

**Agenda**  
**Regular meeting**  
**University of West Florida Board of Trustees**  
**4 p.m., October 25 in Alumni Room**  
**9 a.m., October 26 at Institute for Human and Machine Cognition**  
**Pensacola, Florida**

Chair's greetings

President's greetings

Trustee Search Committee meeting

Presentation by Bob Hart, chairman of the UWF Foundation Board of Trustees

College of Business reception (Thursday, 5:30 p.m.)

Approval of minutes

Consent agenda

1. Approval of language for change in bylaws.

Action items

1. UWF Strategic Plan
2. Budget update
3. School code revision
4. Professional search firm contract
5. Presidential assessment tool
6. Messages and reports
7. Other business

Adjournment

11 a.m. Friday - Attend speech on "College Towns and Urbanism" by Robert Davis, founder of Seaside.

12 p.m. Friday - Lunch at IHMC

1 p.m. Friday - Tour of IHMC

Consent agenda item: 1

UWF Board of Trustees  
September 25-26, 2001

Issue: Language for amended bylaws

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Proposed action: Approve amended language

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Background information:

At the September 27 UWF Board of Trustees meeting, the Board voted to amend its bylaws so the chair is an ex-officio member of the three committees of the Board.

The bylaws of the UWF Board of Trustees is amended as follows:

On page four, paragraph three, add the following sentence following . . . business of the Board. :  
The chair will serve as an ex-officio member of the following committees established by the Board of Trustees: Finance, Administration and Audit Committee; Academic and Student Affairs Committee; and the Governmental Relations Committee.

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Supporting documentation: None

Prepared by: Keith Goldschmidt  
850-474-2368  
Agenda item: 1

UWF Board of Trustees  
August 25-26

Issue: UWF Partnership Strategic Plan

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Proposed action: Adoption of preamble, vision, mission and strategic goals.

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Background information:

In January 2000, the University of West Florida adopted and implemented the University of West Florida Partnership Strategic Plan. This is the blueprint used for all planning activities of the university, providing guidance and direction for the legislative budget request, disbursement of resources, expansion of degree programs, enhancement of services and planning capital projects. The Strategic Plan was developed with the full partnership of the Community Liaison and Advisory Council (CLAC). That is a group of Northwest Florida leaders interested in the development of a strong university to enhance economic development through strong academic

programs, research activities and strong community and educational partnerships. At the plan's core are eight strategic goals. Each year, the university conducts a comprehensive strategic planning process through the University Planning Council (UPC) and its six committees. Updates to the Partnership Plan will be presented to the Board of Trustees for consideration, as appropriate. Because the yearly planning process is entering another cycle, it is important for the Board of Trustees to endorse the mission and strategic goals so participating entities have clear direction for their activities.

The Board of Trustees will review the entire Strategic Plan next year, after the Legislature rewrites the School Code that provides the duties, responsibilities and authorities of the state university boards of trustees. State statute authorizes boards with: "In consultation with the university president, defining and developing a strategic plan for the university for recommendation to the Chancellor, the Commissioner of Education, and the Florida Board of Education, as provided by law, specifying institutional goals and objectives."

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Supporting documentation: Partnership Strategic Plan; Top Strategic Issues Facing UWF, work product of planning process

Prepared by: Jerry Norris, associate vice president for planning.  
850-474-2211

Approved by UPC 1-27-2000

The University of West Florida  
Strategic Plan

Our Blueprint For The Future

Developed as a Partnership Initiative  
by  
The Northwest Florida Community  
and  
The University of West Florida

Coordinated  
by  
The Community Liaison Committee  
and  
The University of West Florida Planning Council

Spring Term 2000

## I. Preamble

As West Florida's comprehensive regional public university, we are dedicated to excellence in teaching, research, and service, and to the enrichment of the educational, cultural, economic, and natural environments of the people and region we serve. We are committed to quality educational programs that promote scholarship and close work-relationships among students, faculty, staff, and community; promote the advancement of knowledge; promote the application and exchange of knowledge with the communities we serve; and promote service to the region and state. Our focus is the education and well-being of students (first), then (equally) the interests and needs of our faculty and staff, the business and research communities, the cultural community, the natural environment, alumni, investors, and the public.

