator King presented the following motion on behalf of the Role and Function Committee:

The Role and Function Committee Moves:

- A. an annual letter from the Chair of the Senate be written to Department Chairs, articulating the professional values of Senate membership and asking for departmental support for such memberships, including support for Senators from that particular academic unit.
- B. that the Senate's work be publicized through continued publication of Senate activity in the Faculty Bulletin and through an end-of-the-year summary sent directly to faculty.
- C. that these procedures be included in the appropriate written responsibilities of the Executive Committee so that the ideas will continue to be promulgated to future Executive Committees.

Senator Odom seconded the motion. Senator Ludvigson recommended that in addition to this information, that a summary of senate activities and university budget information also be included. The motion passed unanimously.

The second motion from the Role and Function Committee was presented:

After discussion with a representative of the budget committee, we move that the committee's first standing charge be changed:

Current: Participate in an advisory capacity in formulation of budgetary priorities and allocations for the University.

Proposed: Assess faculty views regarding budgetary priorities and communicate those views to the University in time to be considered in the budget preparation process. Report to the Senate the extent to which the University budget reflects those faculty budgetary priorities.

Senator McNertney seconded the motion. This motion would allow faculty input for all university budget issues and would assist in facilitating more effective communication. The motion passed unanimously.

The third motion presented by the Role and Function Committee is as follows:

We move that the following guidelines be used for obtaining nominations for the Senate Offices:

- a. Nominations for Senate Office will be actively sought by the committee on Committees on or before the March senate meeting.
- b. The committee on Committees will contact nominees to establish willingness to serve. The Committee will insure that there is at least one nominee for each office.
- c. Nominations will be announced at the April senate meeting. Nominations from the floor will also be requested. Elections will be held at the May meeting.

Senator Becker seconded the motion. The motion passed unanimously.

The fourth motion from the Role and Function Committee is as follows:

We move that appointments to the UCR Committee be made in consultation with the Senate Committee on Committees. Senator Fort seconded the motion and it passed unanimously.

BUDGET AND FINANCE COMMITTEE

The committee moves the following change be recorded in the Faculty/Staff Handbook (p.57):

Budget and Finance Committee: Delete the first two sentences and replace with:

The committee shall consist of five members, each elected by the Senate at the final Senate meeting of an academic year. At least three committee members shall be senators. Members will serve three year terms, with no more than two terms expiring each year.

Senator Breyer seconded the motion and it passed unanimously.

TENURE, PROMOTION AND GRIEVANCE COMMITTEE

Senator McNertney, on behalf of the Tenure, Promotion and Grievance Committee presented the following recommendation:

The Faculty Senate Executive Committee will establish a new standing committee to be called the Committee of Faculty Mentors. The committee will consist of Senators and other tenured faculty selected by the Executive Committee of the Senate. Members of the committee shall serve as mentors to new untenured faculty.

We anticipate that the Committee would meet with new faculty early in the fall semester to explain the purpose of the mentoring process and to encourage the new faculty to seek mentors from within their departments or from the members of the committee.


Senator King inquired as to how this process will avoid liability problems for mentors. Senator McNertney responded all mentors and those faculty participating in this process will receive a letter which explains that this process is totally voluntary and no mentor shall be held liable for serving in this position.

OTHER

Senator McNertney requested that the Budget & Finance Committee further inquire as to why faculty and general staff cannot receive the same retirement benefits.

Senator Breyer moved that the meeting be adjourned. Senator Fortenberry seconded the motion and it passed. The meeting was adjourned at 5:00 p.m.

Submitted by:



Jane Kucko, Secretary

FR: FACULTY SENATE
P O BOX 30791

TO: WILLIAM H KOEHLER
P.O. BOX 30788

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MINUTES**

November 3, 1994

The Faculty Senate of Texas Christian University met at 3:30 p.m. on November 3, 1994 in the Faculty Center of Reed Hall with Chair Gregg Franzwa presiding. Senate members present included: Watson, McNertney, Tucker, Fortenberry, Jenkins, Couch, Hatcher, Ludvigson, Van Beber, Gorman, Rinewalt, Thomas, Vanderhoof, Martin, Cagle, Davis, Gudmudsen, Freeman, Haigler-Robles, King, Garrison, Clark, Flahive, Hensley, Vigeland, Nichols, Babitch, Dominiak, Kucko, Becker, Fort, Keen-Payne, Raessler, Reynolds, and Breyer. Senators not in attendance included: Odom, Infantino, Comer, Rowell, Gouwens, Solomon and Pohl.

QUESTION AND ANSWER SESSION WITH THE PROVOST

Chair Franzwa introduced the Provost and Vice-Chancellor for Academic Affairs, Dr. Bill Koehler to the Senate for a Questions and Answer Session.

Senator Franzwa stated that the Senate has been asked to provide feedback regarding a proposed non-discrimination statement (see attachment page 6). Dr. Koehler addressed the need to have such a statement that meets the following criteria:

- the statement shall be inclusive.
- a listing of types of discrimination was avoided to avert the need to frequently revise such a statement and to prevent the image that TCU discriminates against a group not listed.

Clarification regarding the meaning of personal status (i.e., marriage, veteran or anything voluntary) and individual characteristics (i.e., height, race, and age) were provided.

The Provost further stated that whether or not to admit a student to TCU has been and will continue to be based upon performance criteria only. Examples of performance criteria include high school ranking, ACT/SAT scores, and high school counselor's recommendations.

Senator Dominiak inquired as to the definition of discrimination. Dr. Koehler stated that it is any negative decision that has been based upon one of the elements stated. Senator Dominak further asked if examples of personal status included part-time faculty or students verses full-time. Dr. Koehler stated that those examples are considered classifications rather than status.

Dr. Koehler stated that the Senate, Student House and the Affirmative Action Officer will be asked to review the statement. The Senate had no objection to the Provost presenting this statement to the Board of Trustees at the November meeting.

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MEETING**

**FACULTY CENTER, REED HALL
DECEMBER 1, 1994**

Meeting Agenda

Approval of Minutes from November 3, 1994

Announcements (Gregg Franzwa, Chair)

New Business

Vice-Chancellor for Finance and Business James McGowan--a Question and Answer Session.

Role and Function Committee: Paul King, Chair (see attachment pp. 7-8).

Budget & Finance Committee: Andy Fort, Chair (bring your Faculty/Staff Handbooks to meeting).

The committee moves the following change be recorded in the Faculty/Staff Handbook (p. 57):

Budget & Finance Committee. Delete the first two sentences and replace with:

The committee shall consist of five members, elected by the Senate at the final Senate meeting each academic year. At least three committee members shall be senators. Members will serve three year terms, with no more than two terms expiring each year.

Old Business

**The Tenure, Promotion and Grievance Committee, Ed McNertney, Chair--A
Recommendation for a Mentoring Process:**

The Faculty Senate Executive Committee will establish a new standing committee to be called the Committee of Faculty Mentors. The committee will consist of Senators and other tenured faculty selected by the Executive Committee of the Senate. Members of the committee shall serve as mentors to new untenured faculty.

We anticipate that the Committee would meet with new faculty early in the fall semester to explain the purpose of the mentoring process and to encourage the new faculty to seek mentors from within their departments or from the members of the committee.

Other

Senator McNertney asked if department chairs are required to review tenure-track faculty during their first year. Dr. Koehler responded affirmatively stating that the Tenure/Promotion Calendar and the Administrative Handbook provide the time line for this review.

Chair Franzwa inquired as to the future of the Honors Program. Dr. Koehler summarized the following directions for the program:

- an increase in staffing of faculty with the Honors Program providing the funding
- a space for the interaction and comradery of honor students and faculty
- an increase in prospective students for the program
- development of resources to recruit students (videos, brochures, etc.)
- a method to enroll students in the program after their freshman year

Senator Babitch asked about the status of the budget process including an opportunity to share this information with the faculty. Dr. Koehler confirmed that providing more budgetary information could be implemented next year.

