



The Florida State University  
Tallahassee, Florida 32306-1030

Faculty Senate  
904-644-6876

*James Copy*

**AGENDA  
FACULTY SENATE MEETING**

Moore Auditorium  
March 14, 1990  
3:45 p.m.

- I. Approval of the minutes of the February 14, 1990 meeting
- II. Approval of the agenda for the March 14, 1990 meeting
- III. Report of the Steering Committee, A. Mabe
- IV. Reports of Standing Committees
  - a. Computing and Information Resources, T. Clark
  - b. Curriculum Committee, M. Young
  - c. Library Committee, J. Waggaman
- V. Unfinished Business
  - a. *Resolution, Woodward Avenue*
- VI. University Welfare
- VII. Announcements of Deans and other administrative officers
- VIII. Announcements of the President of the University

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ANNOUNCEMENT:       The College of Business and the  
University Club will host the University Club  
Wednesday Social in the Garnet and Gold  
University Room ( 202A University Union)  
immediately following the Senate meeting.  
The University Club will collect \$1.50 to help  
defray their expenses. Everyone is welcome!

**THE FIRST REGULAR SENATE MEETING OF THE 1990-1991 SENATE  
YEAR WILL BE APRIL 18, 1990**



The Florida State University  
Tallahassee, Florida 32306-1030

Faculty Senate  
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*Addendum  
2  
HA amended  
(see April  
18 minutes)*

FACULTY SENATE MEETING  
MOORE AUDITORIUM  
MARCH 14, 1990  
3:45 p.m.

**I. Regular Session**

The regular session of the 1989-1990 Faculty Senate met on Wednesday, March 14, 1990 at 3:45 p.m. Senate President Leo Sandon presided.

The following members were absent. Their alternates who were present are listed in parenthesis. M. Armer, H. Baker, E. Bass, D. Behrman, B. Braendlin, G. Buzyna, D. Clack, R. Dalton, G. DeVore, P. Elliott, M. Evans, R. Feiock, J. Fenstermaker (D. Kirby), R. Goldsmith (R. Braswell), W. Haas, G. Heald, G. Hepner, J. Hills (C. Emihovich), D. Horward, R. Jenks, R. Johnson, K. Kemper, W. Landing, G. Leahy, P. Levine, B. Licht, P. Martin, T. Moerland (W. Outlaw), J. Morse, P. Nelson (C. Piazza), J. Piersol, S. Rollin, K. Scott, B. Shellahamer, O. Slagle, R. Smith, P. Strait, D. Sumners, P. Tait, D. Van Winkle, W. Veal, E. Walker, L. Walters.

**II. Approval of the Minutes of February 14, 1990**

The minutes of February 14 were approved as distributed.

**III. Approval of the Agenda for March 14, 1990**

The agenda was amended to add item a. under Unfinished Business "Resolution, Woodward Avenue". The agenda was approved as amended.

**IV. Report of the Steering Committee, A. Mabe**

1. The Steering committee has met weekly since the last Senate meeting and has met with the President. Issues

discussed with the President included the enrollment situation, the plans for legislative relations for the upcoming session, and the progress of the capital campaign.

2. The Steering Committee has been developing recommendations for the composition of various Senate and University committees.

3. A possible problem regarding the number of hours a stipend holder must register for in the B or C terms has come to our attention. It has been interpreted that the Senate action of last April, reducing the full time load for stipend holders from 12 to 9, requires that those appointed for sessions B or C must register for 9 hours, while non-appointed students have a 6 hour full time load for one of those sessions. This has only recently come to our attention. We plan to handle this by calling together the principal parties to work out a solution for this summer, then determine if we need to make any policy changes through regular Senate processes.

4. We are all saddened at the very serious injuries suffered by a student in a bicycle-car accident recently. President Sandon has continued to push for the closing of Woodward Avenue to through traffic. He has met with Mayor Meisburg, County Commission chairman Gary Yordon, Rep. Hurly Rudd, Vice President Martin Roeder and Chancellor Reed. Next Monday there will be a meeting with Mayor Meisburg and others to work out strategies and tactics for resolving the issue.

5. The UPC has approved a set of instructions for implementing our new Liberal Studies requirement. Copies are to be mailed to departments.