## II. Vision

The vision of The University of West Florida is

- to be a center of intellectual vitality, research, and creative activity,
- to provide to a heterogeneous student body an excellent education that is the foundation of their individual intellectual and professional goals,
- to engage its students in the research and public service activity of the faculty,
- to use its scholarly and creative activity to solve regional problems and enhance the quality of life in Northwest Florida,
- to contribute to the economic development of the Northwest Florida region and the state,
- to be a beacon for the arts and letters,
- and to support the protection of the natural environment.

## III. Mission

Dedication to knowledge is the foundation of The University of West Florida. All that we do or propose to do must serve the transmission, creation, application, and preservation of knowledge. To that end, our mission is to enhance and promote the educational, cultural, economic, and natural environments of the people and region we serve through quality teaching, research, scholarship, creative accomplishment, and service.

## IV. Strategic Goals

The University of West Florida achieves its mission by

A. continually developing UWF as a distinctive, comprehensive public university, focused on meeting the educational, research, and service needs of the region,

B. providing educational programs, centers, and support functions of distinction,

C. enrolling and retaining an inspired student body of sufficient size to afford an appropriate college life and resource base,

D. promoting diversity and a collegial culture among faculty, students, staff, and community,

E. promoting and enhancing partnerships with the community and improving communications between the University and the region,

F. strengthening regional pre-school, elementary, and secondary education,

G. enhancing regional economic development, and

H. participating in and supporting the protection of natural resources in the region.

#### V. Strategic Objectives

Strategic objectives for accomplishing our vision, mission, and goals are:

A. Continually developing UWF as a distinctive, comprehensive public university, focused on meeting the educational, research, and service needs of the region (CLC Goal 1)

1. by offering the highest quality bachelors, masters, and doctoral programs to students from the region and state and aligning those programs with regional workforce needs and quality of life improvements (SUS Goals 1, 2, 3, 4, 5, 11, 12)

2. by recruiting and rewarding distinguished, diverse faculty and staff who are dedicated to lifelong learning and use innovative curricula to engage students in the pursuit of knowledge (SUS Goals 1, 4, 5)

3. by engaging in scholarly research, creative endeavors, and service that address regional, state, and national needs (SUS Goals 1, 4, 5, 6, 10)

4. by incorporating appropriate technology into the learning environment (SUS Goals 7, 10)

5. by capitalizing on Northwest Florida's unique assets including the environment, military installations, education, and public and private sector organizations (SUS Goals 6, 7, 8)

6. by offering educational, social, cultural and economic service programs that enhance the quality of life in the region (SUS Goals 6, 9, 11)

7. by promoting positive and continuing interaction with alumni and other friends of the University (SUS Goals 7, 8)
8. by planning and implementing resource development strategies to secure public and private support for essential university functions and enhancements (SUS Goals 7, 8)
9. by planning and constructing facilities to efficiently and effectively support academic programs, student services, administrative functions, and ensure a safe campus community (SUS Goals 7, 8, 11, 12)
10. by increasing access to information about the University on the part of the campus community and the general public (SUS Goal 7)
11. by enhancing administrative services and support functions (SUS Goal 7)
12. by promoting and enhancing creative and cost-effective programs, services, and activities (SUS Goal 7)
13. by continuing to develop the community/university partnership in the planning processes of the University (SUS Goal 7)

B. Providing educational programs, centers, and support functions of distinction (CLC Goal 2)

1. by identifying and recognizing distinctive programs, centers, and support functions which contribute to the development of The University of West Florida as a distinctive comprehensive regional university and leveraging institutional and faculty strengths and growth opportunities of the region (SUS Goals 1, 3, 4)
2. by establishing a climate for change and improvement that encourages distinctiveness (SUS Goals 1, 3, 4)
3. by enhancing undergraduate honors programs (SUS Goals 1, 2, 3)

C. Enrolling and retaining an inspired student body of sufficient size to afford an appropriate college life and resource base (CLC Goal 3)

