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Tallahassee, Florida 32306-1030

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AGENDA
FACULTY SENATE MEETING
Pepper Center Auditorium
September 9, 1998
3:35 p.m.

- I. Approval of the minutes of the April 8, 1998 meeting
- II. Approval of the agenda for the September 9, 1998 meeting
- III. Welcome to The Pepper Center, M. Hardy, Director of the Pepper Institute on Aging
- IV. Report of the Steering Committee, M. Young for K. Laughlin
- V. Remarks by the Faculty Senate President, Robley Light
- VI. Report from Standing Committees
 - a. Memorials and Courtesies Committee, M. Young
- VII. Unfinished Business
- VIII. New Business
- IX. University Welfare
- X. Announcements of Deans and other administrative officers
- XI. Announcements of Provost and Vice President for Academic Affairs, L. Abele
- XII. Announcements of the President of the University

*******ANNOUNCEMENT!! EVERYONE IS INVITED!*******

Provost and Mrs. Lawrence Abele and the University Club will host a University Club Wednesday Social in the foyer of the Pepper Center Auditorium, immediately following the Senate meeting.

**THE NEXT SENATE MEETING WILL BE OCTOBER 7 IN
DODD HALL AUDITORIUM**



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Bowl
EDWARDS, STEVE
VP ACADEMIC AFFAIRS
WES 314 1480

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OCT 02 1998

Dean of the Faculties Office

FACULTY SENATE MEETING
September 9, 1998
Pepper Center Auditorium
3:35 p.m.

I. Regular Session

The regular session of the 1998-1999 Faculty Senate met on Wednesday, September 9, 1998, at 3:35 p.m., in Dodd Hall Auditorium. Senate President Robley Light presided.

The following members were absent. Alternates are listed in parenthesis. K. Anderson-Lazier (S. Fiorito), R. Arora, J. Beckham, M. Bonn, D. Boroto, S. Brown, B. Cappuccio, M. Chavez-Hernandez, B. Close, P. Dean, D. Ebener, L. Garvin, C. Imwold, G. Judy (K. Bunne), N. Jumonville, G. Knight, W. Landing (W. Dewar), K. Laughlin, J. Leib, R. J. Livingston, T. McCaleb, B. Menchetti, W. Moore, K. Myers, J. Ohlin, D. Pargman, V. Ping, V. Richard, S. Rickless, L. Shepherd, P. Simmonds, F. Standley, J. Standley, D. Sumners, J. Teem, J. Tull.

II. Approval of the minutes

The minutes of April 8, 1998, were approved as distributed. However, there should be noted a change on addendum 2, "Report from the Graduate Policy Committee." In the second paragraph, **Art, Studio and Dance** should be listed as **MFA programs, not MA programs.**

III. Approval of the agenda

The agenda was approved as distributed.

IV. Welcome to the Pepper Center

Professor Marie Cowart, on behalf of Dean Charles Cnudde and Melissa Hardy, Director of the Pepper Institute on Aging, welcomed the Faculty Senate to the Pepper Building. The idea for this building was conceived in 1987 and houses five entities, including the Pepper Library and Pepper Memorabilia.

V. Report of the Steering Committee, M. Young for K. Laughlin

Since the Senate last met on April 8, the Steering Committee has met seven times in "regular" meetings. In addition, we have met three times with President D'Alemberte, including a half-day retreat in June and a July meeting also attended by Provost Abele. Several Steering Committee members met with Dean Edwards and others in July to discuss revisions to the University's Mission Statement. Several members attended the Board of Regents meeting in Tallahassee on July 16 and 17. Senate President Light addressed the Board at that meeting and also attended the BOR meeting held in Orlando on May 28 and 29.

The following people met with us at our regular meetings: Dean Edwards (in reference to several issues but most notably the organization of the celebration of the 50th Anniversary of the FSU Constitution which was held on May 19), Browning Brooks (to report on developments in the Office of University Communications), and Ralph Alvarez (to discuss the University budget). Senate President Light also met individually with President D'Alemberte and other University officials over the course of the summer.