## V. Reports of Standing Committees

### a. Computing and Information Resources, T. Clark

Senator Clark presented a report (addendum 1) on the progress of this committee during the academic year. There was discussion on each of the subcommittee's reports.

### b. Curriculum Committee, M. Young

## CURRICULUM COMMITTEE REPORT

March 14, 1990

In addition to reviewing requests for new courses and course revisions, the curriculum committee has been engaged in streamlining the curriculum process. To this end, we developed an updated set of committee procedures which were distributed to deans and department chairs in January. These procedures should serve as guidelines to departments in preparing their curricular requests.

One aspect of our policy which has not worked to expectations is the curriculum purge. The FSU formula for purging courses that have not been taught in 8 semesters was used as the model in developing the statewide system for curriculum purges. In theory, the policy should enable us to maintain a balance between the existing curriculum file and the continuous requests for new courses, needed as circumstances change. Nevertheless, our experience with this process has not been entirely satisfactory, as fewer and fewer courses are actually being purged. This year, for example, we were able to delete less than 10% of the courses scheduled to be purged. Meanwhile, the curriculum file continues to grow apace. This is an area of our responsibility that we will be scrutinizing more closely in hopes of improving its operation.

Most recently, the curriculum committee has worked with the Undergraduate Policy Committee in developing the guidelines for reviewing courses for multi-cultural credit; I believe those guidelines were made available for you today.

The committee will meet twice more this academic year: March 26 and April 16.

One final note: We kept you apprised last year of our efforts to resist the directive of the Board of Regents staff to bring the levels of our courses--1000, 3000, etc-- into conformity with the rest of the SUS. I am happy to announce a victory of sorts. After making the level changes with which our affected departments agreed and appealing those with which they disagreed, the process devolved into a war of attrition. Then the Board approved a unified fee structure, removing the differential fees for lower division and upper division courses, and, at the same time, removing the impetus for the course level designators project. Hence, it is now a dead issue.

c. Library Committee, J. Waggaman

"During 1989-1990 the Library Committee reviewed a variety of policy matters brought to it from various sources and acted on many of them. Proposals and issues originated with the Committee and its subcommittees, the director of Strozier Library (who is a member of the Committee), President of the Faculty Senate, representatives from the Developmental Research School, and other faculty. Issues decided included endorsement of circulation privileges for DRS secondary students, no smoking in the library, request of an endowment of five million dollars to underwrite the serials budget, changes in the method for allocating funds for new serial subscriptions, creation of a new department in Strozier in the future for the development of the library collection, expanded staff activity and materials to instruct students and faculty in the use of the library, and continuation of the trend to acquire and use electronic bibliographic data bases and other technological developments in the library.

The funding of Strozier Library was enhanced substantially this year through the 1.7 million dollar increase in the book budget from lottery revenues allocated by the Legislature. In addition, President Sliger announced that a grant of \$400,000 from television bowl-game receipts would be forthcoming in the future. An unmet need for the future will be adequate funds to cover the apparent endless rise in the cost of journals, which increases by about 12 percent a year. As you may recognize, the cost of journals can double in six years at this rate of increase, meaning that at least another 2.0 million dollars will be needed for these materials alone by 1996. Hardest hit by these price increases are the science journals which now cost three to four times the average cost of social science and humanities journals. This condition helps explain why the Committee requested a five million dollar endowment from the current capital fund drive.

Incidentally, the increasing enrollments at FSU place a greater demand on the resources at Strozier Library. However, student demand will also increase as enrollment grows at Tallahassee Community College. Currently it has 8,000 students (headcount) and is expected to reach 10,000 by 1995; the college is now about to build a residence hall. Strozier also

serves many needs of State government for research material. These factors of increasing demand help explain why FSU's Strozier Library is rated high among members of the Association of Research Libraries on their measure of loan of library materials.

Finally, with the Committee agreeing to a formula approach for the distribution of the annual increase in the serials budget for new journal subscriptions to the beginning of the fiscal year. With the continuing excellent cooperation from Charles Miller and the staff of Strozier, the Library Committee should be able to participate early and more effectively in the budgetary process of Strozier. The Committee can then become more involved in the strategic planning process for the growth and development of the Library. We look forward to the challenge.