1. by developing and implementing a plan for increasing student enrollment to 10,000 by the year 2005 and to 12,000 by the year 2010 (SUS Goals 1, 2, 3, 5, 8, 11)
2. by providing a full range of educational programs, student services, athletic programs, social activities, and facilities which complement the formal curriculum and academic programs and attracts, inspires, and retains, and graduates students (SUS Goals 1, 2, 12)
3. by becoming the first-choice university for students in our region (SUS Goals 1, 2, 3, 11)

4. by allocating additional resources for campus ambiance and student life, including athletics, fraternities, sororities, student support services, student organizations and activities, the arts, and cultural development (SUS Goals 1, 2, 3, 5, 8, 11)

D. Promoting diversity and a collegial culture among faculty, students, staff, and community

1. by welcoming diversity and ensuring the development of a global perspective (SUS Goals 5, 11)

2. by embracing diversity in thought, attitude, understanding, appreciation, and practice (SUS Goals 5, 11)

3. by promoting a collegial culture of concern, sensitivity, and cooperation among faculty, staff, students, and administration (SUS Goals 5, 11)

4. by offering programs, activities, and events reflective of the global community (SUS Goals 5, 11)

E. Promoting and enhancing partnerships with the community and improving communications between the University and the region (CLC Goal 5)

1. by creating and implementing high-profile marketing and communications plans to ensure visibility and ongoing relationships within the community and the region (SUS Goals 1, 2, 3, 5, 6)

2. by ensuring that guests feel welcome when they visit the campuses (SUS Goals 6)

3. by encouraging administration, faculty, staff, and student involvement with the community (SUS Goals 1, 2, 3, 5, 6)

4. by establishing outside advisory boards for each college and major unit (SUS Goals 1, 2, 3, 5, 6)

5. by promoting job fairs, career days, co-op programs, internships, and other activities which link employers and students (SUS Goals 1, 2, 3, 5, 6)

F. Strengthening regional pre-school, elementary, and secondary education

1. by promoting the improvement of early childhood care, education, and school readiness for children in the region (SUS Goal 9)

2. by promoting high academic performance standards for students at all levels (SUS Goal 9)

3. by forging stronger bonds with the public schools and community colleges to foster school improvement and optimize achievement for all students (SUS Goal 9)

4. by strengthening pre-service and in-service education programs to recruit, prepare, support, and retain greater numbers of qualified teachers (SUS Goal 5, 9)

#### G. Enhancing regional economic development (CLC Goal 4)

1. by identifying and investing in collaborations and partnerships between the University and community economic development entities (SUS Goals 5, 6)

2. by identifying and investing in potential niches of synergy between the University and the community that promote high value economic development (SUS Goals 5, 6)

3. by linking UWF research park planning with regional economic development planning (SUS Goals 5, 6)

4. by enhancing support for research and service centers that promote economic development and meet regional, state, and national needs (SUS Goals 5, 6)

#### H. Participating in and supporting the protection of natural resources in the region

1. by enhancing awareness of and appreciation for natural ecosystems (SUS Goal 5)

2. by supporting and participating in the protection of natural resources in the region (SUS Goal 5)

#### VI. Core Values

The core values that provide the foundation for our partnership vision and mission include: Integrity and Candor, Dedication and Innovation, Excellence, Creativity, Community, Diversity, Respect and Appreciation, and Courage

Integrity and candor in the pursuit of knowledge through intellectual inquiry and discourse

Dedication to and innovation in educating students to excel

· Excellence in teaching, research, service, and support activities

· Creativity in the exchange of ideas in the spirit of academic freedom and professional responsibility

· Community attitudes with common goals and interests, demonstrated by teamwork and collaboration

· Diversity in thought, attitude, understanding, appreciation, and practice

· Respect and appreciation for Northwest Florida through the discovery, application and exchange of knowledge



· Courage to boldly contribute to individual growth and development and the improvement of the University and community