Senator Keen-Payne inquired as to whether or not programs need to state physical requirements necessary to complete a particular major in order to avoid discrimination. Dr. Koehler stated that programs do need to address this issue and that programs will need to provide evidence that these requirements cannot be completed by any other means.

Chair Franzwa thanked Dr. Koehler on behalf of the senate.

APPROVAL OF THE OCTOBER 6 MINUTES

Senator Babitch moved that the minutes of October 6, 1994 be approved. Senator Raessler seconded the motion. The minutes were approved.

ANNOUNCEMENTS

Chair Franzwa announced the following:

One-third of all the departments have responded to the senate's request for faculty priorities for TCU. New faculty positions has been the top priority thus far. Senators should encourage their departments to respond to this request as this information is necessary to represent the majority of the faculty to the Board of Trustees.

Faculty are reminded to participate in the Frog Finders Program. This program is helpful to all students and our support is needed.

The Faculty Senate has been asked to develop a policy on discrimination which specifies the procedure to handle all discrimination claims. Senator Fortenberry will oversee the

development of this policy.

Vice-Chancellor for Finance and Business James McGowan will visit the Senate at the December Meeting. Questions regarding the budget process and budgetary goals will be addressed.

NEW BUSINESS

Senator Rinewalt presented a proposal to limit the use of Social Security Numbers at TCU (see October 6, 1994 minutes, page 8). Several national cases of fraudulent use of social security numbers were cited. Senator Rinewalt proposed that the use of social security numbers be restricted to IRS and Social Security Administration use. Other numbering systems can be developed for identification purposes since there is no real advantage to using social security numbers.

Chair Franzwa inquired as to the scope of the change should such a proposal be implemented. Senator Reinwalt stated that new numbers for non-taxable issues such as class rolls and student/faculty/staff identification cards would need to be developed.

The Executive Committee will determine an appropriate committee to investigate this issue.

TENURE PROMOTION AND GRIEVANCE COMMITTEE

Senator McNertney, Chair of the Tenure, Promotion and Grievance Committee reviewed the work of this committee regarding the development of a mentoring process. In summary:

- each new tenure-track faculty should have the opportunity to have a mentor
- mentors should be available at both the department and university level

Senator McNertney requested input from the senate regarding this direction for a mentoring process. Senator Becker asked if mentors would be subject to liability. Senator McNertney responded that the process would have to clarify that this is an advisory process only and that it is not the role of the mentor to evaluate the faculty member's progress towards tenure.

Senator Dominiak inquired as to whether or not all new faculty need mentors. Senator McNertney stated that the development of the process was in response to a senator recommendation passed last December (see December 2, 1993 minutes, page 4).

Senator Kucko stated that the concept of the mentoring process was to be a positive avenue for new faculty to receive advice and/or assistance in areas such as teaching and scholarly activity. Senator Keen-Payne cautioned that the process should not involve a third party into the tenure/promotion progress. Senator Raessler reconfirmed that the mentoring process evolved as a positive aid to new faculty in providing a mentor with a similar area of

expertise.

The Tenure, Promotion and Grievance Committee will meet Thursday, November 10 at 3:30 in the Faculty Center. A formal proposal for a mentoring process will be presented to the Senate at the December 1, 1994 meeting.

OLD BUSINESS

Motion Regarding Retirement, Insurance and Benefits Committee (RIB)

Senator Tucker moved to support the following recommendations by Dr. Ken Morgan, chair of RIB:

- A. that the Faculty Senate Request TCU to consult the Retirement, Insurance and Benefits Committee prior to any decisions being made and
- B. that the Chair of the Retirement, Insurance and Benefits Committee shall report to the Faculty Senate on an annual basis.

Senator Babitch seconded the motion. The motion passed.

Motion Regarding the WAC Faculty Representative

Senator Dominiak moved the following:

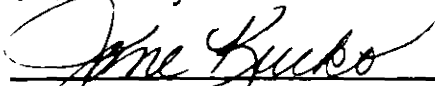
The faculty representative to the Western Association Conference (WAC) shall be one whose primary responsibility is teaching not administration. Senator Babitch seconded the motion. Senator Raessler made the following friendly amendment:

. . . representative to the NCAA and Western Association Conference . . .

Senator Breyer stated that there is a tremendous amount of time and energy that is required of the WAC and NCAA faculty representative and that continuity in the appointment is very important. Senator McNertney moved that the motion be tabled. The motion passed.

The meeting was adjourned at 5:00 p.m.

Submitted by:



Jane Kucko, Secretary of the Faculty Senate

Proposed Non-discrimination Statement
Texas Christian University

Texas Christian University does not discriminate on the basis of personal status, individual characteristics or group affiliation, including but not limited to classes protected under federal and state law.



Department of Speech Communication
P.O. Box 30793

7

November 15, 1994

Professor Jane Kucko
Department of Design and Fashion
Box 32869, TCU

Dear Jane:

At our meeting last Thursday, the Role and Function of the Senate committee finalized the following recommended motions which we would like to present to the Senate:

[In response to charge #2: *Explore means and methods of broadening faculty involvement in and support of the Faculty Senate*]

We move that:

- a. an annual letter from the Chair of the Senate be written to Department Chairs, articulating the professional values of Senate membership and asking for departmental support for such membership, including support for Senators from that particular academic unit.
- b. that the Senate's work be publicized through continued publication of Senate activity in the Faculty Bulletin and through an end-of-the-year summary sent directly to faculty
- c. that these procedures be included in the appropriate written responsibilities of the Executive Committee so that the ideas will continue to be promulgated to future Executive Committees

[In response to charge #6]

1. After discussion with a representative of the budget committee, we move that the committee's first standing charge be changed.

current: Participate in an advisory capacity in formulation of budgetary priorities and allocations for the University.

proposed: Assess faculty views regarding budgetary priorities and communicate those views to the University in time to be considered in the budget preparation process. Report to the Senate the extent to which the University budget reflects those faculty budgetary priorities.

2. We move that the following guidelines be used for obtaining nominations for Senate office.

a. Nominations for Senate office will be actively sought by the Committee on Committees on or before the March Senate meeting.

b. The Committee on Committees will contact nominees to establish willingness to serve. The Committee will insure that there is at least one nominee for each office.

c. Nominations will be announced at the April Senate meeting. Nominations from the floor will also be requested. Elections will be held at the May meeting.

[in response to charge #1]

We move that appointments to the UCR committee be made in consultation with the Senate Committee on Committees.

[background: currently, the members of this committee are not recommended by or approved by any faculty group]

Jane, thank you for your assistance in bringing these proposals to the attention of the Senate

Cordially,



Paul King

FR: FACULTY SENATE
P O BOX 30791

TO: WILLIAM H KOEHLER
P.O. BOX 30788

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE MINUTES**

October 6, 1994

The faculty senate of Texas Christian University met at 3:30 p.m. on October 6, 1994 in the Faculty Center of Reed Hall with Chair Gregg Franzwa presiding. Senate members present included: Odom, Watson, Infantino, McNertney, Tucker, Fortenberry, Jenkins, Couch, Hatcher, Ludvigson, Van Beber, Gorman, Rinewalt, Rowell, Thomas, Martin, Cagle, Davis, Gudmudsen, Freeman, Haigler-Robles, King, Garrison, Clark, Flahive, Solomon, Hensley, Vigeland, Babitch, Dominiak, Kucko, Becker, Fort, Pohl, Raessler, Reynolds and Breyer. Senators not present included: Comer, Gowens, Vanderhoof, Nichols and Keen-Payne.

ANNOUNCEMENTS

Chair Franzwa announced a revised agenda in order to have guests visiting the Senate make their presentations prior to conducting senate business.

NEW BUSINESS

PRESENTATIONS

University Librarian Robert A. Seal

Librarian Seal addressed the senate by providing an overview of the direction of the TCU library and major issues that this facility is currently facing. Mr. Seal opened his presentation by stating that the library's staff is most willing to answer any questions and offer assistance to all faculty.

