



The Florida State University  
Tallahassee, Florida 32306-1030

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**AGENDA**  
**FACULTY SENATE MEETING**  
**MILLER HALL, 3300 UNIVERSITY CENTER**  
**September 10, 1997**  
**\*\*\*\*\*3:35 p.m.\*\*\*\*\***  
**(\*\*NOTE NEW STARTING TIME\*\*)**

- Done  
H. 10/10/97*
- I. Approval of the minutes of the April 16, 1997 meeting
  - II. Approval of the agenda for the September 10, 1997 meeting
  - III. Remarks by the Faculty Senate President, M. Cowart - *Get Report*
  - IV. Report of the Steering Committee, J. Macmillan - *Get Report*
  - V. Report of Standing Committee
    - a. Memorials and Courtesies Committee, J. Macmillan - *Get Report*
  - VI. Report of special ad hoc committee
    - a. Evaluation Committee, J. Lovano-Kerr - *Get Report*
  - VII. Unfinished Business
  - VIII. New Business
  - IX. University Welfare - *Intellectual Property - class notes*  
*declassification campus*
  - X. Announcements of Deans and other administrative officers
    - a. Jim Pitts, Director Study Abroad, International Programs
    - b. Carey Drayton, Director of Safety and Security
    - c. Beverly Spencer, Vice President for University Relations
  - XI. Announcements of Provost and Vice President for Academic Affairs, L. Abele
  - XII. Announcements of the President of the University

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**\*\*\*\*\*ANNOUNCEMENT!! EVERYONE IS INVITED!\*\*\*\*\***  
Provost and Mrs. Lawrence Abele and the University Club will host a  
University Club Wednesday Social in 5301 University Center,  
immediately following the Senate meeting.

THE NEXT SENATE MEETING WILL BE OCTOBER 8 IN DODD  
HALL AUDITORIUM



The Florida State University  
Tallahassee, Florida 32306-1030

Faculty Senate  
904-644-6876

*Book*

FACULTY SENATE MEETING  
September 10, 1997  
Miller Hall  
3:35 p.m.

**RECEIVED**

OCT 08 1997

Dean of the Faculties Office

**I. Regular Session**

The regular session of the 1997-1998 Faculty Senate met on Wednesday, September 10, 1997, at 3:35 p.m. in Miller Hall. Senate President Marie Cowart presided.

The following members were absent. Alternates who were present are listed in parenthesis. R. Atkinson, K. Bearor, D. Boroto, S. Brown, J. Clendinning, C. Connerly, G. Dawson, L. Dehaven-Smith, M. Hardy, K. Harris, W. Heard, N. Jumonville (E. Lyon), K. Laughlin (H. Burke), D. Levi (S. Hadden), R.J. Livingston, M. Pietralunga, P. Ray, J. Sampson, S. Shaeen, F. Standley (D. Moore), J. Standley, F. Vickory, T. Welsh, M. Young, D. Zahn, R. Zwaan.

**II. Approval of the minutes**

The minutes of April 16 were approved with the following corrections. On page 3, second paragraph under New Business, should read "Sustained". On page 4 under University Welfare, should not read PEP Committee recommendations, but P&T (Promotion & Tenure) recommendations.

**III. Approval of the agenda**

The agenda was approved as distributed.

**IV. Remarks by the Faculty Senate President, M. Cowart**

Senate President Cowart's' remarks are attached as addendum 1.

**V. Report of the Steering Committee, J. Macmillan**

Since the Senate last met, on April 16, the Steering Committee has met seven times in 'regular' meetings; in addition we have met with President D'Alemberte and Provost Abele (and others) four times (including a two-day retreat in May); we also met with the Council of Deans for a full day meeting in July. Several members attended the Board of Regents meeting in Tallahassee on July 10 and 11. We met with Carl Moore, a consultant to the President, on August 31. In addition, President Cowart has met individually with the President and

Provost and with James Melton, the director of the FSU Alumni Association. At our regular meetings, the following people have met with us: Jim Pitts; Kathryn Anderson-Lazier; Alan Mabe; Lynn Cooley; and Steve Edwards.

