**Procedure for Selection of Faculty Regents**

The goals of the Faculty Regent selection process described in this document are (1) to allow the Faculty Senate to provide meaningful input to the Provost about nominees for a Faculty Regent position; and (2) to give the Provost necessary information to choose the four candidates submitted to the Board of Regents.

1. **Qualifications for Faculty Regent**
   1. General Regent Qualifications:
      1. Each Regent must be supportive of Baylor University’s mission, vision, and historic Baptist heritage. At least three-fourths of the Regents must be Baptist and active members of a Baptist church (“Baptist Regents”). The remaining Regents, not to exceed one-fourth of the Regents, must be Christian and active members of a local church from a historic Christian tradition.
      2. At least one-half of the Regents must have had the State of Texas as their principal state of residence at the time of their election.
      3. A determination by the Board of Regents that a Regent meets required qualifications is controlling.
   2. Additional Faculty Regent Qualifications:
      1. Each Faculty Regent must be tenured.
      2. Each Faculty Regent must have served as a full-time member of the Baylor faculty for at least the previous eight years and as a full-time faculty member at an institution of higher education for a total of at least twelve years.
      3. A Faculty Regent elected through this process shall in this role serve and act solely for the best interests of Baylor University, but shall be expected to facilitate and communicate the views and interests of the faculty. All nominees must meet criteria applicable to Regents generally, and agree to adhere to all policies adopted by the Board applicable to Regent conflicts, behavior and actions, including maintaining confidentiality.
      4. Faculty Regents will not be included in any calculation of Baptist (or non- Baptist) Regents under the Bylaws. Faculty Regents may not serve on the Board of another BGCT institution of higher education or HighGround Advisors (formerly the Baptist Foundation of Texas) during their terms as Faculty Regents.

1. **Procedures for Selecting Faculty Regents**
   1. General process according to the Board of Regents guidelines for Board operations:
      1. The Provost, in consultation with the Faculty Senate (see below), submits at least four candidates to the Nominating, Governance, and Regent Leadership Committee of the Baylor University Board of Regents no later than 10 weeks prior to the beginning of the Regents meeting at which the new Faculty Regent will be selected.
      2. The Nominating, Governance, and Regent Leadership Committee, in consultation with the Chair of the Academic Committee of the Board, reviews, considers, and selects from these candidates.
   2. The process for nominating candidates for Faculty Regent will be as follows:
      1. In years in which a new Faculty Regent must be selected, the entire Faculty Senate shall serve as the Faculty Regent Nominating Committee (FRNC). The Chair-Elect of the Faculty Senate will serve as chair of the committee and will be ineligible for nomination in that year.
      2. The FRNC will solicit nominations of qualified faculty members from across the university. All faculty members should have the opportunity to nominate or self-nominate if eligible. If a Faculty Senator is nominated and accepts the nomination, he or she must recuse himself or herself from the nomination process.
      3. The FRNC will collect nomination packages from eligible, willing nominees and review and consider the nomination packages. The chair of the FRNC will establish a deadline by which these packages must be received.
      4. Nomination package materials should include:
         1. CV
         2. A personal statement of the nominee’s i) commitment to the mission and vision of the university, including his or her personal faith ii) understanding of and commitment to acting as a good-faith fiduciary for the institution as a whole; and iii) qualifications for undertaking the duties of a Regent, along with a vision for contributing to Baylor through service as a Faculty Regent.
         3. Three letters of recommendation:
            1. One, and only one, must be from a tenured Baylor faculty member from within the nominee’s department (or School or College if there are no departments within that unit).
            2. At least one must be from a tenured Baylor faculty member from outside the nominee’s academic unit.
            3. The third letter may be from anyone outside the nominee’s department who is in a position to evaluate the nominee’s qualifications for serving as Faculty Regent.
            4. Letter writers should address the nominee’s potential for serving as a member of Baylor’s Board of Regents. Possible items to address include the nominee’s demonstrated support for the mission of Baylor University; character, temperament, and judgment necessary to be entrusted as a fiduciary of the institution; exemplary record of professional experience and accomplishment; interest in and knowledge of the higher education landscape; experience and competencies relevant to the duties of a Regent, including experience in board service (e.g., professional board, academic board, non-profit board, or corporate board); demonstrated ability to work collaboratively, to bridge disciplinary and functional boundaries, and to communicate effectively in a diversity of contexts.
   3. The process for selecting each Faculty Regent will be as follows:
      1. The chair of the FRNC will announce the slate of nominees at a regular meeting of the Faculty Senate. Each member of the Senate will be provided access to the nomination packages. Only Senate members and the Provost will have access to these nomination packages once the slate has been announced. When the Provost forwards four names to the Nominating, Governance, and Regent Leadership Committee, the Committee will have access to the packages of the four final nominees but not those of other candidates.
      2. Each member of the Senate will identify exactly eight preferred candidates among the list of nominees. The chair of the FRNC will create an online poll to allow members to select these preferred candidates. The chair will also establish a deadline by which each senator must complete the poll.
      3. If there are eight or fewer nominees, the senate will vote “preferred” or “non-preferred” on each nominee.[[1]](#footnote-1)
      4. The chair of the FRNC will compile data from the online poll. The poll results will not indicate a ranking but rather will provide the number of votes each candidate received from the members of the Senate.
      5. During the meeting in which the Senate determines the slate of candidates to be submitted to the Provost, the Senate will go into executive session. Any discussion during executive session will remain confidential and will not be part of the minutes.
      6. In the case of more than eight candidates, the top eight plus ties, up to ten candidates, will be submitted to the Provost. If there is a tie in the number of Senate votes for a group of nominees making it impossible to determine the top eight to ten, then a runoff vote will be held during the senate meeting in which senators will choose from the tied candidates according to the number of positions needed to clearly distinguish the top eight to ten.[[2]](#footnote-2) See Scenario #3 below.
      7. The chair will present the poll results to the full Senate at the meeting following the announcement of nominees. These poll results will be confidential and not part of any public record. The Senate will then vote to approve a slate of eight to ten nominees to present to the Provost.
      8. The Faculty Senate Executive Committee will meet with the Provost to present the slate of eight to ten nominees and provide any additional input the Provost needs.