Mr. Seal identified three main issues that the library is currently facing:

- electronic access
- the library environment
- space

Electronic Access

Mr. Seal stated that the most common problem for libraries today is dealing with the rapid changes in technology, rising costs and increased demand for materials. The library has installed a new menu system which provides access to many new resources and is relatively user friendly. The library distributed a questionnaire to all faculty inquiring about the need for Internet Training Courses. At this date, there has been 65 responses. Mr. Seal asked the senators that if they have not returned the questionnaire, to please do so. Internet courses will be offered this Spring, 1995.

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE**

**FACULTY CENTER, REED HALL
NOVEMBER 3, 1994**

Meeting Agenda

Approval of Minutes from October 6, 1994

Announcements (Gregg Franzwa, Chair)

New Business

Proposal to limit the use of Social Security Numbers presented by Dick Rinewalt (see attachment page 8).

Report on Mentor Program from Tenure/Promotion Committee presented by Ed McNertney, Chair.

Old Business

Motion regarding Retirement, Insurance & Benefits Committee (RIB) (see attachment page 9).

Motion regarding the faculty representative to WAC (see attachment page 9).

Other

Mr. Seal also announced that a new computer for the library system has been installed resulting in a much better response time. He reconfirmed that the library is still interested in printed material and the current budget for this material is 1.7 million dollars. He also reminded us to submit suggestions for books and journals.

The Environment

The library currently is experiencing a serious humidity problem which is damaging to all types of materials. Humidity variations from twenty to eighty percent have resulted in the university hiring an engineering consultant to evaluate the problem.

Space

Mr. Seal stated that when the library was renovated in 1981 there were 1100 seats for patrons of this facility. Due to increases in the library's collection, the number of seats for patrons has decreased to 600. The library is continuously required to accommodate increases in the collection and usage of the facility. The library hopes to add 40-50 seats in the reference area (by reconfiguration) in 1995. Mr. Seal stated that a long-term goal for the library is to have a building expansion.

In the meantime, the library is investing in immediate methods for dealing with the space shortage problem. One possibility is to move older and low-use journals to the sub-basement area. Compact shelving and off-site storage are not desirable, but may need to be done.

Two other issues were addressed by Mr. Seal. The federal copyright regulations have resulted in the library having to establish a new reserve policy. Photocopies of articles for example, can no longer be placed on reserve from semester to semester. This has been defined as misuse of the copyright law. Copyright permission needs to be obtained each semester in which the document is placed on reserve. Faculty will receive further instructions on how to comply with these regulations.

Mr. Seal also stated that the library is studying how to expand its collection of software, videos and laser disks. If any faculty has a particular interest in multi-media and suggestions, please contact Mr. Seal.

Senator Tucker inquired as to Mr. Seal's opinion of administrative support for library expansion. Mr. Seal stated that a building expansion may include a library auditorium which would be used to sponsor various lectures and activities. Also, more space for faculty to conduct research is needed as well as group study areas for students.

Senator Fort inquired as to how the library was doing as compared to other libraries in terms of electronics. Mr. Seal responded that our methods of general access are very close to the cutting edge--in the top 25% overall.

Senator Franzwa asked if rising costs of periodicals are still a problem and Mr. Seal responded affirmatively. The Council of Library Directors is currently discussing this issue. This past year, journals and periodicals increased 8%. This year it is anticipated that there will be a 10-14% increase. Mr. Seal stated that there was serious concern because there appears to be no end to the rising costs. Electronic mail has assisted in dealing with this issue. Libraries such as TCU are providing 24 hour fax service for copies of articles through access such as "CARL". This method may need to be utilized more in the future.

Mr. Seal ended his presentation by inviting faculty to stop by his office. Chair Franzwa expressed the thanks of the Senate.

Ken Morgan, Chair of the Retirement, Insurance and Benefits Committee.

Dr. Morgan provided an overview of the history of the Retirement, Insurance and Benefits (RIB) committee. He stated that health care is a major concern and our input into the future plans for TCU health care is critical.

Based upon his personal experience, Dr. Morgan stated that the TCU health care plan has encountered frequent changes many of which have involved little or no prior committee approval. Changes in the health care carrier and retirement benefits for example, have been made without advice from the committee.

Morgan stated, however, that actions by the senate last spring were helpful and that the RIB committee is making progress. Key issues that the RIB will be addressing include:

- Continuation of tuition benefits upon the death of a faculty/staff member
- Concern over TCU being a pool plan.
- Having input prior to decisions affecting RIB
- Maximizing benefits to faculty.
- Investigating catastrophic coverage.

Dr. Morgan also stated that university faculties are low risk groups and thus have a good bargaining position for upcoming negotiations.

Senator Raessler asked if there was concern over general practitioners being hesitant to refer patients to specialists. Dr. Morgan stated that he was unaware of any cases at this time.

Dr. King suggested that the University staff, faculty and staff need to be surveyed concerning health care issues. Dr. Morgan agreed.

Senator Tucker moved that: A. the senate insist that the RIB committee be consulted prior to any decisions being made and that B. the chair of the RIB committee report to the Senate on an annual basis. This motion will be placed on the agenda for the November Meeting.

Dr. Morgan stated that the contract for the current health care plan expires in December. A new plan or agreement needs to be in place this fall so that TCU employees may sign-up by January 1, 1995.

Senator McNertney asked what happens if an employee retires somewhere out of state. Dr. Morgan said that with the Harris plan, you must have a doctor in a 16 county area. Other plans are more nationally based.

Chair Franzwa thanked Dr. Morgan for his presentation to the senate.

APPROVAL OF THE MINUTES

The minutes of September 1, 1994 were approved with the following changes:
Page 1, line 31 " . . . top forty (delete percentile); page 2, line 33 " . . . Senator Fort, and
Page 5, line 12 " . . . ambitious plan."

ANNOUNCEMENTS

Chair Franzwa made the following announcements:

The Frog Finder information forms are being distributed. All faculty who are teaching UCR courses were urged to complete and return the form. Full participation is important for the success of this program.

Vice-Chancellor and Provost Koehler welcomes our input into the budget process and would like to receive our priorities for the next year. There are two major levels of communication pertaining to the budget:

- a. trying to increase the Academic Affairs portions of the budget.
- b. how best to allocate the portion given to Academic Affairs.

Dr. Koehler seeks input from the Senate regarding budget priorities for the coming year.

Some of the possibilities identified during the Senate Executive Committee meeting with the Provost included increases in faculty salaries, increases in numbers of faculty, increases in salaries for adjunct faculty, increases in financial aid, library funds and graduate programs.

Chair Franzwa announced that a letter will be sent to all faculty to inquire as to their priorities. The executive committee will report the findings to the Provost.

Senator McNertney inquired as to the role of the Budget Committee. Senator Fort stated that one of the major areas that the Budget Committee will be addressing is the development of a three-to five year plan that reflects forward thinking as it relates to budget issues.

Senator Fort announced that due to unforeseen resignations, the Role & Function Committee is low in membership. Senator Fort stated that anyone interested in serving on this committee should let him or Senator King know as soon as possible. Senator King announced that the Role and Function Committee will meet next Thursday.

OLD BUSINESS

University Advisory Committee

Senator Fort distributed the ballots for the University Advisory Committee election. Dr. Ken Morgan of Geology was elected to this position.

University Committees

Senator Vigeland provided an update on the status of the University Committees. The following appointments have been made:

Joan Klecan-Aker:	Instructional Development Committee.
Betty Benison:	Retirement, Insurance and Benefits Committee.
Art Busbey (Chair) and Don Jackson:	Evaluation Committee

The Committee on Committees has reviewed and approved the process and procedures for the Search Committee for the Dean of the Harris College of Nursing. The search committee is comprised of Alice Gaul, Gail Davis, Dana Strength, and Barbara Raudonis. Senator Babitch inquired as to whether these individuals were all from the College of Nursing. Senator Davis stated they were and that Dean Bob Garwell from Fine Arts, staff member Dr. John Terrell, and student Pam Rickard are also on the committee.

Senator Vigeland also stated that the Committee on Committees is investigating a recommendation that the Compliance and Affirmative Action Committee be replaced with a committee called Campus Diversity.