Several issues have been central to Steering Committee discussions this summer:

1. Implementation of recommendations from the FSU Commission on the Future Report. The Steering Committee has discussed this report at length, both in regular meetings and in our retreat with the President, and is enthusiastic about the undergraduate and graduate education as well as FSU's standing as a Research I institution. We are working on ways to implement key recommendations that are especially relevant to FSU faculty, through standing Senate and University committees. In addition, special task groups or committees may be appointed where appropriate.
2. The Board of Regents plan for differentiated missions for university in the SUS. This plan has also been an important topic in our discussions with the President. In particular, we have voiced to the President our concern about funding implications of the proposed capping of undergraduate enrollments at the three universities designated as National Research Institutions (FSU, USF and UF) and whether this will be supported by a change in the state funding formula.
3. Guidelines for TIP and PEP applications and supplementary merit increases. The Steering Committee is especially concerned with streamlining application procedures for TIP and PEP awards and with development of clear guidelines for distribution of the supplementary merit increases allocated by the Legislature. Three members of the Steering Committee are now serving on an Ad Hoc Evaluation Committee charged with developing these guidelines.
4. Promotion and Tenure Issues. The Steering Committee continues to discuss promotion and tenure procedures, especially in light of the elimination of committee discussion from this year's process. In our

meetings with the President, we again reaffirmed our commitment to the central role of elected faculty committees in promotion and tenure decisions and to the importance of senior faculty participation in the work of these committees.

5. The Steering Committee also enthusiastically approved the recommendations of the Committee on Classrooms and brought these to President D'Alemberte's attention at our June retreat. This report will be included in the minutes of today's meeting (addendum 1).

6. Other topics discussed with the President and Provost this summer included the BOR Strategic Long Range Plan, enrollment issues, faculty nominees for University committees, further development of FSU overseas programs, the Law School situation and privacy issues that have come to the surface in light of the ongoing investigation of this matter, and the proposed move of the Developmental Research School to the Southwood development.

7. We continue to focus on initiatives in Distance Learning and see these as priorities for ongoing work this year. In particular, we wish to ensure that high standards continue to be maintained and existing University policies enforced in the development of new Interactive Distance Learning initiatives. We are also looking into ways to help coordinate and integrate the variety of developments in distance learning taking place across campus and are also continuing to monitor intellectual property issues as they arise in connection with distance learning.

8. And finally, we have now completed appointments for membership on Senate committees. The Faculty Senate confirmed the appointments as distributed and attached to these minutes (addendum 2).

VI. Remarks by Faculty Senate President Robley Light

Senate President Light's report is addendum 3 to these minutes.

VII. Report from Standing Committees

a. Memorials and Courtesies, M. Young for K. Laughlin

Each year the Memorials and Courtesies Committee donates money to the Friends of the Library in memory of deceased faculty. The Friends of the Library uses our donations to purchase books for the Library. The goal is to donate \$500.00 each year.

Your donations help fund this worthwhile cause and are appreciated. A check made out to the Memorials and Courtesies Committee can be sent to Mrs. Janis Sass, 314K WES-1480.

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

There were no items of university welfare brought to today's meeting.

XI. Announcements from Provost Abele by P. Hayward

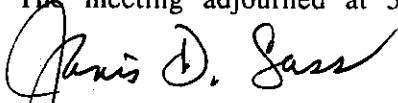
Provost Abele was unable to attend the meeting. In his absence, Pat Hayward gave a report on enrollment. There has been an increase in FTIC enrollments. The average scores of SAT is up 17 points. Success in retention can be credited to such efforts as First Year Experience Group, Bryan Hall Living Experience, Honors Seminars and Presidential Seminars. Professor Hayward distributed a new brochure from the Office of Admissions.

XII. Announcements of the President of the University

President D'Alemberte was unable to attend the meeting.

XIII. Adjournment

The meeting adjourned at 5:00 p.m.