The Provost will select four candidates from among the slate presented by the Faculty Senate to forward to the Nominating, Governance, and Regent Leadership Committee of the Baylor University Board of Regents.

**Appendix**

**Hypothetical Scenarios**

This Appendix describes how the procedures described above would apply to four different hypothetical scenarios. These scenarios assume that 42 members of the Faculty Senate are selecting preferred candidates. These candidates are referred to with letters A, B, C, D, E and so forth.

**Scenario #1—Eight Preferred Candidates are Clear**

The Faculty Senate selects preferred candidates from among 14 nominees. Two candidates appear on all the lists of all 42 senators. The complete results are as follows:

|  |  |
| --- | --- |
| **Candidate** | **# of Ballots on Which the Candidate Appears** |
| A | 42 |
| B | 42 |
| C | 37 |
| D | 36 |
| E | 30 |
| F | 30 |
| G | 24 |
| H | 24 |
| I | 18 |
| J | 18 |
| K | 12 |
| L | 12 |
| M | 6 |
| N | 5 |

The Faculty Senate would recognize that eight candidates received clear support and would forward the names of candidates A-H to the Provost. The Faculty Senate Executive Committee should explain to the Provost that candidates A and B appeared on every ballot.

**Scenario #2—Nine Preferred Candidates, No Run-Off Necessary**

The Faculty Senate selects preferred candidates from among 14 nominees. There are two ties, including the three candidates who appear on the most ballots. However, nine candidates appear on more than 70% of the ballots.

|  |  |
| --- | --- |
| **Candidate** | **# of Ballots on Which the Candidate Appears** |
| A | 37 |
| B | 37 |
| C | 37 |
| D | 36 |
| E | 35 |
| F | 30 |
| G | 30 |
| H | 30 |
| I | 30 |
| J | 17 |
| K | 7 |
| L | 5 |
| M | 5 |
| N | 0 |

The Faculty Senate would recognize that nine candidates received clear support and would forward the names of candidates A-I to the Provost. The Faculty Senate Executive Committee should explain to the Provost that candidates A, B, and C received the most widespread support.

**Scenario #3—A Tie Vote Makes It Impossible to Determine the Top Eight to Ten**

The Faculty Senate selects preferred candidates from among 14 nominees. A five-way tie among candidates appearing on 24 ballots would prevent the Senate from selecting between eight to ten nominees. In other words, excluding these five candidates would leave only six nominees, while including all five candidates would result in 11 nominees.

|  |  |
| --- | --- |
| **Candidate** | **# of Ballots on Which the Candidate Appears** |
| A | 35 |
| B | 30 |
| C | 30 |
| D | 30 |
| E | 30 |
| F | 30 |
| G | 24 |
| H | 24 |
| I | 24 |
| J | 24 |
| K | 24 |
| L | 12 |
| M | 12 |
| N | 7 |

Candidates A-F will appear on the slate of nominees. While in executive session, the Senate would select at least two and at most four of the candidates appearing on 24 ballots. The Senate could agree to rank these candidates by following a modified Borda count or could agree to a different method.

The Faculty Senate should communicate to the Provost that candidates appearing on at least 30 ballots had stronger overall support than the five who were tied by appearing on 24 ballots.

**Scenario #4—The Process Results in an Insufficient Number of Candidates**

The Faculty Senate received nomination packages from only seven faculty members. The Faculty Senate and Provost could agree to extend the deadline to receive new nominations or for candidates to submit their materials. Alternatively, the Faculty Senate and Provost could agree that the Senate would submit a list of six preferred nominees instead of eight. If the latter occurred, members of the Senate would select exactly six nominees in the online poll rather than eight.

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1. The Faculty Senate and Provost may agree to extend the deadline for submissions to seek additional nominations if fewer than eight faculty members submit nomination packages. The Faculty Senate and Provost may also agree to adjust the procedures in this document if fewer than eight faculty members submit packages. [↑](#footnote-ref-1)
2. The Faculty Senate may choose to rank the candidates in the runoff vote by using a modified Borda count system, as described at http://www.deborda.org/faq/voting-systems/what-is-a-modified-borda-count.html. [↑](#footnote-ref-2)