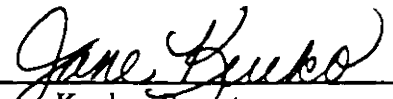
Senator Dominiak suggested that a faculty member should be the faculty representative to the WAC Conference. Currently the faculty representative is Dean Helmick who is in an administrative position.

A motion that the faculty representative to WAC shall be of faculty status will be placed on the November agenda.

Senator Odom inquired as to the whereabouts of Vice-Chancellor McGowan, originally scheduled to speak. Chair Franzwa promised to reinvite the Vice-Chancellor.

Senator Becker moved that the meeting be adjourned. Senator Garrison seconded the motion. The meeting was adjourned at 4:55 p.m.

Minutes Submitted by:



Jane Kucko, Secretary

Recommendation for Restricting use of Social Security Numbers

Use of the SSN by units of TCU should be restricted. Current uses which could easily be eliminated include the following:

- SSNs printed on class rosters
- SSN displayed in human-readable form on ID cards
- SSN requested on forms to gain admittance to the AddRan Macintosh Lab
- SSN required to gain access to some on-line Library services
- SSN fragment used for long distance telephone accounting

Problems with the SSN are numerous. Details are given in three attachments. In short, the principle danger is in the widespread dissimulation of the SSN which increases the possibility of fraudulent use. Other problems include lack of uniqueness and lack of security.

Proposals:

1. TCU should eliminate all use of the SSN except for those reports required by law.
2. TCU should develop an internal ID numbering system which includes error detection features such as check digits.
3. The ID number should not be used as a "password" to gain access to library, long distance telephone, and other services unless security measures are implemented.

References

Privacy in America: Is Your Private Life in the Public Eye?
David Linowes, University of Illinois Press, 1989, 192pp.

Privacy for Sale: How Computerization Has Made Everyone's Private Life an Open Secret
Jeffrey Rothfeder, Simon & Schuster, 1992, 224pp.

NOTE: In June 1994, a bill (HR 4354) was introduced in Congress to amend the Social Security Act to prohibit any person, company, or government agency from transferring a person's SSN or any derivative of it without the written consent of the person. It has been referred to the Ways and Means Committee.

Motion Regarding Retirement, Insurance and Benefits Committee (RIB)

Senator Tucker moves to support the following recommendations by Dr. Ken Morgan, Chair of RIB:

- A. that the Faculty Senate request TCU to consult the Retirement, Insurance and Benefits Committee prior to any decisions being made and
- B. that the Chair of the Retirement, Insurance and Benefits Committee shall report to the Faculty Senate on an annual basis.

Motion Regarding WAC Faculty Representative

Senator Dominiak moves:

The faculty representative to the Western Association Conference (WAC) shall be one whose primary responsibility is teaching not administration.

TEXAS CHRISTIAN UNIVERSITY

FACULTY SENATE MINUTES

September 1, 1994

The Faculty Senate of Texas Christian University met at 3:45 p.m. on May 5, 1994. The meeting was held in the Faculty Center, Reed Hall with Chair Gregg Franzwa presiding. Senate members present included: Odom, Watson, Infantino, Franzwa, McNertney, Tucker, Fortenberry, Jenkins, Couch, Comer, Hatcher, Ludvigson, Van Beber, Gorman, Rowell, Thomas, Vanderhoof, Martin, Cagle, Davis Gudmudsen, Freeman, Haigler-Robles, King, Garrison, Clark, Flahive, Solomon, Hensley, Vigeland, Nichols, Babitch, Dominiak, Kucko, Becker, Fort, Pohl, Keen-Payne, Raessler, and Reynolds. Senators absent included: Mueller and Gouwens.

APPROVAL OF THE MINUTES:

Senator Gorman moved to approve the minutes of May 5, 1994 with a second from Senator Babitch. The minutes were approved.

ANNOUNCEMENTS:

Chair Franzwa greeted the Faculty Senate and made the following announcements:

- All senators (for the next couple of meetings), should state their name prior to stating comments or presenting motions so that all senators can get to know each other and to confirm that the secretary will have the correct name in the minutes.
- The Executive Committee of the Faculty Senate has established the following goals:
 - a. To explore ways that TCU's faculty can become ranked in the top forty percentile nationally to coincide with the university's top forty ranking with its endowment.
 - b. To ensure that faculty become involved in resource allocation and budget decisions earlier in the budget process.
 - c. To investigate the university's policy in regard to part-time and adjunct faculty in terms of teaching load and salary.
 - d. To continue our efforts in adopting the SAC Associations recommendations.
- The Sexual Harassment document has been finalized and includes everything that the Senate recommended during the past academic year. There were minor grammatical changes but the philosophy and content of the document is unchanged.

**TEXAS CHRISTIAN UNIVERSITY
FACULTY SENATE**

**FACULTY CENTER, REED HALL
OCTOBER 6, 1994
3:30 P.M.**

Meeting Agenda

Approval of Minutes from September 1, 1994

Announcements (Gregg Franzwa, Chair)

Old Business

- Committee on Committees Report by Senator Bob Vigeland, Chair
An Update on the Status of University Committees
- University Advisory Committee Elections by Senator Andy Fort

New Business

- Vice-Chancellor Jim McGowan: A Question and Answer Session
- Presentation by Ken Morgan, Chair of the Retirement, Insurance and Benefits
- TCU Librarian Bob Seal: A Question and Answer Session

Other

Announcements continued.

- The Peer Advisors need to be formulated during 1994-95 academic year. The purpose of the Peer Advisors is to assist faculty and staff who may be involved or affected by the Sexual Harassment Document. The formulation needs to include who should be a peer advisor and recommendations for a training process.
- The Faculty Mentor Program also needs to be formulated this year. The purpose of this program is to provide faculty with a group of colleagues who they could choose to seek advise from on a variety of issues. A potential source for mentors could be past members of the executive committee of the Faculty Senate.
- There will be two faculty assemblies this Fall, 1994. One will be for tenure-track faculty and the other will be for tenured faculty.
 - a. Tenured Faculty Assembly: Will include discussion on the review of tenured faculty and sexual harassment policies.
 - b. Tenure-Track Faculty Assembly: Will include discussion on the tenure and promotion and sexual harassment policies.
- Senator Franzwa announced that the University does have a plan for handling the parking situation on our campus. The plan will be passed onto the University Traffic Committee for evaluation and input. Senator Franzwa added that the Traffic Committee is short two individuals and that this may be a prime opportunity to provide input into the University's plan for parking. We were asked to encourage our constituents and fellow senators to get involved and provide opinions to the traffic committee regarding this important issue.
- The Skiff Reporter, Ms. Jennifer Holmes was introduced to the Senate.

INTRODUCTION OF SENATORS AND SENATE COMMITTEES

Senator Fort introduced all the members of the Faculty Senate. Additionally, Senate Fort distributed the listing of all Senate Committees (see attachment page 7). Membership of each committee reflects each senators first or second choice. As much balance as possible was achieved while maintaining a senator's primary or secondary choice for committee assignment.

Senator Fort also announced that a person is needed from the Natural Sciences to serve on the University Advisory Committee. Senator Fort is seeking nominations and will formalize this process next month.

ASSOCIATE VICE-CHANCELLOR FOR COMMUNICATIONS AND PUBLIC AFFAIRS LARRY LAUER

Chair Franzwa introduced Larry Lauer, Associate Vice-Chancellor for University Communications and Public Affairs made a presentation regarding the University's Campaign. Mr. Lauer opened his presentation by stating that Vice-Chancellor for University Advancement Bronson Davis is more than willing to discuss the University Master Plan and Campaign with the Senate. Secondly, the most important item to remember is that we should discuss and work together regarding these important issues.

Mr. Lauer distributed a Campaign Outline (see attachment page 8), that summarizes the major points. Senators were reminded that this campaign is more than just raising money, but also should be viewed as our future orientation for TCU; what we want to be and what we want to become. Mr. Lauer stated that TCU has made significant progress particularly in academic programs. TCU is considered a major institution and the campaign is providing an excellent means of shaping our destiny.