Janis D. Sass
Secretary to the Faculty

Addendum 1

RECOMMENDATIONS OF THE COMMITTEE ON CLASSROOMS

May 26, 1998

Over the years there have been no clear channels for dealing with classroom needs at FSU. When several classroom functions were recently consolidated under the Learning Systems Institute (LSI), the Steering Committee of the Faculty Senate appointed a committee to take a broad view of classrooms and to make recommendations for developing a systematic approach to classroom renovation and maintenance. This report is the result of their deliberations. Participating members of the committee were:

Max Carraway (Registrar)

Earl Morrogh (LSI)

Jim Austin (LSI)

John Staron (Facilities Operations and Maintenance)

Patricia Martin (Faculty Senate Steering Committee)

Perrin Wright (Faculty Senate Steering Committee), Chair

The committee recommends that the President implement the following items:

1. A comprehensive plan for assessing classrooms, to include a template describing how each should be fitted with furniture, audio-visual equipment, teaching technology and other equipment.

2. A policy for regular inspection of classrooms and equipment, accompanied by positive action where indicated. Responsibility for such action should lie with the appropriate agencies of the administration, and not with academic departments.

Under Schedule 25, classrooms are now controlled by the Registrar. It seems even less appropriate now for renovation and routine maintenance to depend entirely upon the initiative of individual departments that use the rooms.

3. A large and ongoing financial commitment to the classroom renovation and maintenance process.

For example, the University of Arizona has committed \$2M per year for the last five years to this type of comprehensive plan.

4. A failsafe channel through which classroom users can report malfunctions and breakage immediately to agencies that will respond quickly.

The Registrar has already made plans to improve this channel by including a list, posted in each room, of telephone numbers and e-mail addresses to which certain types of problems can be reported, a tear-off form which would be collected regularly and brought to the Registrar's office, and a website supported by the Registrar for the purpose of reporting problems in classrooms.

5. A reduction, wherever practical, in overhead costs.

Overhead costs have diminished the effectiveness of E&G renovation funds; and many times it has been cost effective to bypass the physical plant. Since it is desirable to involve the physical plant in the renovation effort, it may also be desirable to reconsider the cost structure.

Approved by the Classroom Committee
Approved by the Steering Committee

May 26, 1998
June 9, 1998

*New Appointments

FACULTY SENATE COMMITTEES

**Reappointments

UNDERGRADUATE POLICY COMMITTEE

1996-1999

- AMY BROWN, MUSIC
- JODEE DORSEY, HUMAN SCIENCES
- MARC GERITZ, CRIM&CRIM JUSTICE
- MYRON GLUCK, INFORMATION STUDIES
- HUNT HAWKINS, ARTS&SCIENCES
- WILL MOORE, SOCIAL SCIENCES
- JAMES SKORONICK, ARTS&SCIENCES
- MARILYN YOUNG, COMMUNICATION

1997-2000

- JUDITH ALTHOLZ, SOCIAL WORK
 - PATRICIA DEAN, NURSING
 - JOHN DEGEN, THEATRE
 - STEPHEN LEACH, ARTS&SCIENCES
 - TIMOTHY MATHERLY, BUSINESS
 - CAROLYN PIAZZA, EDUCATION
 - JAMES TULL, ARTS&SCIENCES
- 1998-2001
- **GEORGE BUZYNA, ENGINEERING
 - *AL IMERSHEIN, SOCIAL SCIENCES
 - *VICTORIA MACDONALD, EDUCATION
 - *ROBERT MARSHALL, BUSINESS
 - **GAIL RUBINI, VIS ARTS&DANCE
 - **PETER STOWELL, FILM
 - **PAUL STRAIT, ARTS&SCIENCES

CURRICULUM COMMITTEE

1996-1999

- KATHRYN ANDERSON-LAZIER, HUMAN SCIENCES
- JAMES COBBE, SOCIAL SCIENCES
- JEFF TATUM, ARTS&SCIENCES

1997-2000

- *CAROL LYNCH-BROWN, EDUCATION
- (REPLACE KARLA KELSAY FOR ONE YEAR)
- FELECIA JORDAN, COMMUNICATION
- SANFORD SAFRON, ARTS&SCIENCES

