



The Florida State University  
Tallahassee, Florida 32306-1030

Faculty Senate R9B  
904-644-6876

**AGENDA  
FACULTY SENATE MEETING  
Moore Auditorium  
January 15, 1992  
3:45 p.m.**

- I. Approval of the minutes of the December 4, 1991 meeting
  - II. Approval of the agenda for the January 15, 1992 meeting
  - III. Report of the Steering Committee, F. Leysieffer
  - IV. Special Order: J. Carnaghi, Vice President for Finance and Administration
  - V. Reports of Standing Committees
    - a. Memorials and Courtesies, F. Leysieffer
    - b. Computer and Information Resources, C. Tolbert
  - VI. Unfinished Business
  - VII. University Welfare
  - VIII. Announcements of Deans and other administrative officers
  - IX. Announcements of the President of the University
- 

**ANNOUNCEMENT**

The School of Visual Arts and Dance and the University Club will host the University Club Wednesday Social in the Garnet and Gold Room (202A University Union) immediately following the Senate meeting. The University Club will collect \$2.00 to help defray their expenses. Everyone is invited to attend.

**THE NEXT SENATE MEETING WILL BE FEBRUARY 12, 1992**



The Florida State University  
Tallahassee, Florida 32306-1030

Faculty Senate R9B  
904-644-6876

## **FACULTY SENATE MEETING**

Moore Auditorium

January 15, 1992

3:45 p.m.

### **I. Regular Session**

The regular session of the 1991-1992 Faculty Senate met on Wednesday, January 15, 1992 at 3:45 p.m. Senate President Alan Mabe presided.

The following members were absent. Alternates who were present are listed in parentheses. T. Anderson, B. Banoff, D. Boroto, R. Braswell, T. Campbell, P. Dean, A. Dzurik, P. Elliott, J. Fenstermaker, G. Foster, P. Gielisse, W. Haas, J. Hurn, C. Imwold, J. Kerr (U. Ozanne), W. Laird, B. McHugh, B. Menchetti, J. Mitchell, J. Mundy, M. Ponce, D. Rasmussen, K. Scott, K. Shelfer (C. Morris), F. Shelley, C. Steele, G. Suarez, G. Thompson, K. Tobin, J. Torgesen, J. Tull.

### **II. Approval of the minutes**

The minutes of January 15, 1992 were approved with the correction that on page 5 under b. Undergraduate Policy Committee, the Senate approved the restructuring of Area II by a vote of 45-20.

### **III. Approval of the agenda**

The agenda was approved with the addition of a Budget Report from interim Provost Glidden.

Senate President Mabe announced the untimely death of Professor Patricia Dore. Professor Dore had been a member of the Faculty Senate and the Steering Committee.

#### IV. Report of the Steering Committee, F. Leysieffer

The Faculty Senate Steering Committee met regularly since our last meeting in December, once with President Lick, twice with Interim Provost Glidden, and once with Regent Perla Hantman. I will list the major issues considered by the Steering Committee this past month.

**\*Provost Search.** The search for a provost is underway. The search committee has narrowed its search to three candidates who are being interviewed this week and next. They are Dr. Opava-Stitzer, from the University of Puerto Rico, who was interviewed earlier this week, Dr. Robert Glidden our interim provost, who is being interviewed during the latter part of this week and Dr. Max Skidmore, from the University of Missouri, who will be interviewed early next week. Public forums have been announced for each of these candidates. The Steering Committee is active in the interview process.

**\*Budget.** Interim Provost Glidden reported on the current budget status. At the moment it appears that the reduction we face for next year is less than the 8.6 million dollars expected as of last fall. However, as one can imagine, the situation is very fluid and it is still difficult to predict our situation for next year.

**\*Computing.** Campus computing was discussed. We will have a report later from Professor Charles Tolbert, Chair of our Computer and Information Resources Committee.

**\*Inauguration.** A committee will soon be formed to plan for the inauguration of President Lick. Plans have been made for the construction of a university mace to be used for this inauguration and for other university ceremonial events.

**\*Meeting with Regent Perla Hantman.** The Steering Committee met with Regent Perla Hantman on her visit to campus in December. We apprised Regent Hantman of the challenges we were facing in view of increasing enrollments and decreasing resources.

**\*Land Acquisitions.** The Steering Committee heard of the progress made in purchasing land south, east, and west of our present main campus. Purchases that have been concluded total just under \$5,000,000 and include approximately 40 acres. Several contracts are pending approval by the Board of Trustees. Negotiations are underway for the purchase of about one-half dozen additional parcels. Several dozen other parcels are being appraised prior to the beginning of negotiations. Announcements of specific acquisitions will be forthcoming.

**\*Space and Development Committees.** The Steering Committee discussed the roles of the University Space Committee and the Campus Development Committee with a view toward the overlap in membership and toward the respective functions of those committees. With the campus in the process of acquiring more land and space the feasibility and/or desirability of merging the functions of those two committees was discussed.