UWF Strategic Plan - 1-27-2000 jn

DRAFT REPORT

UNIVERSITY PLANNING COMMITTEE'S

PROGRAMS AND RESOURCES COMMITTEE

TOP STRATEGIC ISSUES FACING UWF

PROVIDED TO THE UWF BOARD OF TRUSTEES  
AS AN EXAMPLE OF UPC COMMITTEE ACTIVITY

UPC PROGRAMS AND RESOURCES COMMITTEE  
PREAMBLE TO THE TOP STRATEGIC ISSUES FACING UWF

The University of West Florida serves its region by providing innovative instructional programs, applied research and development, and support for business and industry, healthcare, social service, and other education activities. The innovative approaches used to solve the region's community-based problems have positioned The University of West Florida as a national leader in numerous state-of-the-art endeavors. UWF professionals work collaboratively with individuals in the community to develop and promote research-based initiatives that continue to be recognized nationally.

The University of West Florida is poised to become a leading academic institution in the Northwest Florida region, in the Southeast, and in the nation. However, many strategic issues will face The University of West Florida over the next several years, and the University's response to these issues will determine its future as a prototypical provider of higher education.

After a thorough review of UWF's Strategic Plan that included briefings from many campus representatives, the University Planning Council's Programs and Resources Committee has determined that the following are the primary strategic issues currently facing UWF:

The role of the newly constituted Board of Trustees and the assistance the Board provides the University during a critical period characterized by governance, administrative, faculty, and staff changes and by unprecedented increases in enrollment growth without corresponding increases in state funding support.

The need to better define the University's Mission, Vision, and Strategy so that it can develop programs of distinction and thus be positioned to become a true comprehensive university that

will be a regional and national educational institution of choice without losing the traditional flavor that has become its hallmark.

The ability to positively respond to the recent increases in enrollment, especially by FTIC (First Time In College) students, which have severely strained all areas of the University and its infrastructure.

The need to develop better legislative and community support for the University by providing better state funding to adequately support UWF's growth and increased private funding to enhance its academic programs, athletic undertakings, cultural events, and other community offerings.

In addition to these overarching issues, the UPC Programs and Resources Committee is also presenting the following expanded list of strategic issues along with examples of the types of sub-issues that must be addressed in the coming years. This list is not meant to be all-inclusive or exhaustive. Rather, it is meant to provide a starting point for a dialog that will be critical to the future of The University of West Florida. Each of these major issues is annotated with a reference to its corresponding Strategic Goal from the University's Strategic Plan.

## UPC PROGRAMS AND RESOURCES COMMITTEE

### TOP STRATEGIC ISSUES FACING UWF

Strategic Direction/Mission Issues (Partnership Strategic Plan Goals A, B, C, D, E, F, G, H)  
Articulating better the Vision, Mission, and Strategy for creating a comprehensive university that focuses on regional teaching, research, and service  
Creating a UWF brand that provides a unified image to stakeholders  
Identifying and/or developing programs of distinction  
Improving the recruitment and retention of high quality students  
Developing a Continuing Education System for both credit and non-credit courses  
Maintaining current program accreditations while seeking new ones that will validate the quality of the University's programs

Student Issues (Partnership Strategic Plan Goals A, C, D, F)  
Establishing an aggressive construction schedule for additional residence halls  
Providing more abundant on-campus student activities  
Creating additional athletic opportunities at all levels-intramural, recreational, and varsity  
Providing better infrastructure support for students (e.g., library access and holdings, computer availability and connectivity, other state-of-the-art technologies, expanded food service offerings, etc.)

Governance Issues (Partnership Strategic Plan Goals A, E, G)  
Defining the role and duties of the New Board of Trustees and integrating them into the activities of the University

Responding to numerous senior administrative changes (e.g., selecting a new President, Provost, and other Senior Administrators)

Acquiring and funding various systems formerly provided by the State (e.g., the financial management system (SAMAS), the HR and Benefits system, the payroll system, etc.)