One item has been of singular importance: throughout the summer we have heard from many faculty members concerned about the President's decision not to accept nine recommendations of the University Promotion and Tenure Committee. In our meetings with the President, Provost and Deans, we have expressed the faculty's displeasure with this decision. We now present the following resolution on behalf of the Senate as a whole, to be read into the minutes of this meeting.

*Nothing is as important to the University or as difficult as decisions concerning faculty promotion and tenure. Elected faculty committees at each level of faculty governance diligently assess faculty credentials and provide their careful advice through their individual and collective votes.*

*During the 1996-1997 academic year, nine faculty members, who had a positive recommendation by a majority vote from promotion and tenure committees, were not granted promotion, making those without tenure ineligible to be recommended to the Board of Regents for tenure.*

*The Faculty Senate, through its Steering Committee, registers its strongest objection to the Provost and the President about their decision not to accept the committee recommendations that these faculty members be granted promotion and/or tenure.*

In addition to this concern, the following issues have been at the heart of the Steering Committee discussions:

1. In our meetings with the President and Provost, we have recommended that the University begin a "President's Seminars" program for first-time-in-college students; these would be seminars given to small groups by full professors on topics of interest to them; the professors would teach these seminars on an overload basis, with a special grant in expense money being given to each teacher. We will hear more about these seminars in the near future.
2. We have been working with the President as he develops plans for a strategic planning year. We met with consultant Carl Moore to discuss procedures and will meet with other consultants as they come to campus during the next months. We are concerned that any strategic plans for the University recognize the important academic traditions of Florida State as it faces the 21st Century, and that faculty voices are heard in the planning process.
3. We stand firmly behind the University's publicity effort this year. It focuses upon the faculty, individually and collectively, with a particular emphasis upon the quality of what faculty members do in teaching, research and service. We urge the faculty's full cooperation in these efforts as well.
4. Our all-day meeting with the Council of Deans centered on three issues: Faculty morale, promotion and tenure, and the strategic

planning process. while no direct action was taken, the discussion suggested ways in which each of these areas might be better handled with the cooperation of the faculty and deans. We plan to make such meetings a regular part of our schedule.

5. As usual, we have been concerned with the University's engagement in Distance Learning. Our cooperation with the British Open University promises interesting new directions; we are making sure that the faculty has a significant role in the development of plans and programs in this area.

6. We will begin a review of the ways in which exceptions to academic policies are handled; considerable leeway has been given to the deans and others to make exceptions, and at moments this may have led to inadvertent changes in policy.

7. We have spent considerable time considering nominations for membership on Senate Committees. At the October meeting, these nominations will be presented for Senate concurrence.

## **VI. Report of Standing Committee**

### **a. Memorials and Courtesies Committee, J. Macmillan**

Each year the Faculty Senate Memorials and Courtesies Committee donates \$500 to the University Library to purchase books in memory of deceased faculty members.

We have transferred \$1,000.00 for 1996-1997 and 1997-1998 to the "Bucks for Books" account in the Library. We will be sending out a call for donations at the beginning of October. We urge you to support this fund.

## **VII. Report of Faculty Senate Evaluation Committee, J. Lovano-Kerr**

The main focus of the Faculty Senate Evaluation Committee continues to be the pursuit of an acceptable definition of Teaching Effectiveness. On April 11th, copies of the Working Draft 4.0 of Toward a Definition of Teaching Effectiveness were distributed to all members of the Faculty Senate, the Steering Committee of the Council on Teaching and committee members. We received a number of constructive comments which were utilized by the Subcommittee on Teaching Effectiveness in constructing the Working Draft 5.0. This draft was presented to the Committee as a whole at the July 28 meeting. Several additional suggestions made at this meeting were incorporated in the draft and last week copies of Working Draft 5.0 were distributed to the entire FSU faculty and administration for their review and comments. To assist in this endeavor, members of the Committee are scheduling departmental and school forums for faculty colleagues this semester to discuss and to clarify the concepts in the proposed definition. For example, one of our members has already scheduled six forums in his school for September 8th to October 3rd.

