



## UNIVERSITY OF FLORIDA

COLLEGE OF BUSINESS ADMINISTRATION  
ALAN C. MERTEN, DEAN

GAINESVILLE, FLORIDA 32611  
(904) 392-2007

### GENERAL FACULTY MEETING April 8, 1987

#### MINUTES

#### DEAN'S REPORT:

A. Dean Merten told the faculty about the faculty seminar series being held throughout the State. The next planned seminar is May 13, 1987, in Jacksonville with Professor McCollough as speaker.

B. Dean Merten reported on the Real Estate Advisory Board meeting and the Fisher School of Accounting Steering Committee meeting.

C. Dean Merten announced there will be a breakfast held on Saturday, May 1, 1987 at 7:30 a.m. before graduation to honor our students who will be receiving graduate degrees. Faculty are encouraged to attend.

D. Dean Merten announced the following promotion and tenure decisions: Drs. Selcuk Erenguc, Joe Alba, and Wes Hutchinson were Promotion to Associate Professor with tenure and Dr. Robert Freeman received tenure.

1. Minutes from March 11, 1987 faculty meeting approved as distributed.

2. Minutes from March 11, 1987 graduate faculty meeting approved as distributed.

#### MEDIA CENTER REPORT

Dr. Jeannine Webb, Director of OIR was present to explain the management of the Media Center in the College. An interim director has been appointed until a permanent director can be named. Drs. Denslow, Schaefer and McCollough are the College representatives on the search committee for the new director.

#### COMMITTEE REPORTS

##### A. Tenure and Promotion

Dr. Abdel-khalik placed the amendment to the By-laws as outlined in his memo of March 11 to Dean Merten before the faculty for vote. The amendment passed. (attachment #1)

The second draft of the Policy Statement was distributed to the faculty. The Committee requested comments from the faculty and these were incorporated in the revised draft. Among the comments from the faculty were concerns with service not being stated as a basis for promotion, and co-authored articles not being evaluated for contribution. It was stressed that the College policy be verified against the Collective Bargaining Agreement and the Florida Administrative Code.

Dr. Woodruff's comments reiterated the question of the policy statement being in agreement with Board of Regents and University policies and urged the Committee to look at what other universities do.

Dean Merten said that the document and discussions were helpful.

#### UNDERGRADUATE COMMITTEE

The following were presented by Dr. McCollough:

Item 1. Management 4505 (Management of Service Operations) be added to undergraduate management curriculum. The motion passed.

Item 2. To establish additional criteria for admission to College to require a minimum of 60 hours in addition to preprofessional courses. Motion passed.

Item 3. To restrict students taking 4000 level courses was amended to read as follows:

"BSBA students may not take 4000-level core or major courses, except SUL 4100, ECO 4101 and ECO 4202, until they have completed, or will be concurrently enrolled in, all 3000-level CBA core courses."

Dr. Frazer asked that ECO 3202 be included as one of the excluded courses. Dr. Kenny moved to send the item back to the Undergraduate Committee for them to come up with an inclusive list of courses. Dr. Kenny's motion was passed and item #3 was returned to Committee.

Item 4. To add as prerequisite for 3000-level core and major courses the following:

"Admission to an upper division college or approval by the College of Business Administration."

After discussion by the faculty, item #4 was returned to the Undergraduate Committee.

Dean Merten asked the Undergraduate Committee to make a statement of effect and alternatives for items 3 and 4.

Item 5. Dr. McCollough presented item 5 for faculty vote. Dr. Sawyer requested an amendment to include MKT 3503. The motion passed as amended and now reads as follows:

"As prerequisite for 400-level major courses and MKT 3503, the following priorities have been established:

- a) Admission to major;
- b) Other BA/AC students on space available basis;
- c) Non-business majors, if courses are required in their curriculum, on space available basis;
- d) Others on space available basis."

Item 6. The motion to add as prerequisite for MAN 4720 the following:

"BA or Ac standing and graduating senior."

The motion passed.