Working closely with the region's legislative delegation to make sure the UWF message is heard in Tallahassee

Faculty and Staff Issues (Partnership Strategic Plan Goals A, B, D, E)

Planning for a significant number of retirements over the next 5 years (cost of replacements will be more than cost of existing)

Securing new faculty and staff lines to adequately respond to increased growth

Providing better salary levels and start-up resources for new hires

Providing more realistic recruiting budgets

Providing better funding for faculty and staff salaries

Establishing an appropriate level of adjunct usage

Facilities/Campus Infrastructure/Maintenance Issues (Partnership Strategic Plan Goals A, B, C, H)

Improving UWF's campus appearance and ambiance

Revising the Campus Master Plan to better link it to the University's Strategy

Providing the resources needed to handle the increased student growth and the changing mix of program offerings (e.g., Classrooms-Quantity, Type, Utilization; Technology; Communications Networks; etc.)

Establishing realistic construction schedules

Providing adequate funding for the repair and replacement of existing facilities

Understanding that the hidden costs of continued deferred maintenance will be greater than the current costs

Funding Issues (Partnership Strategic Plan Goals A, B, C, E)

Making sure stakeholders understand that UWF is significantly under funded for its current enrollment, its expected future growth, and the governance changes that have been thrust upon it  
Lobbying aggressively with the local legislative delegation to assure adequate State funding for UWF

Expanding UWF's level of private funding support

Agenda item: 2

UWF Board of Trustees

October 25-26, 2001

Issue: University budget reductions

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Proposed action: Discussion

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Background information:

Because of the downturn in the economy, the Florida Legislature will hold a special session to cut the state budget for the current fiscal year. Discussions at all levels of government and all levels of the university have included options on how best to meet state needs in this harsh economic climate.

In anticipation of the cuts, UWF President Morris Marx on October 9 implemented a freeze on hiring, purchasing and travel for all activities using state funds. Other universities have implemented similar freezes. The president and vice presidents also developed a list of priorities to be used for the actual reductions, once the Legislature and governor determine the final figures. Education Secretary Jim Horne and all 11 public universities agree that the Legislature should allow individual institutions to make the necessary cuts, and the UWF director of governmental affairs has been working with legislators toward that end.

The governor also has requested a budget reduction plan for FY 2002-03 reflecting a 5 percent reduction from the FY 2001-02 legislatively approved budget. The university is developing that plan.

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Supporting documentation: University priorities for budget reductions (Provided at meeting);  
Current budget

Prepared by: Keith Goldschmidt  
850-474-2368  
The University Of West Florida  
Allocation By Major Issue  
For Fiscal Year 2001/2002

Allocation

Estimated Expenditures 64,819,666

2000/2001 Non-Recurring Appropriations / Adjustments (277,463)

Estimated Recurring Base 64,542,203

Cost to Continue Current Programs  
Annualized Salaries & Benefits 322,050  
Salary Increases 850,566

Annualized OPS 605  
OPS Salary Increases 1,655  
State & SUS employee Space available Courses (373,339)  
Balance Lottery Funds To Available Revenue - TF (215,788)

Workload  
New Space 2,865

Goals/Issues  
Library Resources 204,465  
Enrollment Growth 748,242  
Branches, Centers, Partnerships 639,000  
Institute For Human & Machine Cognition 500,000  
Strengthen Universities' Infrastructures (223,485)  
Administrative Reductions (564,762)  
Class C Travel Reductions (9,980)

Grand Total 66,424,297

Funding:  
General Revenue 47,920,509  
Educational Enhancement 2,799,583  
Student Fees Trust Funds 15,704,205  
Total 66,424,297

Note: 48% of the total allocation has been released.  
Agenda item: 3

UWF Board of Trustees  
October 25-26, 2001

Issue: School Code Revision

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Proposed action: Discussion

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Background information:

The Florida Legislature began the process of creating a new governance system during this spring's legislative session. While the basic framework for the new system was established, many of the details were left for future action. Most important in that process is a revision of the

School Code, about 5,000 pages of laws, rules, regulations and guidelines that govern activities of all public educational units in Florida. Workgroups have been examining the codes and will develop proposals.

Currently, the university boards of trustees have limited authority. The chairman of the Florida Board of Education and the secretary of education both have said they intend for most authority previously housed with the Board of Regents to be given to local boards of trustees. The final decision rests with the Legislature.