**\*Access Card.** The Steering Committee will be requesting the Professional Relations and Welfare Committee to study aspects of the planned access card as it relates to issues of personal privacy. There is a potential here for information to be gathered easily by electronic means and used for purposes without the individual's knowledge and beyond the individual's control.

**\*Alumni Affairs.** The Steering Committee met with representatives from the Alumni Association to discuss their plans for enlarging the network of alumni clubs nationwide and the faculty support they would find helpful in this endeavor. The Association is looking for ways to highlight academic activities of the University for the alumni and is seeking to identify faculty members who might be interested in assisting them.

**\*Meeting Times.** During the Spring semester the Steering Committee will hold its regular meetings on Wednesdays at 10:30 a.m. in the lounge on the first floor of the Kuersteiner Music Building. These are open meetings.

V. **Special Order: J. Carnaghi, Vice President for  
Finance and Administration**

"I appreciate this opportunity to share some thoughts with the Senate. In about 20 days I will have completed my first year at Florida State and what a year it's been! A new President, a new Provost, several new deans, numerous changes in personnel in my division, and substantial reductions on our resources because of the state's financial adversity. I still feel as though I'm deserving of that traditional "honeymoon" period that never quite arrived! With all the changes and financial problems, one thing has not changed and that is my resolve to make the Finance and Administrative Division the best it can be. To me, that begins with the development of an organizational attitude toward service. We've adopted the motto of "Service with Pride, Professionalism, and Enthusiasm," but I'll say more about this later. The Finance and Administration Division has a history of inadequate funding, long before the current "crunch" hit the university. Consequently, the problems are now wider and deeper. But in spite of this, there is a "can do" attitude throughout my organization that simply amazes me. It's that attitude - a belief that we will be successful - that attracted me away from Purdue University and keeps me optimistic even during these bleak financial times.

Here are some of my visions/hopes/and expectations that Alan asked me to address. I learned long ago that there are three key elements to Visionary Leadership. I will convey my thoughts using these three headings as my basis:

**The First Element of Visionary Leadership is the ability to establish team work.** In order to have a team working toward common goals, you've got to develop a confident/ positive image. Too many of my people have only heard from management when complaints were forthcoming. We are changing this by working on team building, communications, cross training, and crossing departmental lines to help colleagues succeed. But any good team begins with good leadership. I'm pleased with the leadership of my seven departments and I believe we have taken a significant step forward with the recent hiring of Randy Harris as our Controller beginning on March 2. As one of the bright rising

stars in higher education financial circles, Randy has had opportunities to assume controllerships at other major universities. He chose to wait for the "right" offer and that was the FSU Controllershship! I'm excited for us and feel certain you'll enjoy working with him.

I want to mention one other area of teamwork in which you'll see notable changes and improvements. It is in the work groups called ABAs or Academic Business Administrators. Simply explained, these are the people who work for Finance and Administration but are located physically in academic units. We have nine ABA groups at FSU performing this valuable financial function. We are reorganizing the ABAs: I've removed it from under the Controller's office and made it a part of my office, reporting to John Martin, my Executive Assistant. In making this move I'm broadening the scope of these positions to include duties covering the entire spectrum of Finance and Administration, not just controller functions. Academic departments having ABAs can expect the entire 900 member team of Finance and Administration to support the efforts of their ABAs. I'm convinced that my division's future will be heavily influenced by the expanding role of the ABAs within a particular department as well as across the campus. To that end, we've started a pilot program in CPD, with Mary Pankowski. If this works as I envision, you'll be asking your deans and department heads to adopt an ABA for your own department!

**A Second Element in Visionary Leadership Is the Ability To Make The Right Things Happen.** I could spend hours on what I want to happen in the future, but let me highlight just a few:

First of all, we are understaffed, under-equipped, and under-automated. But of those three, the most important to my unit's success is automation. Let me cite a few of my highest priorities for automation: I envision an on-line Entry and Tracking System for purchasing requisitions to eliminate all the time lost walking forms around campus and to give FSU a better, faster handling of purchasing documents. I want an imaging system for accounts payable to provide more information about vendors and faster invoice payments. An

automated leave record system is something we've needed for years to replace the manual operation. Full implementation of the Seminole Access Card, a campus debit card, will eliminate long lines to pay fees, distribute financial aid, and make refunds. Finally, we need numerous automated improvements to rid ourselves of hundreds of hand-maintained records throughout my divisions as well as your departments. I envision a postal operation that moves our mail quickly, accurately, and at a discounted rate. Our printing services must improve its quality and performance or we will investigate other ways to deliver this needed campus service. Many of you know that we made a similar assessment of our bookstore operation last spring and chose to go to a leased bookstore. Early results are favorable and, financially, it's an overwhelming success! I'm pleased that many of our faculty are enjoying the 10% discount Follett's has offered; that was a bonus that our lease operators threw in!