#### MBA COMMITTEE

Dr. Weitz reported that the Committee will come back to the faculty at the next meeting with a set of recommendations.

As an addition to the agenda, a motion was made by Professor J. B. Ray for the division of the Department of Management and Administrative Sciences into two separate departments: 1) Decision and Information Sciences and, 2) Organizational Behavior and Business Policy. Questions were raised regarding the location of Statistics and Business Law and if additional resources would be required. It was explained that the statistics faculty would be associated with the DIS Department and that no additional resources would be required beyond the appointment of two chairmen. The location of Business Law will be determined at a later date.

#### JOURNAL OF LAW AND PUBLIC POLICY

Scott Makar gave a report on the background and origin of the Journal.

Dr. Lanzillotti moved that the College approve, endorse and support the creation of the Journal. Discussion centered on whether the College or one of its Centers should be the sponsor of a Journal. Dr. Lanzillotti withdrew the motion and will bring to faculty for vote at a future meeting.

Meeting adjourned at 5:30 p.m.



## UNIVERSITY OF FLORIDA

COLLEGE OF BUSINESS ADMINISTRATION  
ALAN G. MERTIN, DEAN

GAINESVILLE, FLORIDA 32611  
(904) 392-2307

### GENERAL FACULTY MEETING

April 8, 1987

102 BUS

3:00 p.m.

### AGENDA

1. Minutes from 3/11/87 Faculty Meeting (attachment #1)
2. Minutes from 3/11/87 Graduate Faculty Meeting (attachment #2)
3. Media Center Report - Hadley Schaefer
4. Committee Reports:
  - Tenure and Promotion - Rashad Abdel-Khalik (attachment #3)
  - Undergraduate - Andy McCollough (attachment #4)
  - MBA - Bart Weitz
5. Journal of Law & Public Policy Presentation - Scott Makar (attachment #5)
6. Dean's Report

### GRADUATE FACULTY MEETING

April 8, 1987

102 BUS

3:00 p.m.

1. Minutes from the 1/30/87, 2/20/87, and 3/20/87 Graduate Committee Meeting (attachment #6)



UNIVERSITY OF FLORIDA

COLLEGE OF BUSINESS ADMINISTRATION  
ALAN G. MERTIN, DEAN

GAINESVILLE, FLORIDA 32611  
(904) 392-2092

April 3, 1987

MEMORANDUM

TO: Faculty

FROM: Alan G. Martin

SUBJECT: Additional Agenda Item for the Faculty Meeting 4/8/87

The faculty of the Management Department has proposed and approved the division of the Department into the Department of Decision and Information Sciences and the Department of Organizational Behavior and Business Policy. The College faculty will be asked to discuss and approve or reject.

AGM:rcm



UNIVERSITY OF FLORIDA  
ACCOUNTING RESEARCH CENTER

MAR 11 1987

UNIVERSITY OF FLORIDA

A RASHAD ABDEL-KHALIK  
Graduate Research Professor

Fisher School of Accounting  
University of Florida  
Gainesville, FL 32611  
Tel: (904) 392-0229

March 31, 1987

MEMO TO: Dean Alan Merten  
FROM: Rashad  
RE: By-Law Changes

The Promotion and Tenure Committee voted to request amending the College By-Laws as shown below:

In section on Membership:

1. Delete the phrase "The intention is to ensure that there be at least one faculty member from each academic unit" and substitute "There shall be one faculty member from each academic unit".
2. Delete the sentence "not more than one member may be elected from each department, unit or school".
3. Delete from the last sentence the phrase "with each eligible faculty member to vote for up to three nominees".

In section "Term of Membership":

1. Delete the current statement.
2. Substitute "All members shall serve a three year term. Terms will be staggered. Each year one member will be elected and another will be appointed. An eligible faculty member may serve no more than two consecutive terms, but are otherwise eligible for service at any time".

I would appreciate your circulating this amendment to the faculty at least five days before the faculty meeting in which the vote will take place.

Thank you.