Recently, our Committee was requested by the Faculty Senate Steering Committee to examine the latest definitions of the Program Review Performance Measures and to make recommendations for changes or improvements to the Faculty Senate. This process will begin soon.

### **VIII. Unfinished Business**

There were no items of unfinished business for today's meeting.

### **IX. New Business**

There were no items of new business for today's meeting.

### **X. University Welfare**

Sally Hadden requested clarification on University policy on non-registered students sitting in classes taking class notes.

Charles Billings stated the UFF is meeting with Steve Uhfelder on October 7 to discuss the tenure process. The UFF is also discussing the possibility of names of students with criminal records being released to faculty.

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

#### **a. Jim Pitts, Director Study Abroad, International Programs**

Mr. Pitts distributed packets of information on the Study Aboard Program. The University has acquired a building in London that will house 130 - 150 students. He stated that he is putting together a 12 month catalog for faculty and students to use in planning academic offerings.

If you or your colleagues have an interest in any of the abroad programs, please forward your application.

#### **b. Carey Drayton, Director of Safety and Security**

Chief Drayton distributed copies of Seminole Safety Guide and encouraged members of the Senate to take these back to their departments.

Two issues of importance to campus safety are 1) crime prevention and to aid with this the University has implemented a new number 311 for urgent calls (continue to dial 911 for emergencies) and 2) safety for all members of the University community.

There are two services available to faculty: register and identify personal items in one's office and the Safe Escort Program.

#### **c. Beverly Spencer, Vice President for University Relations**

VP Spencer distributed a draft allocation of \$3.3 million appropriated during the last legislative session. She also provided a draft of Program Review Performance Measures.

The Senate was reminded that there are 125 Seminole clubs across the country who crave news about FSU. Our tag sales have grown each year and this is contributing greatly to our scholarship fund.

**XII. Announcements of Provost and Vice President, L. Abele**

Provost Abele discussed 1) enrollment, as shifts in FTIC and community college transfers affect academic programs and 2) advances in electronic access increase students' opportunities for a comprehensive educational experience.

The Provost spoke highly of the contributions of faculty to the State and the nation. The success of graduating students bears on the economic structure of our country.

**XIII. Announcements of the President of the University**

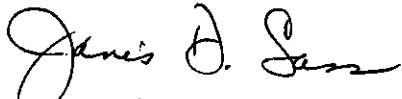
President D'Alemberte expressed his appreciation of the open and frank discussions he has had with the Steering Committee. He stated that this is the appropriate expression of finding solutions to improving the promotion and tenure process.

Information is forthcoming on the President's Seminar courses.

Several issues on importance are 1) the continuation of distance learning, ways to develop courses and 2) the planning process for a 10 year master plan which is going to the BOR.

**XIV. Adjournment**

The meeting adjourned at 5:00 p.m.



Janis D. Sass  
Secretary to the Faculty

Addendum 1

## THE FACULTY

Report to the Faculty Senate

September 10, 1997

Marie E. Cowart

Last year I spoke about change in the University, change which touches the heart of the University, the faculty. Along with others I have concerns about the future of the faculty, since without the professoriate there is no university. However, the academy is under scrutiny, often by those who do not fully understand its purpose. Despite the key role the faculty plays in making this a student-centered Research I university, there is evidence that the faculty is under pressure to change, and that the faculties' constitutional authority for the curriculum is being overridden. Today I will share with you some actions taken by the Faculty Senate, its committees, the Senate Steering Committee, and by me as your representative, to preserve our high standards of excellence.

### Promotion and Tenure.

There is some acknowledgment that public attacks on higher education are part of a national climate that favors corporations and the rich (Heller, 1996). From 1989 to 1995, public funding per student dropped 30% in Florida (Cobb & Edmonds, 1995), a pattern similar to other states as they coped with the increasing demands on public revenues from high Medicaid expenditures and new prison facilities (Roundtable on the Public and Private Finance of Higher Education, 1996). Attacks on tenure occur at least in part because of frustration about how to deal with limited funds (Holden, 1997). Tenure is questioned both for its general worth and the evaluation methods used.