1998-2001

- *STEVE KELLY, MUSIC
- *JANE OHLIN, BUSINESS
- **JEHANNE TELHET-FISK, VIS ARTS&DANCE

HONORS PROGRAM POLICY COMMITTEE

1996-1999

- RIP LAHMON, ARTS&SCIENCES
- JOHN MYLES, SOCIAL SCIENCES

1997-2000

- CAROL DARLING, HUMAN SCIENCES
- KEN GOLDSBY, ARTS&SCIENCES
- JAMES MATHEIS, MUSIC

1998-2001

- *TESSA BARTHLOMEUSZ, ARTS&SCIENCES
- **DONNA NUDD, COMMUNICATION

ELECTIONS

1998-1999

- *CAROL JO HARDIMANN, HUMAN SCIENCES
- *GARY KNIGHT, BUSINESS
- *SALLIE MCRORIE, VIS ARTS&DANCE

STUDENT ACADEMIC RELATIONS COMMITTEE

1997-1999

- PETER DALTON, ARTS&SCIENCES
- DENNIS MOORE, ARTS&SCIENCES
- JAMES SAMPSON, EDUCATION

1998-2000

- *LAURA GRUBBS, NURSING
- *DANIEL PULLEN, ARTS&SCIENCES

BUDGET ADVISORY

1997-1999

- JANE CLENDINNING, MUSIC
- JIM COBBE, SOCIAL SCIENCES
- GLORIA GRIZZLE, SOCIAL SCIENCES
- PAUL SIMMONDS, BUSINESS

1998-2000

- *JOSEPH BECKHAM, EDUCATION
- *FRED STANDLEY, ARTS&SCIENCES
- *JOE TRAVIS, ARTS& SCIENCES

GRADUATE POLICY COMMITTEE

1996-1999

NEIL ABELL, SOCIAL WORK
GEORGE BATES, ARTS&SCIENCES
KEN BREWER, EDUCATION
TONYA HARRIS, NURSING
PATTY PHILLIPS, VIS ARTS&DANCE
WILLIAM SUMMERS, INFORMATION STUDIES
TOM VICKERS, ARTS&SCIENCES

1997-2000

RAJENDRA ARORA, ENGINEERING
BILLY CLOSE, CRIM&CRIM JUSTICE
GARY HEALD, COMMUNICATION
DAVE HUMPHREY, BUSINESS
BILL LANDING, ART&SCIENCES
JAMES ORCUTT, SOCIAL SCIENCES
VALL RICHARD, FILM
JAYNE STANDLEY, MUSIC

1998-2001

**STUART BAKER, THEATRE
*KATHLEEN ERNDL, ARTS&SCIENCES
*JACK FIORITO, BUSINESS
*GLORIA GRIZZLE, SOCIAL SCIENCES
*EMILY HAYMES, HUMAN SCIENCES
**KAREN LAUGHLIN, ARTS&SCIENCES
*JARETT OELTIEN, LAW
**ELIZABETH PLATT, EDUCATION

LIBRARY COMMITTEE

1996-1999

PAUL COTTLE, ARTS&SCIENCES
GARY KLECK, CRIM&CRIM JUSTICE
BEVERLY JACOBS, COMMUNICATION
THOMAS HART, INFORMATION STUDIES
RON BRASWELL, BUSINESS
GREG THOMPSON, SOCIAL SCIENCES
MANNY SHARGEL, EDUCATION
RUFINA ALAMO, ENGINEERING
PETER STOWELL, FILM

1997-2000

ALLAN CLARK, ARTS&SCIENCES
BILL CLOONAN, ARTS&SCIENCES
WENDY CROOK, SOCIAL WORK
PATRICIA DEAN, NURSING
JAMES MATHEIS, MUSIC
ROALD NASGAARD, VIS ARTS&DANCE
WILLIAM SEROW, SOCIAL SCIENCES

1998-2001

**MEG BALDWIN, LAW
**NEIL JUMONVILLE, ARTS&SCIENCES
*DAVE KUHN, BUSINESS
**GERARD LEAHY, THEATRE
*DENNIS MOORE, ARTS&SCIENCES
*MARY ANN MOORE, HUMAN SCIENCES
*DAVID PARGMAN, EDUCATION

CIRC
1996-1999

TOM CORNILLE, HUMAN SCIENCES
ROBERT FICHTER, VIS ARTS&DANCE
BRIAN GABOR, MUSIC
ED HILINSKI, ARTS&SCIENCES
CHARLES HOFACKER, BUSINESS
DAVID POWELL, LAW
BRUCE STIFTEL, SOCIAL SCIENCES