AKA-k/x

cc: P&T Committee Members: Professors Blair, Lucz, Smith, Tosi and Zabel

## TENURE AND PROMOTION COMMITTEE

- Membership: Six members: three elected by faculty, three appointed by the Dean. ~~The intention is to ensure that there will be at least one faculty member from each academic unit (Department or school) on the committee.~~ Tenured Full Professors, except heads of academic units are eligible for membership. (Cf. University Senate action of October 14, 1982 regarding membership on tenure/promotion review committees). Nominations may be made by any tenure-track faculty member at the general college faculty meeting. ~~Not more than one member may be elected from each Department, unit, or school.~~ Only permanent faculty in tenure track positions are eligible to vote. Voting will be by secret ballot, ~~with each eligible faculty member to vote for up to three nominees.~~
- Chairman: Appointed by the Dean.
- Secretary: Selected in a manner to be determined by the Committee.
- Term of Membership: ~~All members will serve one year terms. Members may be re-elected.~~  
(See below)
- Purpose: To prepare written evaluations of tenure and promotion recommendations from academic units, and to provide recommendations to the Dean of the College, along with Committee votes on each recommendation.
- Regular Meetings: None.
- Other Meeting: When called by the Chairman with one week's notice.
- Agenda prepared by the Chairman, made available one week before meeting.
- Minutes: Report sent to the Dean.
- Resources Available: Secretarial resources of the Departments and School and the Copy Center of the College of Business Administration.
- Term of Membership: All members shall serve a three year term. Terms will be staggered. Each year one member will be elected and another will be appointed. An eligible faculty member may serve no more than two consecutive terms, but are otherwise eligible for service at any time.

PROMOTION AND TENURE POLICY  
A Draft of Proposed Revision  
March 30, 1987

I. A Broad View of the Process

This policy applies to faculty members considered for promotion and/or tenure, including new appointments, to ranks at the associate professor or professor level. The policy applies to all academic units (departments and the Fisher School of Accounting) in the College of Business Administration.

Each academic unit must appoint an evaluation committee for each candidate. The task of the evaluation committee is to evaluate the candidate's performance on research and teaching. The appointment and operation of a candidate's evaluation committee should conform to the criteria and procedures outlined below.

The evaluation committee's recommendations must be considered and voted upon by the voting faculty of the academic unit. For promotion decisions, the voting faculty consists of all members in the academic unit holding a rank equal to or higher than the rank for which the candidate is being considered. For tenure decisions, the voting faculty consists of all tenured members in the academic unit. The votes, the report of the evaluation committee, and all supporting documents must be presented to the college's Promotion and Tenure Committee to render a recommendation to the Dean. The transmittal from the academic unit must conform to the University of Florida policies and procedures.

Specific statements of both the Criteria and the Promotion Procedures for the College of Business Administration are provided below.

II. Criteria

Evaluations must consider the quality of performance in research, teaching, and service. Every effort should be made to provide objective evaluations based on the criteria stated below.

(A) Promotion to the Rank of Associate Professor

Ordinarily, the decision on promotion to associate professor and the tenure decision are made simultaneously. In some cases, the faculty may wish to recommend promotion to the rank of associate professor before the candidate has served the minimum number of years required for a tenure decision, or to appoint faculty from other institutions at the rank of associate professor without tenure. In these cases, a favorable promotion or appointment decision implies that the candidate has to date satisfied the performance expected for tenure and, assuming continued comparable performance, tenure will be granted when the years-of-service requirement is satisfied. Hence, in all cases, the same criteria should be applied in considering promotion or appointment to the rank of associate professor.



(A.1) Scholarly research productivity is necessary for promotion. The candidate must present evidence of scholarly work that has been published in refereed journals of national standing and/or books or monographs of comparable quality. No specific number of publications or pages of publication will satisfy this criterion. Instead, the quality of the research and the candidate's total research accomplishment should provide evidence of significant contribution to the literature in the relevant field or fields. The judgment about research must be based on a careful analysis of the candidate's research record following the Procedures in section III.