It takes five to seven years for most faculty to achieve tenure. The fact that only 42% of tenure track hires gain tenure at FSU attests to the effectiveness of faculty peer review at departmental, college, and university levels.

However, in the last two years central administration has overturned ten positive recommendations for promotion or tenure from the University Promotion and Tenure Committee -- ten denials: three African Americans, six women, and three non-Hispanic men. In those denials, one person's opinion shapes the ethnic and gender profile of the FSU professoriate. These actions by administration certainly fall within their authority, but they only add to the internal distrust of the tenure system by the underrepresented women and minority groups.

Careful review of the tenure peer evaluation processes at FSU suggests that they are sound. At a summer retreat for Deans and the Steering Committee, we jointly recommitted to the high standards of the FSU process.

### Accountability.

Traditionally, the professoriate has monitored its own, in peer review procedures that are similar to those used in law and medicine. Yet, the high demand for limited public funds has led Legislators to require productivity measures, not quality measures, as a basis for continued funding.

Florida joins other states in initiating performance based budgeting for all of its agencies and

departments. Although inherently different from other state agencies, the university system, including FSU, is treated on a par with the others. These measures will not only determine the future Education and General budget, but will be part of external audits by the Auditor General's office to see if we did what we said we did, by the Government Accountability to the People Commission to see if our accomplishments are consistent with public benchmarks, and internally as base measures for strategic planning and budgeting for each academic unit and college.

The Florida Legislative performance based budget movement grew out of Governor Chiles' 1992 "Reinventing Government" initiative. Budgeting based on productivity measures brings an emphasis on criteria that are different than those the faculty has traditionally held to be the standards of educational excellence. This skewed emphasis on quantity measures transfers to the faculty in a trickle down effect that comes from the Legislature to the Board of Regents to central administration, and then the Deans. The faculty needs to understand the full intent of performance based budgeting as the current gateway to obtaining public funds. The productivity measures must be relevant, achievable, and easy to monitor without spending added costs in time and effort to obtain mere snapshots of progress.

Faculty do not fear evaluation or scrutiny based on performance, but it is important that faculty be integrated into the process of developing meaningful performance objectives for the University's mission and for our highly varied individual academic programs. To begin this involvement, I have asked the Ad Hoc Evaluation Committee of the Senate to form a small subcommittee to begin examining the relevancy of proposed performance measures to our many academic programs. While it is important that FSU move ahead with a thorough examination of what constitutes our productivity -- we must constantly remind Legislators that performance measures generally do not address quality.

Currently, the performance measures target academic program and faculty productivity. However, at least two-thirds of the fulltime FSU employees are not teaching faculty. Productivity measures to justify expenditures for non-instructional personnel and to verify their link to the institutional mission need adoption.

Clearly, accountability today includes a greater emphasis on teaching effectiveness. We need to move forward on testing whether Board of Regents- or faculty-developed measures of teaching effectiveness are valid. Traditional measures that examine faculty behavior in the classroom do not capture the important links between faculty research and teaching, nor do they credit the amount of creative effort the faculty expends in the development of both classroom and technology-enhanced approaches to interactive learning. Measurements do not account for the added value our students and our state is getting from the uncounted hours the faculty spends in developing new avenues for independent and collective digitized learning activities. The amount of technology augmented courseware already developed without the benefit of new resources is greater than imagined, although some estimate will be possible to make once C.L.U.E., our new Course Listing Update Engine becomes active. We continue to encourage the administration to provide instructional training and production support activities for faculty who want to use them. The Faculty Senate Curriculum, Graduate, and Undergraduate Policy Committees have developed expedited procedures to approve technology augmented courses so that this work is peer reviewed in procedures that mirror peer reviewed research.



Accountability also means providing the channels to bring violations of acceptable behavior within the University community to attention. Upon the urging of the Steering Committee and others, General Counsel Alan Sundberg set as an immediate priority the development of a procedure to report harassment that is sensitive to the diverse needs of a comprehensive university. You will receive a copy of these procedures later this year.