We desperately need to provide solutions to our parking problems. Any solution will be more costly, but a major university must plan for parking needs along with its building needs, but we've failed to develop this balance. It's understandable that we've put our limited resources toward buildings, but we are now paying the price. At this very moment, we are exploring three potential parking structures. Hopefully, one will fall into place very soon.

**The Final Aspect of Visionary Leadership** - along with establishing teamwork and making the right things happen - **Is the Ability to Develop Trust and Respect.** Earning your trust and respect is much simpler to talk about than to accomplish and retain. I believe we can best accomplish this through positive actions. We are a service organization. We serve you, your students, and the taxpayers. Our integrity in dealing with our financial resources must be beyond reproach. We are problem solvers -- we find ways to make things happen. Ofttimes, we'll encounter conflicting needs and then we must resort to compromise solutions. Our goal is to be more proactive; I want issues addressed before they become problems. We are all part of the FSU family and we need each other to succeed, especially during times like these when budgets are so extremely tight.

I often remind my staff that "managers do things right, but leaders do the right things." If we at FSU have the courage to do the right things, we will weather this financial storm and be stronger because of it.

## **VI. Reports of Standing Committees**

### **a. Memorials and Courtesies, F. Leysieffer**

In years past the Memorials and Courtesies Committee has extended the condolences of the faculty to the families of deceased faculty members.

The committee has been rather dormant for the better part of a year. You may remember that some time ago we had discussed in Senate the possibility that academic departments might be a better place from which to carry on this activity. The Steering Committee has discussed this from time to time and really feels that a remembrance from the general faculty is still appropriate and desirable.

A subset of the Steering Committee consisting of Senators Pat Martin, Tim Matherly and me constitutes this year's Memorials and Courtesies Committee.

We would like to propose that the following course of action take place upon notification that a faculty member has died.

1. The president of the Faculty Senate will send a letter to the deceased's family offering condolences on behalf of the faculty and informing the family that a book will be purchased for the University Library in memory of the deceased.
2. The Library will purchase the book. A bookplate indicating that that book has been presented to the library in memory of the deceased by the faculty will be placed in the book.
3. Once the purchase is completed, the family will be notified of that fact and of the title purchased.



Minutes are also posted on the FSU General news bulletin board.

CIRC will bring an annual report back to the Senate for your consideration later in the year.

## **VII. Unfinished Business**

There were no items of unfinished business.

## **VIII. University Welfare**

Senator Patricia Martin announced that Teaching Awards will be given again this year. Every member of the teaching faculty is eligible. We have \$52,000 from lottery proceeds to use. There will be 26/\$2,000 awards and one distinguished faculty award of \$7,500.

Senator Jack Waggaman addressed the issue of privacy for those using the Access Card. Senate President Mabe stated that the Professional Relations and Welfare Committee will be asked to appoint a subcommittee from their membership to answer these concerns.

## **IX. Announcements of Deans and other administrative officers**

### **a. Budget Update, Interim Provost R. Glidden**

The special session of the Legislature lowered our expected budget reduction from \$8.4 million to \$5.3 million. They took a greater portion of the cut from the Non-I & R budget than in our initial plan. Overall, however, we are holding the \$3.1 million we did not have to cut in reserve. If there are not any more cuts this year, we will have some flexibility to use these funds to meet pressing needs.

As things are now, we can have a summer session that is approximately 90% of last summer for the first half of the summer. Departments should plan their summer offerings with that in mind, since it is easier to delete courses than to add them.

## X. Announcements of the President of the University

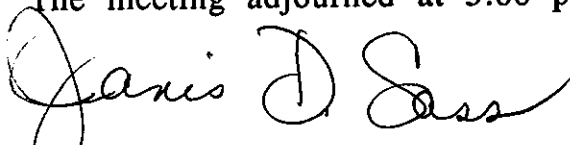
President Lick announced that the University came through the fall semester in excellent shape. Morale is high and students are very enthusiastic in spite of financial shortages. Legislators came through with the 3% salary increase. It is important to have this increase even though it's not to be implemented until February. We should all thank our legislative leaders for the concern they have shown for us.

The news is very confusing at this time. The Governor says we need new taxes and yet others are not supportive of new taxes.

There is a lot of discussion of the Lottery enhancement money. The SUS is getting less money since the lottery was started. Instead of enhancing, it is replacing education funds. Before the lottery we were spending \$6,400 on each student; now we are spending \$4,700. This places Florida in the bottom quartile of educational spending in this country. If we don't receive any more cuts and new revenue becomes available, we can quickly begin our process of recovery.

## XI. Adjournment

The meeting adjourned at 5:00 p.m.



Janis D. Sass  
Secretary to the Faculty