## **VI. Unfinished Business**

a. Resolution concerning traffic control and safety on Woodward Avenue, Steering Committee

After some discussion the following resolution was moved and approved by the Senate by a vote of 48-1.

**"WHEREAS** members of the Faculty Senate have for the past decade voiced concern over the safety of pedestrians crossing Woodward Avenue and

**WHEREAS** steps recently have been initiated by Senate leaders to address this problem and

**WHEREAS** loss of life is virtually a statistical inevitability if conditions are not remedied and

**WHEREAS** recent accidents have resulted in serious injury to FSU students

**Therefore be it resolved:**

That university, city, county, and state officials take steps to close that portion of Woodward Avenue that runs through The Florida State University campus.

## VII. University Welfare

Senator Schroeder voiced concern that a memorandum mailed on March 6 from the controller's office was not received by his office until March 14. Of greater concern to Senator Schroeder was the content of the memo which informed recipients that encumbrances for type B goods would not be certified forward.

Senator Young offered the opinion the Senate should oppose the selling of commencement tickets. There was never any intent that unused tickets would be sold. Young suggested that the administration needs to investigate this practice and perhaps to work out another mechanism for admission to commencement.

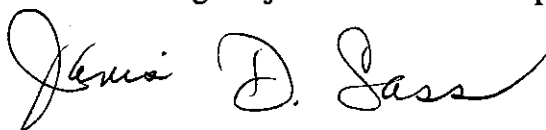
Dean of the Faculties and Deputy Provost Steve Edwards reminded the Senate that The Florida State University would bestow its 76th honorary degree in its 139 year history to Burke Kibler III on March 15. The awarding of honorary degrees is carefully controlled by a faculty committee and FSU has been and continues to be, quite parsimonious in the awarding of honorary degrees.

## VIII. Announcements of the President of the University

Neither President Sliger nor Provost Turnbull were available for today's meeting. The Dean of Undergraduate Studies Elisabeth Muhlenfeld gave a report (addendum 2) on behalf of the President and Provost on the previously announced topic of enrollment pressure.

## IX. Adjournment

The meeting adjourned at 5:35 p.m.



Janis D. Sass  
Secretary of the Senate

March 14, 1990

Addendum 1

**COMPUTER AND INFORMATION RESOURCES COMMITTEE**  
**REPORT AND RECOMMENDATIONS TO THE FACULTY SENATE**  
March 1990

The Committee members have met a number of times over the last year and a half to discuss the state of computer and information services support at the University. In addition to the meetings of the entire committee, members of the three subcommittees (Telecommunications, Administrative Computing and Research and Instruction Computing) have met to discuss detailed concerns in each area. The report of the committee is divided into the three subcommittee areas and contains an introductory section that deals with the overall CIR function at Florida State, especially with regard to organization and support.

The committee was asked by President Sliger to review the organizational structure of computing at Florida State in light of specific recommendations made by the consultants of MGT America. Based on that review and the recommendations of the subcommittees, the following conclusions are drawn:

1. **Organization.** The centralization of computing resources under the Associate Vice President for Computing and Information Resources should remain, but the internal organization of the function should be modified to meet the recommendations of the committee. Where appropriate, the modifications will be discussed in the report of each subcommittee. The Associate Vice President should report to the Provost. This is consistent with the emerging model of information management in both industry and government. Most organizations have a senior executive responsible for information and computing systems, and the individual reports either to the Chief Executive or the Chief Operating Officer.

The role of the centralized function varies with the needs of the organization. In some organizations, there is complete control vested in the individual and in others the individual acts as a coordinator of decentralized resources and support. We believe the individual at Florida State should exercise strong central control over the Telecommunications and Administrative functions and act in a coordinating role for Academic and Instruction resources which should be decentralized to the extent possible. This is based a recommendation that will be detailed in the subcommittee report for research and instruction computing.

2. **Administrative Computing.** The subcommittee report contains detail that supports the following recommendations:

a. The CIR should develop effective administrative information systems support for academic units.

b. A conversion to an integrated database structure for university-wide information systems should be undertaken. The movement to an integrated data model should take full advantage of relational database technology.