Legislative committees are to begin their review of the code in October, and the Florida Board of Education is scheduled to deliver its recommendations in December.

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Supporting documentation: School code issues (Available at the meeting)

Prepared by: Keith Goldschmidt  
850-474-2368

Agenda item: 4

UWF Board of Trustees  
September 25-26, 2001

Issue: Presidential search firm contract

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Proposed action: Approve contract (If available)

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Background information:

The Florida Board of Education will require that boards of trustees use a professional search firm when conducting presidential searches. It is to create a pool of search firms from which boards of trustees can choose one for the search. At the September 27 meeting, the UWF Board of Trustees authorized the Trustee Search Committee to negotiate with a firm.

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Supporting documentation: Contract (If available)

Prepared by: Keith Goldschmidt  
850-474-2368

Agenda item: 5

UWF Board of Trustees  
October 25-26, 2001

Issue: Presidential assessment

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Proposed action: Charge Executive Committee to develop recommendation

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Background information:

As part of the presidential search process, potential candidates likely will ask how the president's performance will be measured. The Board of Trustees is empowered to evaluate presidential performance. To accomplish that, it will have to create an assessment model, one that can be made available to presidential candidates during the search.

The executive committee is charged with certain duties, but it can assume additional duties as given to it by the Board of Trustees. One of those duties could be the creation of a recommended presidential assessment tool, which would be brought back to the full Board for final action.

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Supporting documentation: None

Prepared by: Keith Goldschmidt  
850-474-2368

Agenda item: 6

UWF Board of Trustees  
September 25-26, 2001

Issue: Receipt of messages and reports

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Proposed action: Discussion

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Background information:

As part of every UWF Board of Trustees meeting, various groups on campus are encouraged to submit messages and reports for consideration. Specifically, a report is solicited from the UWF

Chapter of the United Faculty of Florida, Faculty Senate, Student Government Association,  
USPS Council and the A&P Council.

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Supporting documentation: UFF report: Faculty Senate Report

Prepared by: Keith Goldschmidt  
850-474-2368

October 11, 2001

REPORT

To: UWF Board of Trustees

From: Nicholas Power  
President, UWF Chapter, United Faculty of Florida

Re: Presidential Search Advisory Committee

The membership of the Presidential Search Advisory Committee has recently been announced and the Executive Committee of UFF was dismayed to see no UFF representation on the committee. We'd like to suggest, with all due respect, that the trustees re-visit this issue, having looked at the attached "petition" perhaps, and then appoint to that committee any one of the members of UFF whose names were submitted to the Board last month-namely, Ralph Roberts', Jim Weaver's, and mine.

Sincerely submitted for your approval,

(Nick Power signature on original)

(for the Executive Committee of UFF-UWF)

October 12, 2001

REPORT

To: UWF Board of Trustees

From: The Undersigned Members of the Faculty of UWF

Re: Presidential Search Advisory Committee



The Presidential Search Advisory Committee has recently been announced and we were dismayed to see no United Faculty of Florida representation on the committee. We'd like to suggest, with all due respect, that the Board re-visit this issue, having considered the following argument perhaps, and then appoint to that committee any one of the members of UFF whose names we submitted to the Board last month.

Any successor to President Marx will have to have the ability to lead and the disposition to negotiate with a unique workforce in UWF's faculty. Part of this challenge will stem from the fact that we are covered by a Collective Bargaining Agreement or "Contract."

The presence of a Contract here at UWF has many beneficial implications for the future administration of UWF. Among other things, it frees up both the administration and faculty by formalizing many potential areas of tension. (For instance, it sets forth the criteria under which merit moneys or raises are to be distributed, it specifies what can and what cannot be included in a faculty-member's personnel file, and it ensures that a faculty member's work assignment is clearly stated and fairly agreed upon.)

However, the Contract is also a negotiated settlement and thus represents a compromise between the interests of the administration and the faculty. Thus it constrains the administration in certain ways. (It prevents a President from summarily assigning a teacher to a satellite campus without due compensation; it compels the President to fund and fairly distribute sabbaticals and course releases; it forces the President to meet with UFF leadership three times a year, and so forth.)