(A.2) Effective teaching performance is necessary for promotion. The teaching function includes course development, classroom instruction, the counseling of students in programs of study and research, and supervision of masters' theses, doctoral dissertations, and other student research.

(A.3) With respect to service, the candidate is expected to be a contributing citizen of the university. Service may be evidenced by participation in internal governance activities such as university, college, school, and departmental functions. In addition, professional service such as membership on editorial boards of respected journals, and participation in the activities of scholarly organizations will be recognized.

(B) Promotion to the Rank of Professor

Ordinarily, the decision on promotion to the rank of professor is considered for candidates who are associate professors with tenure at the University of Florida. In some cases, the faculty may wish to recommend appointments to the rank of professor of candidates from other institutions. In these cases, a favorable decision implies that the candidate has to date satisfied the performance expected for tenure, and, assuming continued comparable performance, tenure will be granted. Hence, in all cases, the same criteria should be applied in considering promotion or appointment to the rank of Professor.

(B.1) The candidate must have a record of distinguished scholarly publications. This record should reveal continued research achievement subsequent to promotion to the rank of associate professor. No specific number of publications or pages of publication will satisfy this criterion. Instead, the quality of the research and the candidate's total research accomplishment should provide evidence of significant contribution to the literature in the relevant field or fields. The judgment about research must be based on a careful analysis of the candidate's research record following the Procedures in section III.

(B.2) The candidate must have maintained a record of effective teaching. The teaching function includes course development, classroom instruction, counseling students in programs of study and research, and supervision of masters' theses, doctoral dissertations, and other student research.

(B.3) With respect to service, the candidate is expected to continue to be a contributing citizen of the university. Service may be evidenced by participation in internal governance activities such as university, college, school and departmental committees and other functions. In addition, professional service such as membership on editorial boards of respected journals, holding office in professional societies, and participation in activities of scholarly organizations will be recognized.

(B.4) In some cases, a candidate may be promoted to the rank of professor based on a record of truly superior teaching or research, provided that acceptable levels of performance have been maintained on the other two dimensions.

### III. Procedures

The College of Business Administration requires that candidates considered for tenure and promotion to the ranks of associate professor and professor be evaluated at both the academic unit and the college levels.

1. In the academic unit, an evaluation committee considers the candidate's research and teaching performance. The committee makes a written recommendation to the academic unit faculty as to whether the teaching and research contributions of the candidate are sufficient for promotion and/or tenure.

Each committee is composed of three members to be selected by the Chair. One member must be from another academic unit, while the other two members are from the appropriate voting faculty within the academic unit.

2. Concurrently with the proceedings of the evaluation committee, letters evaluating the candidate's research contribution will be solicited, consistent with the following guidelines:
  - a. At least six letters will be solicited by the Promotion and Tenure Committee from leading research scholars in the candidate's field who hold at least the rank to which the candidate is to be advanced. Every effort should be made to receive at least three of these letters. The candidate will provide a list of no fewer than four prospective reviewers, from which no fewer than two may be selected. Other reviewers are to be suggested to the Promotion and Tenure Committee by the Chair in consultation with the senior faculty of the academic unit. The letters will be mailed no later than September 10<sup>th</sup>, with a request that they be returned by October 15<sup>th</sup>.
  - b. The letters will follow a standard form to be provided by the Promotion and Tenure Committee and modified as necessary for variations across academic units. They shall include a statement of the College's Promotion and Tenure Criteria and request that the reviewer provide an assessment of the candidate's research performance. When appropriate, the

reviewer may also be asked to comment on the candidate's teaching and service record. Finally, the reviewer will be asked to indicate the basis on which judgments are made and whether the candidate would be promoted or granted tenure at comparable institutions.

3. The evaluation committee's report, the letters from external reviewers, and the candidate's publications, teaching evaluations, and service record must be made available for review by each appropriate voting member of the unit. The academic unit Chair must then call a meeting of the appropriate voting faculty (no sooner than six working days after making the file available) to discuss the record and to vote on the candidate. The faculty vote must be administered and recorded as required by all relevant rules of the Board of Regents and the University of Florida.