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Given the current structure, mission and workload of Administrative Computing, it would be difficult for the Office to accomplish either of these objectives. Thus, it may be necessary to seek outside services to develop a technical, strategic information plan (SIP) which could be used to guide phased implementation of the recommendations, as resources permitted. Accomplishment would, in our judgement, provide great long-term value to the University. We believe many of the problems noted by MGT America stem from the current information systems infrastructure. The problems are most effectively addressed by the long-term actions recommended.

**3. Telecommunications.** The subcommittee report contains detail that supports the following recommendations:

- a. The creation of a university wide network should be a priority.
- b. University-wide telecommunications standards and policies should be established including a clear demarcation of responsibilities in the office of the CIR.
- c. The OTC should strive to provide higher levels of service at a lower rate to university users.
- d. The OTC should provide guidance, consulting, advice and technical services to the University regarding telecommunications in general and networking within units in particular.

**4. Academic Computing.** The subcommittee report contains detail that supports the following recommendations:

- a. FSU should fully fund computing. The sale of FSU computing time and support services should be limited and only done after careful review by the Academic Computing Subcommittee. A plan should be developed to move computing from an auxiliary enterprise to the E&G budget to the extent possible and practical. The planned and regular use of a portion of SRAD funds to support the computing infrastructure is essential and strongly recommended.
- b. A five year revolving plan should be developed for University technology and implemented to insure that FSU has appropriate technology in every discipline.
- c. The FSU Computing Center should be decentralized to the extent possible and practical and its name changed to Academic and Research Computing Services. The name is more consistent with what is envisioned as the role of the function. Plans within departments, schools and colleges should be produced to develop and upgrade decentralized computing resources. The current FSUCC Policy Board should evolve from a policy review committee, a role the Academic Computing Subcommittee will play, to one composed of functional experts coordinating technical issues.
- d. University funds should be directed toward forward-looking, general computing initiatives that are consistent with university goals and priorities.

Addendum 2

## REMARKS TO THE FACULTY SENATE

March 14, 1990

Elisabeth Muhlenfeld

Thank you for this opportunity to speak on behalf of the Provost and the President on the issue of enrollment pressure. Particularly in the last two years, this issue has received marked attention from the administration and faculty; we have placed intense emphasis on it in the past several months. Until 1988-89, as you know, concerns centered on the lower division, and steps were taken through the Admissions Committee to control the number of incoming freshmen.

In the last two academic years, enrollment pressure has been far more serious at the upper division; the problem was acute in the Fall 89 term. (In fact, the entire State University System is overenrolled, with 70% of that overenrollment at the upper division.) Throughout the fall, the academic administration has addressed the issue both internally and externally. The Provost has spoken in many forums, drawing attention to the system-wide nature of the problem, and to the seriousness of the matter at Florida State University, the most seriously impacted of the universities at this time. Within the FSU family, the Provost has spoken with alumni, addressed the first Fall Faculty Senate meeting, and presented an overview at the Deans and Department Chairpersons Spring Workshop last week. Beyond the campus, he has addressed the issue at the Articulation Coordinating Committee, the Council of Academic Vice Presidents, and the Board of Regents as well as meeting individually with regents, legislators and representatives of the Department of Education.

On Friday [March 9] Provost Turnbull was asked to address a full-day workshop of the House and Senate Higher Education Committees and Appropriations Subcommittees. Let me quote briefly from his remarks:

At FSU, only four years ago we were admitting freshmen right up until school started in September and still not meeting the enrollment plan. Between then and now we have added 6000 students, moved the admissions deadline to the first of February, raised the average SAT score by well over 100 points, attracted more applications than any other university in Florida, and still overenrolled the freshman class by hundreds of students two years running.

Finally after three years of intense effort, FSU hit its freshman enrollment target right on the nose last Fall. Doing so required us to reduce the size of the freshman class by 10 percent--which we did--to the great displeasure of our alumni and even to the displeasure of some public officials whose children and constituents could not get in--even though their high school records would predict a successful college career at FSU.

But we stayed within our mandated enrollment plan at the freshman level. Yet at the same time, we had a 19 percent increase at the upper

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division level and, overall, this academic year, Florida State University has some 2,225 FTE students above the enrollment plan.

This means that you [the Legislature] are not providing state funds for those 2,225 students; and you do not permit us to use the tuition they are paying, but we are still obligated to find spaces in our classrooms for them.