### Cultural Traditions.

And now, my last point. It seems fair to say that one may characterize groups by their images and rituals. So it is with the faculty. Recently, attendance at traditional university functions like graduations, convocations, and the annual university and college faculty meetings, is less than in years past. The old faculty dining room, and Friday noon faculty meetings have gone by the wayside. Whether the University Center Club will be a spot to develop a faculty tradition is yet to be seen. On the other hand it may develop into a new and different tradition, a home on campus for FSU supporters to share in the activities of the University thus strengthening their knowledge to better publicly support FSU.

In reflecting on the University and its faculty, it becomes clearer with each passing year that there are two cultures that make up the FSU community: faculty and their instructional support staff, and the non-academic business oriented staff which is not privileged to engage in daily student advising and learning activities. High employee turnover in some of these non-academic units further contributes to a lack of understanding of the University's mission. The Steering Committee has talked with the Office of the Inspector General about the training needs for non-instructional unit staff so they better fit into the culture and academic mission of the University. The Steering Committee has also asked the President to consider making competitive staff salaries to improve retention a legislative priority. (We of course continue to support competitive faculty salaries as well.)

How do we balance the competitive business approach needed to operate a comprehensive university with maintaining standards of quality in the academy? The corporate approach can either support or work against the needs of students and academic units. The Student Body President and I have initiated a dialogue between the business services supervisors that will continue. The Faculty Senate system of committees is designed to establish and monitor standards of quality. Unfortunately, our committees are overridden in setting and maintaining standards when the Legislature establishes ceilings for liberal studies and degree program credit

Shared governance between faculty and administration is the way things happen at FSU; it is a tradition that we know has directly contributed to the high caliber of education that occurs here. However, with the external attacks on the traditional standards we hold dear, an expanded model of shared governance and advocacy for the institution may be in order. This may be a time to further expand our vision of shared governance by networking with loyal alumni who can engage in political advocacy and in student recruitment through their 125 alumni clubs. Networking with the FSU Foundation brings needed funds into academic programs from an expanded circle of friends. The Steering Committee has taken steps to build bridges with all entities of the University community and its constituencies.

## Conclusion.

What are the metaphors that reflect the professoriate? Although the faculty does not seek publicity for what happens in the learning relationship with students, graduates proclaim the profound effect the faculty had on their learning, their careers, their lives.

Traditional metaphors of the university like the Halls of Ivy as a place for knowledge building and for illuminating the minds of students for a lifetime of problem solving are being replaced with a different rubric. Now, parents ask if their children will have job skills. Recognition of the Ivory Tower's roles to protect the values of society and to promote the public good are being replaced with estimations of the value of the university's contributions to economic development. We must evaluate each of these shifts for their impact on the public perception of the role of the university and its professoriate, and seek new metaphors that accurately reflect our standards for learning.

Let me close by restating -- without The Faculty, there is no university. At FSU, this is the year of The Faculty. This is the official campus-wide theme for communicating with the many publics who scrutinize us. Take notice of the University Bulletin, FSU View, the Seminole Booster's Tribe Magazine, the 30 second halftime spots on national television, and daily radio programs -- they will all focus on The Faculty -- the very Faculty who do the work of the University. The Faculty who set the standards of quality for new faculty hires, for student admissions, and for the educational programs. The Faculty, of which each of us is a privileged and devoted member.

## REFERENCES

Cobb, Chuck and Rick Edmonds. September 1995. "A System At Risk." Florida Trend. 60-64.

Heller, Scott. October 11, 1996. "Educators on the Left Organize to Fight Attacks on Academe, Which They See as Part of a Bigger Effort to Divide Society." The Chronicle of Higher Education.

Holden, Constance. 4 April 1997. "Tenure Turmoil Sparks Reform." Science 276:24-26.

Roundtable on the Public and Private Finance of Higher Education. 1996. "Rumblings." Policy Perspectives 7(1):1-11.