Mr. Lauer summarized the planning process which formulated the University Campaign. A Master Plan Committee consisting of external individuals, faculty/staff and an override planning committee addressed such issues as what the campus should look like in 5-10 years and identified major maintenance problems, computer and space utilization issues. This master plan is concept oriented and is not a concrete plan. There are no priority assignments. The Master Plan is a framework in which to organize key issues and plan for the future of the TCU campus.

An Academic Planning Project involving three committees investigated key academic issues and discussed the question: Where should TCU be heading in regard to academics? The process was based upon a model utilized by the University of Colorado. Five academic areas for development were determined: networking and computers, global education, diversity graduate studies and an engineering program.

Mr. Lauer stated that TCU hired a communications specialist to assist us in the identification of our unique qualities and what TCU is all about. Unique qualities of TCU that were identified include our historical foundation of being founded on the frontier, our sense of community, being self-reliant, pragmatic scholarship philosophy (scholars who are published without scholar elitism) blended with teaching excellence. Our church affiliation, a community which works together and the genuine caring about students and faculty are all unique qualities of TCU.

Based upon the framework from the Master Plan and the Academic Planning Committee, and the work of the communication specialist, the University Campaign was developed. Donors were asked which projects they were most interested in funding and what they would consider donating. The study indicated that a 5-10 year plan would be successful at 100-120 million dollar range. Mr. Lauer re-stated that final decisions and priorities will

be decided together as we proceed in the next 5-10 years.

Mr. Lauer stated that this past year has been the "silent phase" although extensive communication with all involved in the campaign has occurred. Significant contributions from large donors have been achieved and this show of support will be used to "kick off" the campaign in November.

A Campus Campaign Committee has been formed and Spencer Tucker and Sandra Ware are the co-chairs. The National Campaign Steering Committee will meet in 2 weeks to finalize goals and determine donor matching (matching an area of interest to a potential donor). This process often results in a project becoming a priority (the new performing art center is one example).

Mr. Lauer reviewed the Campaign Outline (see attachment page 8). The dollar figures are based on a feasibility study and perceived needs. Also the study (based on donor research), determined what kind of support there is for the specific need. Donor matches determine the dollar amount for each category. Specific definitions of categories and money are not finalized and there is certainly room for change and additions. Details are still being discussed pertaining to all categories. An annotated outline summarizes key points by Mr. Lauer (see page 8).

Mr. Lauer summarized his presentation by stating that nothing is in concrete; change will occur based upon the academic study and master plan. Mr. Lauer then asked if there were any questions.

Senator McNertney asked for clarification regarding the 20 million dollar annual fund. Mr. Lauer stated that the annual fund is needed annually for operation. It is seen as an important part of the campaign. Donors will be asked to contribute to the annual fund and the campaign.

Senator Babitch inquired as to how the parking issues fits into the campaign. Mr. Lauer explained that a parking garage concept is a very difficult project to fund therefore it is not a part of the campaign. There is a plan being developed for the parking problem on the campus and this plan will be presented for discussion and recommendation to the Traffic Committee.

Chair Franzwa asked Mr. Lauer if the purpose of the general endowment (16 million dollars for TCU and 4 million dollars for Brite) was to make the endowment larger. Mr. Lauer explained that the endowments need to be larger to secure our future and to progress in the direction that we want to go. The endowment is our security for the future.

Senator Vanderhoof asked if the approximate 350-400 million dollar endowment is for TCU only. Mr. Lauer confirmed that Brite is not included in the approximate 350-400

million endowment. The general endowment (16 million for TCU and 4 million for Brite) reflects this.

Senator Dominiak inquired about the 13 million dollars for scholarships and whether or not this is an endowed fund or not. Mr. Lauer prefaced his comments by saying that he is not the authority on this issue however, he believes that some may be endowed scholarships. However, this needs to be confirmed by Vice-Chancellor Bronson Davis.

Mr. Lauer further stated that several categories of the campaign may be endowed, however, if a campaign is a physical improvement, then the funds will be expended.

Senator Dominiak also asked if this was an ambiguous plan. Mr. Lauer stated that it is a large scale plan and represents a significant debut in the capital campaign world but that the plan is workable and can be successful. He further clarified that it was designed to be a stretch and to reflect the serious intentions of TCU. It also keeps us planning and focused.

Chair Franzwa thanked Mr. Lauer for his presentation on behalf of the Faculty Senate.

SENATE COMMITTEE CHARGES

Senator Kucko provided copies of all Senate Committee Charges (see attachment pages 9-14). These charges were based upon discussions with the senate executive committee and the chairs of each committee. If the members of the committee choose to revise or alter their charges, that committee needs to send a revised listing of charges to the senate secretary.

Senator Kucko also provided a copy of the Senate Calendar for 1994-95 and reminded committees of the monthly deadline for submitting agenda items for senate meetings (see attachment page 15).

Senator Fort also announced that the Budget Committee will be meeting September 8 and that feedback from senators and faculty is more than welcome. Please feel free to contact Senator Fort with any comments or suggestions.

THE RESOLUTION REGARDING THE HONORS PROGRAM

The following resolution was presented to the Senate for adoption:

The Resolution: The Faculty Senate resolves to support an increase in resources to the University Honors Program particularly in the areas of physical space and clerical assistance.

Senator Fort stated that past Honors Director David Grant and current Director Kathyne

McDorman identified these two items as the most important for the Honors Program. The purpose of this resolution is to show faculty support.

Senator Dominiak stated that she was glad to see the Honors Program as a part of the University Campaign but questioned the selectivity of the resolutions that are brought forth to the senate. She requested that the executive committee think about the priorities that the senate has and perhaps evaluate the priorities of the campaign before proposing future resolutions. The vote on the resolution was held and it passed.

UNIVERSITY COMMITTEES


Senator Vigeland, chair of the Committee on Committees submitted an update on the current structure and membership of the various university committees (see attachment pages 16-20). He summarized what was requested in contrast to what was achieved for the following committees:

- **Admissions:** a recommendation to change this committee to Admissions and Retention was denied. The new committee is now called Undergraduate Admissions. Dr. Koehler felt that retention was an important enough issue that it needed to be a separate committee. Senator Tucker stated that they would like to continue their efforts in getting retention as a part of the Undergraduate Admissions Committee. This is in part in an effort to prevent the proliferation of committees and/or the addition of adhoc committees.
- **Intercollegiate Athletics:** a recommendation to abolish this committee was not accepted. The composition of the committee has changed (see attachment page 17). The charge for this committee is yet to be determined. The Committee on Committees would like to have input in defining the charge of this committee.
- **Research:** recommendations for changes for this committee were denied because they were deemed procedural rather than directly related to the charge of the committee.
- **Retirement:** a recommendation for change of oversight was denied. The senate is still addressing this issue.
- **Student Grievance:** the recommendation to abolish this committee was denied, however, Student Grievance was merged with the Student Conduct Committee.
- **University Court:** the recommendation to abolish this system was denied. Don Mills, Vice-Chancellor for Student Affairs stated that we need to have the University Court until the current judicial system is revised.

Senator Vigeland stated that he would provide all senators with a copy of the current University Committee listing. Senator Kucko will include these in the September minutes (see attachment pages 21-23).

ADJOURNMENT

The senate meeting was adjourned at 4:50 p.m.


 Minutes submitted by Jane Kucko, Secretary

SENATE COMMITTEES 1994-95

Below you will find a revision of Faculty Senate committee assignments for 1994-95. We are still soliciting charges from committee chairs and members; contact Gregg Franzwa or Jane Kucko. For questions, contact Gregg or Andy Fort.