1997-2000

STEVE BELLENOT, ARTS&SCIENCES
ROBERT CLARK, EDUCATION
PAM COATS, BUSINESS
HILBERT LEVITZ, ARTS&SCIENCES
BRUCE LOCKE, ENGINEERING
SAM RICKLESS, ARTS&SCIENCES
BARRY SAPOLSKY, COMMUNICATION
SUSAN LOSH, SOCIAL SCIENCES

1998-2001

*GARY BURNETT, INFO STUDIES
*DARRYL DICKSON-CARR, ARTS&SCI
**GEORGE DAWSON, EDUCATION
*CECIL GREEK, CRIM&CRIM JUSTICE
**TONYA HARRIS, NURSING
*GEORGE JUDY, THEATRE
*KIM MADDOX, SOCIAL WORK
**PETER STOWELL, FILM

**Address to the Faculty Senate
Robley Light, Senate President
September 9, 1998**

I would like to thank Melissa Hardy, Marie Cowart and Dean Cnudde for the invitation to hold the first Senate meeting of the year in this marvelous facility. The Claude Pepper Center is a real tribute to the life of the man for whom it is named. If you attended the dedication yesterday, you heard about the many excellent programs that are now brought together in the center, and I'm sure they will continue to provide a beacon of public service emanating from FSU.

It has been five months since my election as Faculty Senate President, and there is at least one thing I can report with certainty. Things look much brighter to me today than they did in April, five months ago. Of course, there is a simple explanation for that report. Over the summer I have had cataracts removed from both eyes, and I am simply amazed at the change in vision enabled by those operations. I have not yet been fitted with new prescription glasses, though, so for a short while things are not all completely in focus and I have to make-do with some cheap \$10 readers, but I feel confident that condition will change in month or two.

I would like to be as confident about conditions in general with the university, both with respect to a brighter future and a clearer focus in the coming months. There are some glimmers of hope, by no means certainties, which present opportunities to us. What is done with these opportunities will be largely determined by our own efforts.

This begins my thirty-seventh year on the faculty at Florida State, and over that period of time I have seen several cycles of feast and famine, hope and despair. I have seen the enthusiasm of the sixties give way to the cynicism of the seventies and the slow progress of the eighties. It seems to me that the nineties have been particularly harsh for the academy in general and for Florida State in particular, offset perhaps by a few bright spots here and there.

This decade has been a time of shrinking financial support, in relative terms, for higher education. The SUS budget used to comprise a bit over 11% of the state general revenue funds. Today it is a 8.1%. We lost OCO as a regular budget item, lottery funds failed to deliver the promised

increases in education funding, and expense budgets remained flat in the face of ever increasing costs. Faculty raises have been miniscule—and even the attempt to pump more money into faculty salaries through the Teaching Incentive Program had a negative effect on faculty morale. We began hiring new faculty at market-place salaries while those hardworking faculty already here fell behind as victims of salary compression and even inversion.

This has also been a time of public disdain for university faculty in which we were viewed as members of a privileged class. This view was probably driven by anecdotal reports of some faculty who have taken advantage of their positions, but in my opinion it is certainly not a view valid for the majority of those in the academy. Tenure came under attack. Our administration responded with defensive actions. At times they seemed to agree with our critics. Our teaching assignments were increased. Some of our committee decisions on Promotion and Tenure were overturned.

Even our control over curriculum was taken away by legislative fiat when we were forced to reduce our Liberal Studies Program from 49 hours to 36 hours. From common course numbering to common course prerequisites to charging extra for excess course hours outside the major, it seems to me the legislature has always felt themselves superior to faculty in making some academic judgments. To my knowledge they have seldom sought faculty advice and input on such decisions.

There have been some bright spots. Funding of the Magnet Lab and the Structural Biology Program are two I am aware of in my own area, and you may know of a few others in your areas. But my perception overall of this decade has been one of low faculty morale. I certainly don't sense the enthusiasm I felt as a new young faculty member in the sixties.

So, is it any different now, or will it be more of the same? The cynic in me is very skeptical. But there is a bit of Pollyanna in me as well, and I want to call your attention to a few things that may be cause for optimism.

First of all, the economy has been strong for some time now. The federal budget is balanced, and this means potential expansion of federal dollars for research support. The state budget appears healthy, with some potential for growth. In neither case can we expect some of the huge increases experienced in earlier years, but at least the change is likely to be up and not down.