This is all to say that we, the faculty, need some assurance that the next President of UWF has the skills and the desire to work within the constraints of a Contract. He or she must not merely tolerate a union presence here, but must respect, even appreciate what that representation means, and have the experience and demeanor that comes with this. During all aspects of the Search process-from the wording of the criteria for selecting candidates to the screening and interviewing process-the Search Committee has the responsibility to ensure that this desideratum has its place among the many the candidate must meet. Though the members of the Presidential Search Committee, as currently constituted, are certainly capable of asking the relevant questions on this issue, they cannot provide the optimal degree of assurance we would need to feel comfortable with their final recommendations.

Our request is simple to honor and not overly burdensome. The other major employee-relations councils on campus-the USPS and AP Councils-have representation on the committee, as do the students, as does the Faculty Senate. Adding UFF representation to the Presidential Search Committee is the appropriate, and right thing to do.

Sincerely submitted for your approval,

(Original signed by 28 people)

Report to the UWF Board of Trustees

From the UWF Faculty Senate

Klaus J. Meyer-Arendt, President  
October 15, 2001

The UWF Faculty Senate continues to work on the various issues and processes that allow the university to function. The Academic Council continues to review requests for new courses, new programs (i.e. tracks within existing degree programs), and modifications to existing courses or programs. The Academic Council is also working on modifying the General Studies requirements from the existing 37 required hours to the 36 as mandated under Florida law. The Graduate Committee (a subset of the Academic Council) will soon be evaluating proposed changes to the thesis review process. The Governance Committee continues to review proposed changes to various committee charters. The Special Issues and Planning Committee is awaiting feedback from the Administration regarding a proposed Intellectual Property Rights document and is also revising the Student Evaluation form. There has been talk of implementing an Administrator Evaluation form, but that is on hold until the College of Arts & Sciences Council develops one for the college. A special Budget Advisory Committee was recently formed (as a subset of the Special Issues and Planning Committee), and its mission is to analyze the distribution of state funding within the university (over the past five years) and to make recommendations as to potential belt-tightening and redistribution, especially if bad fiscal news emanates from Tallahassee later this month. A new special committee will soon be formed to look at the potential uses of unspent TIP (teaching incentive program) funds. This pool of funds will increase over the next few years as TIP awardees retire, and new guidelines for distribution to meritorious faculty should be established.

In addition to the budget process at UWF, another major topic of discussion at the last meeting was the relationship between faculty and the new Board of Trustees. Having recently attended the statewide meeting of the Advisory Council of Faculty Senates, I learned a lot about how the other SUS universities are working with their respective BOTs. As a result of that meeting, the secretary is assembling a "best practices" document that outlines all the positive things that are being done around the state. (This document is not yet available, however.) Relationships between faculty and BOTs are real good throughout the state, however, and at two schools-Univ. of Florida and Univ. of North Florida-the faculty actually have a permanent seat at the BOT table (speaking rights but not voting rights). At other schools, faculty serve as members of BOT committees (such as the equivalents of our Academic and Student Affairs Committee.)

The Faculty Senate would love to see our incipient good relationship strengthened even further. We would like you to consider amending your bylaws to permit a Faculty Senate representative (the Faculty Senate president or a stand-in) to sit at the table at regular scheduled BOT meetings. In return, the Faculty Senate would like to amend its bylaws to make room for a BOT member (ideally Mr. Roy Smith, the BOT faculty liaison) to have a permanent seat at the Faculty Senate table. I hope you have a chance to discuss the merits of such a reciprocal relationship and seriously consider them, especially since there is precedent. Also, we would love to have Mr. Roy Smith and the other members of the Academic and Student Affairs Committee at our new Faculty Senate meeting, which is scheduled for November 9th (always the second Friday of the month, and normally from 1 pm until 3:30 or 4 pm).

It sounds like we may all face some tough times in the near future, and the Faculty Senate would like to assist the BOT in making the right decisions on how best to steer the big S.S. UWF through the choppy sea of fiscal turbulence.

Thank you in advance for your consideration.