ACADEMIC EXCELLENCE: Ernest Couch, Chair

Gere Dominiak, John Freeman, Wayne Ludvigson, Kathleen Martin, Sherrie Reynolds, Cornell Thomas, Anne VanBeber
Gregg Franzwa, liaison

COMMITTEE ON COMMITTEES: Bob Vigeland, Chair

James Comer, Gail Davis, Sanoa Hensley, Cy Rowell, Judy Solomon, Spencer Tucker, Bill Vanderhoof
(Gregg Franzwa, liaison when needed)

ROLE AND FUNCTION: Paul King, Chair

Carolyn Cagle, Ginger Clark, Rhonda Keen-Payne, Kathryn Mueller, Don Nichols, Keith Odom
Sally Fortenberry, liaison

STUDENT RELATIONS: Bill Pohl, Chair

Lynn Flahive, Ellen Page Garrison, Susan Haigler-Robles, Rhonda Hatcher, Stephen Infantino
John Breyer, liaison

TENURE, PROMOTION, AND GRIEVANCE: Ed McNertney, chair

Mary Anne Gorman, David Gouwens, Anne Gudmundsen, David Jenkins, Ken Raessler, Peggy Watson
Jane Kucko, liaison

BUDGET COMMITTEE: Andy Fort (e), Chair (and liaison)

Joe Babitch (e), Chuck Becker (e), Hal Nelson (a), Jennifer Watson (a)

Annotations made by
Jane Huko, Secretary
Faculty Senate
9-1-94

Campaign Outline

These will be adjusted to relate to the final approved goal.

Approximate goals

- 1. Academic and student programs \$25 million
 - Endowed chairs/professorships
 - Honors program
 - The Library
 - Computing resources
 - Research
 - Writing program
 - International programs
 - Leadership development
- 2. Scholarships, fellowships, assistantships \$13 million
- 3. Physical campus \$40 million

This is what TCU feels there are donors for.

Engineering/Computational Sciences

(\$12 million)

Performing arts complex

(\$11 million)

Alumni Center

(\$4.5 million)

Brite Housing

(\$4 million)

Weight training and rehabilitation center and general athletics improvements

(\$4 million)

University center

(\$?)

Campus improvements

(\$1 million)

4. Annual fund \$20 million

5. General endowment \$20 million

TCU (\$16 million)

Brite (\$4 million)

6. Total goal (yet to be determined) \$100 to 120 million

1.5 million short. 1 year or so will break ground.

Significant progress has been made. Excellent solution to have addition to fondren and be able to acknowledge both major donors.

working on housing.

This is complete. Center cost 2.5 million. Balance will be used for other athletic improvements.

Currently taking broad approach to raise rest of money from several donors. Necessary to secure future alumni support.

University Center: Just beginning study on how to improve this. We need to determine our needs. Not perceived as a major priority for 5 years (approximately).

SENATE COMMITTEE CHARGES FOR 1994-95

ACADEMIC EXCELLENCE

COMMITTEE MEMBERS: Ernest Couch, Chair.

Gere Dominiak, John Freeman, Wayne Ludvigson, Kathleen Martin, Sherrie Reynolds, Cornell Thomas, and Anne Van Veber. Gregg Franzwa, Liaison.

STANDING CHARGES:

1. To maintain interest in and awareness of all policies, procedures, programs, and goals that affect the academic excellence of the University.
2. Study and advise the Faculty Senate on requests concerning academic matters forwarded by the Student House of Representatives.
3. In conjunction with the University Library Committee, monitor the status of library resources.
4. Meet with the Student House of Representatives' Academic Excellence Committee at least annually to track issues of concern for University Students.

SPECIFIC CHARGES:

1. Investigate the University's plan for the acquisition of computers and networking throughout the campus.
2. Re-consider the criteria and procedures for appointment to Graduate Faculty.
3. Revise and finalize the procedures for the election of the Graduate Council.
4. Explore methods of guaranteeing new faculty a certain amount of money for research activities.
5. Communicate with the RF/TCU Grant Selection Committee to determine the evaluation criteria for RF proposals. Explore methods of disseminating this information to the faculty.
6. Discuss the issues of temporary faculty (including part-time) and understaffing at TCU. Related issues include faculty/student ratios and salary structure for temporary and part-time faculty.
7. Seek information regarding the philosophy and staffing of the Freshman Seminar courses (EP 1:1-2, p. 91; AE).

Comments/Revisions to Charges:

SENATE COMMITTEE CHARGES 1994-95
COMMITTEE ON COMMITTEES

COMMITTEE MEMBERS: Bob Vigeland, Chair
James Comer, Gail Davis, Sanoa Hensley, Cy Rowell, Judy Solomon, Spencer Tucker,
Bill Vanderhoof. Gregg Franzwa, Liaison (when needed).

STANDING CHARGES:

1. Represent the interests of the faculty in the structure, functions, and membership of University Committees.
2. Track issues of current concern the Faculty Senate and make recommendations.

SPECIFIC CHARGES:

1. Investigate the development of a procedure for the Committee on Committees to recommend what standing committee should handle a particular need prior to an ad-hoc committee being established.
2. Explore the need to develop a procedure for quantitatively evaluating all levels of service conducted by faculty.
3. Evaluate how the new intercollegiate athletics committee is working and what their charges are going to be.
4. Formally eliminate mediators from the tenure grievance procedure. Mediators will serve only for cases not involving tenure decisions.

Comments/Revisions to Charges:

SENATE COMMITTEE CHARGES 1994-95

ROLE & FUNCTION

COMMITTEE MEMBERS: Paul King, Chair

Carolyn Cagle, Ginger Clark, Rhonda Keen-Payne, Kathryn Mueller, Don Nichols, Keith Odom. Sally Fortenberry, Liaison.

STANDING CHARGES:

1. Monitor the structure and functions of the Faculty Senate and Senate committees and recommend changes that will improve their effectiveness in University Governance.

SPECIFIC CHARGES:

1. Redefine areas of responsibility of faculty and administration in University governance with particular focus on matters bearing on curriculum and instruction.
2. Explore means and methods of broadening faculty involvement in and support of the Faculty Senate.
3. To be actively involved with the planning, implementation and generation of results for initiatives relative to institutional effectiveness as described in the Self-Study.
4. Evaluate the effectiveness of the current Senate committee structure and recommend changes, if needed.
5. Communicate with the Undergraduate Council and University Council regarding changes in election procedures. Report to the Senate on the implementation and effectiveness of the election changes.
6. Assess the effectiveness of recent changes in election procedures for Senate office and membership on the Budget Committee. Establish more specific charges for the Budget committee and communicate how the budget decisions are made. Make recommendations for adjustments, if needed.
7. Revisit the University Graduate Committee structure and election/appointment procedure. Make recommendations for Senate action to bring in line with other University Committees' election process.

Comments Revisions to Charges:

SENATE COMMITTEE CHARGES 1994-95**STUDENT RELATIONS**

COMMITTEE MEMBERS: Bill Pohl, Chair

Lynn Flahive, Ellen Page Garrison, Susan Haigler-Robles, Rhonda Hatcher, Stephen Infantino. John Breyer, Liaison.

STANDING CHARGES:

1. Represent the Faculty Senate on matters involving student concerns.
2. Meet with the officers of the Student House of Representatives at least annually to track issues of concern to the student community of the University.

SPECIFIC CHARGES:

1. Monitor the Frog Finders proposal to ensure its implementation this academic year.
2. Determine the status of the proposed revision to the Academic Conduct policy and collaborative work with the students and administration in reaching a conclusion regarding this policy.
3. Meet with the Student House of Representative to discuss their agenda and issues for this academic year.
4. Discuss the issue of poor teaching and what should be done about it (1E 1:14; SR).
5. Investigate the procedure to include class averages on student transcripts to assist in the grade inflation issue.

Changes/Revisions to the Charges:

SENATE COMMITTEE CHARGES FOR 1994-95
TENURE, PROMOTION, & GRIEVANCE

COMMITTEE MEMBERS: Ed McNertney, Chair
Mary Anne Gorman, David Gouwens, Anne Gudmundsen, David Jenkins, Ken Raessler,
Peggy Watson. Jane Kucko, Liaison.

STANDING CHARGES:

1. Monitor the operations of the University policies on tenure and promotion as set forth by the Handbook for TCU Faculty and University Staff.