This Friday the Board of Regents will be meeting to vote on their five-year strategic plan. Our new chancellor, Adam Herbert, has dared to tackle the issue of differentiated missions and differentiated funding within the State University System. You have heard criticisms of the plan from various quarters. I personally welcome it and applaud it, and I hope you will, too. There are some potential problems for us, including the question of capping undergraduate enrollment and uncertainties as to how new funding models will actually work. But it is refreshing to see the importance of research and the value of a distinguished faculty once again being publicly recognized. We should welcome the chance to be measured against leading research institutions around the country, admit that we have a long way to go to measure up across the board, and get busy to meet the challenge.

Last year we completed a major capital campaign, and while we have a long way to go to match many of our sister ACC institutions in endowment, the difference in our fund raising now and ten years ago is remarkable. This past year we went through planning exercises on the future of FSU, and you will soon be hearing the reports of both the internal and external Commission on the Future which are intended to lay the ground work for the next major capital campaign.

Through the hard work, technical skill, tenacity, and foresight of one of my own colleagues, who also happens to be an FSU alumnus, Florida State is now the beneficiary of an unprecedented windfall. Royalty funds from taxol patents held by Professor Robert Holton and the University have already yielded more than \$83 million, over \$32 million in the first three quarters of this year. Sixty per-cent of this money will go to support research projects and programs of the university. No one knows how long that cash flow will continue, but as you may have read in the Democrat this past weekend, there are more than sixty additional patents and many new potential second-generation drugs waiting to be developed. These taxol funds have allowed the establishment of a Research Foundation with some real substance.

This year the legislature was a bit kinder to faculty than to other state employees. While raises were once again miniscule, additional funds for faculty were added in revived TIP and PEP programs and a still to be defined "market equity" program. Granted these programs do create inequities in the salary structure. I would much rather have the additional funds available in a more broadly defined merit category. But we may have to learn to live with such programs and find ways to implement them

that are fair to all productive faculty, not just the fortunate few in the top quartile.

This year for the first time in my recollection the administration has devoted a substantial amount of effort to recruiting and enrollment management at the undergraduate level, and it appears those efforts have begun to pay off. You will hear more about those efforts and the results later in the meeting today. We can hope this means our classes will be filled with students more eager and able to learn.

As Senate President, I am a member of the FSU Alumni Board, and over the spring and summer have had the privilege of attending two Board meetings in Tallahassee. I have been overwhelmed at the enthusiasm expressed by our alumni, and the enormous resource for support and encouragement they provide the institution. Even in the times of low budgets and low morale, we must have been doing something right. The Alumni Board has been developing plans to give more recognition to faculty, and I hope you will cooperate with them in those efforts.

And finally, Leo Sandon reports to the Athletic Board that the academic standing of our student athletes has never looked better.

So maybe things are rosy after all. But we have a lot of work cut out for us if we are going to take advantage of these opportunities. I would like to propose three items for particular focus this year, recognizing that there will be many other concerns as well. And I would like to see progress on these items **prior** to the next millenium, which will be on us in less than sixteen months (or twenty-eight months if you are one of the purists who believe the millenium doesn't start until 2001).

If Herbert's Hierarchies are accepted by the BOR and the legislature, we will certainly have work to do to achieve a goal of becoming a member of the AAU. The institution is only as good as its faculty, and improving our faculty requires efforts on many fronts. We must each become more productive, and we must pay special attention to mentoring and nurturing young faculty as they develop their careers. We must hire new outstanding faculty at all levels and must not be satisfied with settling for second best in our hiring choices. We must be vigilant and tough in the promotion and tenure process, being willing to raise the standards above those we had to face. We must take care whom we elect to our Promotion and Tenure Committees, and if elected to serve in such a capacity we need to be diligent in that service. While the attack on tenure seems to have abated, it has led to establishment of a Sustained Performance Evaluation, involving a review of all senior faculty every seven years. We must take

that review seriously, paying attention to mid-career colleagues whose productivity and effectiveness are slipping, and helping them get back on track.

