

THE FACULTY SENATE NEWSLETTER

October, 1993

Baylor University Faculty Senate Membership

Chair: Douglas Rogers
Vice Chair: Raymond Cannon
Secretary: Naymond H. Keathley
Publicity: Maxine B. Hart

Appointed Executive Committee Members

Ray Luper Randy M. Wood

Arts and Sciences

Armitstead	Davis	Keathley	Ortuno
Basden	Dyer	Massirer	Pierce
Benesh	Gardner	Nixon	Rosenbaum
Cannon	Goforth	Nolen	Whipple

School of Business

Hart	King	Thomas
Jennings	Seward	Tipton

School of Education

Goodloe	McEntire	Rogers
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School of Music

Haithcock	Keyes	Robinson
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Law	Nursing	Graduate	Libraries
Serr	Sanford	Wood	Wilson

All academic areas of Baylor schools are represented. Thirty-two members are elected to staggered, three-year terms by the respective faculties with no more than two faculty members from a single department.

A Letter to the Baylor University Faculty from the Senate Chair:

Compensation and Evaluation

Some faculty members have questioned their senators about the Senate's approval of the current faculty evaluation and compensation policy. I would like to provide a brief explanation. On April 13, 1993, the Senate met in a "called" meeting to deal exclusively with the proposed evaluation and compensation document. Deliberations at the called meeting centered on a draft of the document which represented a compromise between versions of the policy document created by the Faculty Senate and the Council of Deans. Based on the compromises presented, the Senate approved the draft. However, the Senate asked that an additional statement expressing the Senate's lingering concerns about the policy be prepared to submit with the document. Further action on the draft was suspended pending approval of the statement of concerns. During the regular Senate meeting on May 4, 1993, the statement of concerns was approved. Both the Senate's version of the policy document and the statement of concerns were forwarded to Vice President Schmeltekopf. On June 2, 1993, the compromise policy document was reviewed by the Council of Deans. The Council proposed and approved additional changes. The Senate had no opportunity to review the changes approved by the Council of Deans. The policy document revised by the Council of Deans, without Senate review, was forwarded to President Reynolds. On June 7, 1993, the Chair of the Senate sent a letter to the President expressing concern that the Senate had not had and would not have an opportunity to review the changes proposed by the Council of Deans. The letter included a copy of the Senate's version of the proposed policy and a copy of the Senate's statement of concerns. The policy statement approved by President Reynolds on June 14, 1993, is the revised policy statement approved by the Council of Deans on June 2, 1993.

Advocacy and Inquiry

Recently, I was reading Peter Senge's book, The Fifth Discipline: The Art and Practice of the Learning Organization. Within this work, Senge describes organizations that are attempting to define shared visions. I immediately thought of our Baylor community attempting to define the nature of a "world-class Christian university." Senge proposes that individuals within such organizations learn to balance two primary skills: advocacy and inquiry. Advocacy in the learning organization model extends beyond the statement of a position to include explicit statement of the assumptions, data, and reasoning upon which a position is based. Inquiry within the learning organization is activated by a genuine desire to know and understand another's view.

Senge contrasts the use of "pure advocacy" and the use of balanced advocacy and inquiry ("reciprocal inquiry"):

When inquiry and advocacy are combined, the goal is no longer 'to win the argument' but to find the best argument. This shows in how we use data and in how we reveal the reasoning behind abstractions. For example, when we operate in pure advocacy, we tend to use data selectively, presenting only data that confirm our position. When we explain the reasoning behind our position, we expose only enough of our reasoning to 'make our case,' avoiding areas where we feel our case might be weak. By contrast, when both advocacy and inquiry are high, we are open to disconfirming data as well as confirming data--because we are genuinely interested in finding flaws in our views. Likewise, we expose our reasoning and look for flaws in it, and we try to understand others' reasoning.

This summer, as I was pondering my impending year as chair of the Faculty Senate, it dawned on me that this "reciprocal inquiry" practice of a learning organization was a potential role for the Faculty Senate. The Senate ought to advocate the university faculty's position or positions. The appropriate role of the Senate may be the task of making explicit the assumptions, data, and reasoning for the various positions the Senate advocates on behalf of the faculty. In the same manner, the Senate should inquire about the assumptions, data, and reasoning of other position(s) advocated among the university community.

But we need your help. The Senate needs to know what positions you want advocated and what inquiries you want made. Please seek out your Senator (their names are on the front of this newsletter) and express your opinions and ask your questions. Only then, can the Senate take on its role as faculty advocate and inquirer. Perhaps by taking on the learning organization's practice of "reciprocal inquiry," we will begin to experience openness and discover new ways of looking at old problems. It seems to me, that our ability to openly, honestly, and caringly balance advocacy and inquiry between and among faculty and administration views (among other diverse views) is one way to operationalize our vision of a "world-class Christian university."

Douglas Rogers, Chair

Faculty Senate Facts

Purpose of the Faculty Senate: to serve and function as the representative, deliberative and legislative body of the Baylor Universities Faculties.

Dates of Meetings:

September 21	January 18
October 19	February 15
November 16	March 22
December 7	April 19
	May 10

Dates of President's Faculty Forum:

September 23	February 17
November 17	April 21

Please attend and encourage your fellow faculty members to attend. The president openly discusses issues of concern in a friendly fashion.

Bear Info

After the Executive Committee of the Faculty Senate meets to set the agenda and review the minutes, both documents will be placed on BEAR INFO for your information

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