SPECIFIC CHARGES:

1. Continue efforts in developing a mentoring process (including the training of mentors) that may be utilized by TCU Faculty (these individuals may be former chairs of the faculty senate)?
2. Formulate a Peer Advisory Process that may be utilized by TCU faculty in regard to issues related to the University's Sexual Harassment Policy.

Changes/Revisions to Charges:

SENATE COMMITTEE CHARGES FOR 1994-95**BUDGET COMMITTEE**

COMMITTEE MEMBERS: Andy Fort (elected), Chair
Joe Babitch (elected), Chuck Becker (elected), Hal Nelson (appointed), Jennifer Watson (appointed). Andy Fort, Liaison.

STANDING CHARGES:

1. Participate in an advisory capacity in the formulation of budgetary priorities and allocations for the University.
2. Serve as a channel of communication between faculty and administration concerning financial issues.

SPECIFIC CHARGES:

1. Discuss ways to gain earlier consultation on and more input into "the budget process." Specifically: What issues related to the budget do the upper administration and the Board of Trustees have under discussion? What are their priorities for the coming year(s), and how will they impact the faculty? What are the highest (and lower) priorities of the development campaign? Of "the master plan?" Of the endowment? What information (such as revenue and cost projections) are available to us, and when? What about Provost Koehler's priorities? At what point(s) should we be formally consulted (not told) about the budget? (See Self-Study EP 4:52-3, p. 101 and AP 1:1, p. 110)
2. Determine whether all members will be elected.

Changes/Revisions to the Charges:

THE FACULTY SENATE

CALENDAR FOR 1994-95 ACADEMIC YEAR

1994

September 1 Faculty Senate Meeting
 September 8 Committee Meetings
 September 15 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko (X7499)
 September 22 Exec. Committee
 Meets with Provost
 Koehler

October 6 Faculty Senate Meeting
 October 13 Committee Meetings
 October 20 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko.
 October 27 Exec. Committee
 Meets with Provost
 Koehler

November 3 Faculty Senate Meeting
 November 10 Committee Meetings
 November 17 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko.
 November 22 Exec. Committee
 Meets with Provost
 Koehler.

December 1 Faculty Senate Meeting
 December 8 Committee Meetings
 December 15 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko.
 December 22 Exec. Committee
 Meets with Provost
 Koehler.

1995

January 19 Exec. Comm. Meeting
 January 26 Exec. Committee
 Meets with Provost
 Koehler

February 2 Senate Meeting
 February 9 Committee Meeting
 February 16 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko.
 February 23 Exec. Committee Meetings
 with Provost Koehler.

March 2 Senate Meeting
 March 9 Committee Meetings
 March 16 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko.
 March 23 Exec. Committee Meetings
 with Provost Koehler.

April 6 Senate Meeting
 April 13 Committee Meetings
 April 20 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko.
 April 27 Exec. Committee Meetings
 with Provost Koehler.

May 4 Senate Meetings
 May 11 Committee Meetings
 May 18 Exec. Comm. Meeting &
 Notification of
 motions/agenda items to
 Jane Kucko.
 May 25 Exec. Committee Meets
 with Provost Koehler.

Recommended Changes to University Committee Structure
Revised, July 11, 1994

Academic Appeals

No changes recommended.

Academic Computing

Composition: 6 computer-literate faculty, 3 computer-literate students, and 2 ex officio members.

Change first sentence of charge to read: "Advises the administration on policies and procedures relating to academic computer services."

Change oversight to the Vice Chancellor for Academic Affairs.

Admissions

Composition: 9 faculty, 3 admin/staff, 1 ex officio (Dean of Admissions), 3 students.

Change charge to: "Annually reviews university policies on admission. Is consulted on proposed changes in admissions procedures. Keeps abreast of innovations occurring elsewhere and makes recommendations when such innovations appear relevant to TCU. Annually reviews student retention statistics and recommends needed changes in admission policies and procedures."

Change name to "Undergraduate Admissions."

Animal Care and Use

No changes recommended.

Compliance and Affirmative Action

No changes recommended.

Evaluation

No changes recommended.

Honors Council

Composition: 12 faculty, 1 ex officio (Director of Honors Program), 3 students

Propose that instead of the council having three appointed student members that there be two

appointed student members and a third ex officio student member. The ex officio student member shall be the chair or chair-designate of the Honors Cabinet.

Honors Week

No changes recommended.

Institutional Health and Safety

Composition: 3 faculty, 2 ex officio

Abolish terms. Rationale: mandated committee that does little on a regular basis and is sharply restricted in number of faculty who would be involved.

Instructional Development

No changes recommended.

Intercollegiate Athletics

Composition: 7 faculty, 5 staff, 4 ex officio, 5 students

Change composition to: 7 faculty, 3 ex officio (Athletic Director, Associate Athletic Director, and Institutional Representative), and three students.

The charge for this committee will be revisited by the faculty senate in the fall. Rather than include the old charge in the 1994-95 Handbook, we would prefer that the charge be described as "pending."

Oversight: Provost.

International Students

Composition: 6 faculty, 2 admin/staff, 1 ex officio, 5 students (1 ex officio)

Change composition: Specify student ex officio as the President of International Student Affairs.

Library

Composition: 9 faculty, 1 admin/staff, 2 ex officio, 3 students

Change composition to read: "Composed of 10 faculty, 2 graduate students and two undergraduate students, the Director and the Associate Director of the Library, and the Associate Vice Chancellor for Academic Affairs. In addition to voting members, the committee may have as many nonvoting advisors as it deems necessary."

Change charge to read: "Studies library needs in light of academic programs and advises the University Librarian on matters of policy, development of resources, and optimal ways of integrating library programs with other academic activities. Serves as liaison between the faculty and librarian. Advises the administration regarding library needs. The committee chair, a member of the faculty, is charged with coordination and supervision of committee activities, including an annual report to the Faculty Senate."

Mediators (Faculty Grievance)

Composition: 5 tenured faculty.

Include charge as follows: "The duties of the mediators are stated in the Faculty Grievance Policy, The mediators are responsible for administering the policy as appropriate.

Public Presentations

Composition: 5 faculty, 4 admin/staff, 3 students

Abolish committee. It has not met in the past three years. If controversial cases arise so infrequently there is no need for a standing committee to hear them. A hearing committee can be appointed as the need arises.

Research

Composition: 9 faculty, 2 ex officio

Change name to: Research and Creative Activities.

Change composition to: "Composed of 9 members of the graduate faculty representing diverse disciplines and all colleges, plus the Dean of Graduate Studies and Research (ex officio). In addition to these voting members, the committee may have as many nonvoting advisors as it deems necessary."

Charge: "Advises the Dean of Graduate Studies and Research on funding of faculty research grants.

Retirement, Insurance and Benefits

Composition: 9 faculty, 6 admin/staff, 3 ex officio

Change in charge: "Considers issues and questions raised by the committee, and advises the administration on policies and procedures relating to retirement, health insurance, and other employee benefits.

Safeguards in Human Research

Composition: 8 faculty, 2 ex officio, 3 students

Change composition to: "Composed of 8 faculty plus two ex officio members appointed by the administration. In addition to voting members, the committee may have as many nonvoting advisors or resource personnel as the administration deems necessary."

Safety and Health

Composition: 6 faculty, 4 admin/staff, 2 ex officio, 3 students

Abolish committee and transfer functions to a staff person. Rationale is that committee does not meet on regular basis (it apparently has met only once in the past two years; one respondent knew so little about the committee that he could not fill out the response). Its functions could be handled by another committee.

Scholarship

Composition: 4 faculty, 3 admin/staff, 1 ex officio (Director of Scholarships and Student Financial Aid), 3 students

Change in composition: The committee consists of 4 faculty, 1 dean, 1 ex officio (the Director of Scholarships and Student Financial Aid), and 3 students. It may have as many nonvoting advisors or research personnel as the administration deems necessary.

Change name to Scholarship and Financial Aid

Change charge to: Advises Director of Scholarships and Student Financial Aid on matters relating to financial aid for students. Serves as an advisory body that reviews and evaluates student appeals concerning financial aid eligibility.