In fact, the whole process by which we evaluate ourselves must be improved, else critics will come back and try to do it for us. We've spent two years trying to improve our teaching evaluation in response to the SUSSAI instrument forced on us by the Board of Regents. While we made some progress in that endeavor, the Steering Committee feels that work has proceeded too slowly, and so we want to take what has been accomplished so far and re-focus our efforts on the totality faculty evaluation, not just teaching but, performance in all areas. Improving our evaluation processes will therefore be a goal for this year.

One of the major recommendations from the internal Futures Commission report focuses on our undergraduate curriculum, particularly our liberal studies program. Even though our current alumni seem pleased with their experiences here, we must continually ask if we are doing the best job possible preparing students for a lifetime of learning. Does our cafeteria-style liberal studies program, designed and evolved over the years for a 49 credit hour curriculum, still make sense when we are now limited to 36 credit hours, twelve of which are earmarked for communication and math? Are we providing the core skills necessary for students who will live in an increasingly digital and global society? A second goal this year will be to revisit, once again, this liberal studies program. I hope it can be done from a perspective of what is best for the students, not what is best for your or my department's FTE generation.

A third area of focus should be on the issues surrounding distance learning and its new accompanying technologies. The printing press was developed 400 years ago. The typewriter is about 100 years old, and the desktop personal computer was introduced about twenty years ago. The internet began as a defense department project, DARPA net about twenty-five years ago. But just five short years ago very few people knew what was meant by the World Wide Web, and few could have predicted the enormous impact it is having today on many aspects of our society. Will this digital revolution made possible by the Web and its pending integration with telephone and TV technology have the same impact on the world that the printing press did? Nobody really knows. But I do know that we can't afford to ignore it, and its potential value for the education process.

Through the leadership of the Provost, the university is making good progress in adapting our technology infrastructure for this new medium.

But it will require faculty imagination, effort, and insight into the educational process to separate the worthwhile from the frivolous uses of this technology. And we will have to adapt our evaluation and reward system to accommodate and recognize faculty effort in this area.

Closely tied to this technology development has been an escalation of interest in distance learning—bringing education to the place-bound student. We have been involved in distance learning in a limited way for many years. But the Web brings a new dimension to the process, and we are assuming it will be more of an educational tool than an educational toy. Through the leadership of our President and some others with experience in distance learning, we are moving rapidly to establish ourselves in this market. Some may feel we are moving too rapidly. But if we don't, there is a fear that the franchise we now have in awarding degree's may be eroded.

In a recent white paper issued by a Learning Partnership Roundtable put on by Coopers and Lybrand, the comparison was made to recent changes in the health care industry. Will there develop the equivalent of HMO's, lets call them EDO's, or Educational Delivery Organizations, that contract to a corporation, state, or school district for the delivery of course material, and contract to faculty for the development of this material, without the hindrances of tenured employment or bricks and mortar maintenance. Far fetched? Maybe. We cannot afford to ignore such developments, and we should be a player in the process. At the same time we should not let such efforts detract from what we do best, and that is offering both undergraduate and graduate education to residential students.

And while we become involved in the process, many old issues must be faced in new ways. What about intellectual property rights on web course materials? What about faculty workload? What about evaluation of such efforts, both for purposes of merit pay and for earning promotion and tenure? What about quality control of on-line courses? What about the residency requirement. These are all questions the Senate must come to grips with, and so I feel a third major effort for the coming year will be refining our procedures to handle such issues.

So there are three clear challenges to the Senate: faculty evaluation, liberal studies curriculum, and distance learning. There will be more, but these stand out.

And if we meet these challenges, I think it will be fair to challenge the administration on at least two points. First of all, put some trust in our

evaluation decisions. Unanimity is seldom achieved among faculty. But if the process has been carried out rigorously and fairly, then we are better served by accepting a majority opinion of an informed group than the single opinion of one person, even if that person is in charge. Otherwise, why should the group invest the time and energy in formulating and offering their opinions. Second, as we use the largesse from our fund raising efforts and the taxol money to hire new prestigious faculty for endowed chairs, don't forget the hardworking faculty who put the institution in the position it is today. Find some way to reward them too, not just the top 25%, but the solid citizens who carry on their work every day to the best of their ability.

Then maybe the future will be brighter. And maybe we won't all require a cataract operation to notice it.