After discussing briefly the reasons for our overenrollment, Provost Turnbull spoke very pointedly to the problems such crowding has produced, taking many of his examples from the files of the Advising Center and the Office of Undergraduate Studies. He cited case after case of students unable to get courses they needed for their major, and in some instances, having to go elsewhere because of the inability to get necessary classes at FSU. He then outlined a number of steps we might take, all of them unpalatable, and concluded:

We can do all of those things, but if we do, we will have changed for the worse the very nature and character of our university. It will lose its standing as a world class graduate-research institution that still nurtures and cares for all its undergraduates . . . .

At the same joint meeting of the House and Senate Higher Education Committees, I was asked to speak on enhancing undergraduate education, with particular emphasis on the results felt on campus from special funds earmarked for this purpose for the last several years. I, too, minced no words, pointing out that undergraduate enhancement funding accounted for approximately 1.1% of the SUS Instruction and Research budget from 1984-1989, a period in which FSU's enrollment grew 23%. I also took the opportunity to try to explain how complex a system a university is, so that, for example, even so "simple" a goal as decreasing class size in freshman English has implications for upper division courses, graduate courses, faculty time, and the resources of the College of Arts and Sciences and the University as a whole.

At the same time that the administration has attempted to speak in every possible public forum on the issue of enrollment pressure, we are also acutely aware that all of us are faced with a problem today--right this minute. To deal with it in the short term, the Admissions Committee has raised admissions standards in every category over which we have any control. (The exception is those students entering the University with the Associate in Arts degree who, by statute, are assured admission.) The Provost has asked deans to tighten up readmission policies for those students who have been academically dismissed.

In addition, the expansion of limited access status is under consideration in many departments and committees. The Provost has discussed this tactic with academic affairs staff, the Council of Deans, the CAVP, and the Articulation Coordinating Committee.

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The Faculty Senate Steering Committee has discussed enrollment pressure with the President. The Executive Council, on which President Sandon sits, has called for a careful study of projected enrollment growth. An ad hoc committee chaired by Associate VPAA Tom McCaleb has today sent the results of that study to the Executive Council. Although it is premature to discuss the report in detail, several findings may be of interest to this body:

The high school graduation rate in Florida is projected to fall slightly throughout the decade of the 90s until 1997, when an upturn is projected.

By the year 2000, if the University mirrors these demographics, Florida State will grow to between 30,000 and 33,000 headcount students, depending on a variety of factors.

There is, however, serious concern about the ability of the University to continue to attract a large number of well-qualified freshman applicants. The drop-off in Florida high school graduation rates throughout the 90s will be minor compared to that of most other states. Florida will continue to be an attractive recruitment pool for universities throughout the country. Further, Florida Atlantic University and Florida International University have been directed to increase their lower divisions to approximately the percentage of the system average. Thus, these two institutions are, for the first time, launching major recruitment efforts; this is important to Florida State because the southeastern part of the state has traditionally been one of our largest feeder areas. Finally, FSU's growing reputation as a caring and supportive environment for undergraduate students is eroding.

My final message is this: while our enrollment pressures will not go away, we can expect them to ameliorate. On the one hand, the SUS enrollment plan will net us increased funding and faculty positions in each of the next several years as a consequence of the number of students we currently have enrolled. On the other hand, the demographic trends and other factors mentioned earlier will serve to slow growth.

In the meantime, it behooves us to beware of easing up our efforts to enroll freshmen of high quality in sufficient numbers. Many liberal arts departments, particularly in the sciences, depend on native students for a large percentage of their upper division majors. And I believe that we must not allow the balance of lower division to upper division students to shift too heavily in favor of the upper division. To do so would change rather drastically the character of Florida State University.

It also behooves us to use every creative solution within our very considerable means to serve our students well, to meet their need for courses and to provide the best possible quality of education. We must not allow ourselves as a faculty to become disenchanted with this enterprise. Those of us who are also

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academic administrators must not allow ourselves to become insensitive to faculty perspective.

This faculty has, in the last ten years, faced two enrollment crises. In the first half of the decade, declining enrollments threatened us. We met that challenge magnificently, with a spirit of collegiality and cooperation which made this university an unusual and exciting place to be. Now we face overenrollment. We simply must respond to this new crisis with equal energy.