Student Conduct

Composition: 10 faculty, 5 students

Student Grievance

Merge with student conduct committee.

Revise charge to read as follows: "Hears disciplinary cases referred by Student Affairs Office or appealed by students, and grievance cases brought to it by students when such cases do not fall within the jurisdiction of other quasi-judicial committees. Individuals are expected to resolve grievances informally, whenever possible, before appealing to this committee. Considers matters of policy on problems referred by Student Affairs staff and investigates problems called to its attention by faculty and others in areas of student conduct,

other than academic."

Student Organizations

No changes recommended.

Student Publications

No changes recommended.

Traffic Regulations and Appeals

Composition: 7 faculty, 5 admin/staff, 1 ex officio, 5 students

Change charge: Hears appeals concerning present traffic violations and makes recommendations to the administration regarding traffic policies and campus parking. The administration consults with the traffic committee in a timely manner regarding the implementation of changes in traffic policies.

University Court

No changes recommended.

Use of Facilities

Composition: 3 faculty, 4 admin/staff, 1 ex officio, 3 students

Abolish committee. This committee met only once last year. There is no need for a standing committee and a hearing committee can be appointed as the need arises.

UNIVERSITY COMMITTEES

1994-1995

September 2, 1994

1. *Academic Appeals*

Anne M. Lind, Chair (1996)
 Cyril Thomas Nute (1996)
 Jane M. Kucko (1997)
 William E. Pohl (1997)
 Joseph R. Jeter (1998)
 Carol Ann Stephenson (1998)
 Stanley Trachtenberg (1999)

2. *Academic Computing*

James R. Comer, Chair (1997)
 Leo W. Newland (1996)
 Gerald L. Gabel (1998)
 Mary Ann Gorman (1998)
 Peng Fan (1999)
 Anole Mazzoleni (1999)

3. *Undergraduate Admissions*

Robert L. Vigeland, Chair (1998)
 Marsha C. Cox (1995)
 Spencer C. Tucker (1996)
 Cornell Thomas (1997)
 Jennifer B. Watson (1997)
 Harold D. Nelson (1998)
 Judith A. Solomon (1999)
 Patricia A. Paulus (1999)
 C. Robert Greer (1999)

4. *Animal Care and Use*

Timothy M. Barth, Chair (1997)
 Wayne J. Barcellona (1996)
 C. Magnus Rittby (1997)
 Ray Remley (1999)
 Mauricio Papini (1999)

5. *Compliance and Affirmative Action*

Claudia V. Camp, Chair (1996)
 Carol J. Pope (1995)
 Linda S. Moore (1997)
 Carolyn R. Durham (1998)
 Cynthia Lowry (1999)
 Carol Y. Thompson (1999)

6. *Evaluation*

Gregory K. Stephens (1996)
 Ranga V. Ramasesh (1997)
 David M. Graham (1998)
 Etta M. Miller (1998)
 Anne Gudmundsen (1999)
 Mary Susan Haigler-Robles (1999)
 Vacancy
 Vacancy

7. *Honors Council*

Babette Bohn, Chair (1997)
 Andrew O. Fort (1995)
 Sally L. Fortenberry (1995)
 Anatha S. Babbili (1996)
 Charles M. Becker (1996)
 Keith C. Odom (1996)
 Ted E. Klein (1997)
 Valencia Browning (1998)
 Edward M. McNertney (1998)
 Carrol A. Quarles (1999)
 Robert S. Doran (1999)
 Gregg Franzwa (1999)

8. *Honors Week*

Margaret B. Thomas, Chair (1998)
 Linda K. Hughes (1996)
 Ann G. Ashworth (1995)
 Rhonda Keen Payne (1996)
 Sheila M. Allen (1997)
 Andrew Paquet (1997)
 Bruce N. Miller (1998)
 Barbara Raudonis (1999)
 Robert S. Doran (1999)

9. Institutional Health and Safety

Joseph A. Babitch, Chair (1995)
Francis X. Pizza (1996)
David Cross (1999)

10. Instructional Development

Don M. Coerver, Chair (1995)
Carolyn Spence Cagle (1996)
Nadia M. Lahutsky (1998)
Kathleen A. Martin (1998)
William W. Ray (1999)
William H. Vanderhoof (1999)
Vacancy

11. Intercollegiate Athletics

William H. Beezley, Chair (1996)
Michael R. Butler (1999)
Alan Lacy (1999)
Henry Patterson (1995)
Roger Pfaffenberger (1999)
Kenneth R. Raessler (1997)
James Riddlesperger (1998)

12. International Students

Morrison G. Wong, Chair (1997)
Yumiko Keitges (1997)
Peng Fan (1998)
Yushau Sodiq (1998)
In-Mu Haw (1999)
Charles F. Bond (1999)

13. Library

Ronald B. Flowers, Chair (1996)
Patricia J. Bradley (1995)
Manochehr Dorraj (1995)
Kenneth R. Stevens (1996)
Keith C. Odom (1996)
John P. Freeman (1997)
Joseph Britton (1999)
Ellen Page Garrison (1999)
Jane Mackay (1998)

14. Mediators (Faculty Grievance)

C. Robert Greer, Chair (1995)
Roger C. Pfaffenberger (1995)
Linda K. Hughes (1996)
Geraldine F. Dominiak (1999)
Alan C. Lacy (1999)

15. Research and Creative Activities

Robert H. Neilson, Chair (1995)
Jennifer B. Watson (1995)
Gail C. Davis (1996)
Joel B. Mitchell (1997)
Stuart A. Youngblood (1998)
Susan Douglas Roberts (1998)
Fred Erisman (1998)
Tadeusz W. Zerda (1998)
Mauricio Papini (1999)

16. Retirement, Insurance and Benefits

Ken Morgan, Chair (1998)
Don M. Coerver (1995)
Elizabeth B. Freeman (1996)
Susan L. Harrington (1998)
Luther Clegg (1999)
Donald R. Nichols (1999)
Ray Remley (1999)
Danna Strength (1999)
Vacancy

17. Safeguards in Human Research

Danny L. Southard, Chair (1995)
Alice L. Gaul (1996)
Joel B. Mitchell (1996)
Nancy B. Meadows (1997)
Penny Moore (1997)
Francis Pizza (1999)
Ellen Page Garrison (1999)
Carol Jean Pope (1999)

18. Scholarship and Financial Aid

Blaise J. Ferrandino, Chair (1997)
Jeffery L. Coffey (1996)
Thad A. Duhigg (1998)
John Burton (1999)

19. *Student Conduct and Grievance*

Sanoa J. Hensley, Chair (1997)
 Joseph B. Lipscomb (1995)
 Gary L. Wilson (1995)
 John W. Bohon (1996)
 Lynn K. Flahive (1997)
 Donal M. Sacken (1997)
 Douglas A. Newson (1998)
 Donald R. Nichols (1998)
 Patricia A. Paulus (1999)
 Michael R. Butler (1999)

20. *Student Organizations*

John T. Harvey, Chair (1995)
 Frederick L. Toner (1996)
 David K. Jenkins (1997)
 Kenneth T. Lawrence (1997)
 Sally Fortenberry (1999)
 Bille S. Anderson (1999)
 George Harris (1999)

21. *Student Publications*

R. Michael Meckna, Chair (1995)
 Curtis W. Wilson (1996)
 Linda C. Curry (1997)
 Anne M. D. VanBeber (1998)
 Daryl D. Schmidt (1999)

22. *Traffic Regulations and Appeals*

John Breyer, Chair (1999)
 Charles Williams (1999)
 Allene S. Jones (1995)
 S. Lynn Rhoades (1995)
 Kurt A. Sprenger (1996)
 William E. Jurma (1997)
 Tracy J. Dietz (1999)

23. *University Court*

Ralph Carter (1999)
 Donald W. Jackson (1995)
 Alan C. Shepard (1996)
 Neil Easterbrook (1997)

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 P O BOX 30791

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 P.O. BOX 30788