4. The academic unit Chair must forward a file of all relevant materials for each candidate to the Dean by November 15th. The Dean then submits all files to the Promotion and Tenure Committee which conducts an evaluation of the candidate's record and makes a separate recommendation to the Dean.

5. Composition of the Candidate's File

The candidate's file should follow standard format and present information in an objective fashion so that the substance of the file is neither diminished nor enhanced by the format. It must include the following materials:

- a. The university promotion and tenure forms.
- b. The Chair's letter of recommendation.
- c. The candidate's current resume.
- d. The report of the candidate's evaluation committee.
- e. Annual evaluations by the Chair.
- f. Teaching evaluations, summarizing the candidate's overall teaching performance, and, as indicated earlier, other information relevant to the teaching function.
- g. Letters from external reviewers.
- h. One set of all published research. The candidate may also include unpublished working papers.

The revised draft as voted upon by the Promotion and Tenure Committee on March 26, 1987. This revision included most pertinent comments received from the faculty in the College of Business Administration. The 1986/87 Promotion and Tenure Committee:

A. Rashad Abdul-Khalik (Chair)  
Roger Blair  
Richard Lutz  
Henry Tosi  
Hal Smith  
Edward Zabel



UNIVERSITY OF FLORIDA

College of Business Administration  
Wm. Andrew McCollough

321 BUS \* Gainesville, Florida 32611  
(904) 392-0153

March 31, 1987

MEMORANDUM

TO: Faculty  
College of Business Administration

FROM: Undergraduate Committee  
Wm. Andrew McCollough, Chairman *WAM*

SUBJECT: Items for April 8 Faculty Meeting

The Undergraduate Committee recommends the attached changes to the Undergraduate Program.

WAM:sh

Attachments

CHANGES RECOMMENDED BY THE UNDERGRADUATE COMMITTEE

Action Items

1. The addition of MAN 4505 to the Management curriculum.
2. Students must have earned a minimum of 60 credit hours to be eligible for admission to the College of Business Administration.
3. Students may not take 4000-level courses, except business law courses and ECO 4101 and ECO 4202, until they have completed, or will be concurrently enrolled in, all 3000-level core courses.
4. As prerequisite for 3000-level core and major courses, add:  
Admission to an upper division college or approval by the College of Business Administration.
5. As prerequisite for 4000-level major courses, the following priorities have been established:
  - a) Admission to major;
  - b) Other BA/AC students on space available basis;
  - c) Non-business majors, if courses are required in their curriculum, on space available basis;
  - d) Others on space available basis.
6. As prerequisite for MAN 4720, add:  
BA or AC standing and graduating senior.

Information Item

1. The Undergraduate Committee recommends that the Dean, in consultation with the Associate Dean(s), Department Chairpersons, and the Undergraduate Committee, establish capacity limitations for each major in the College of Business Administration.
  - a) Any capacity limitations imposed should be publicly stated and subject to periodic review.
  - b) All Departments should establish performance-based criteria for admission to the major to be imposed if necessary.



COLLEGE OF BUSINESS ADMINISTRATION • UNIVERSITY OF FLORIDA • GAINESVILLE 32611  
Department of Management and Administrative Sciences 904 • 392-0163  
219 Business Building

February 16, 1987

M E M O R A N D U M

TO: Asst. Dean W. Denny  
FROM: I. Horowitz, Chair *IH*  
SUBJECT: New undergraduate course proposal

I submit the attached proposal for M&A 4505, Management of Service Operations, for consideration by the Undergraduate Curriculum Committee.

The Management Faculty has voted in favor of this addition.

Department: Management Discipline: Decision & Information Sciences

Course Title: Management of Service Operations

Credit Type: Semester Total Credit Hours 3 Lecture Credit Hrs. \_\_\_\_\_

Lab Credit Hrs. \_\_\_\_\_

Other Hrs. \_\_\_\_\_

Recommended CNS Prefix and Number: MAN 4 5 0 5 Lab Indicator (C or L) \_\_\_\_\_

Alpha First Digit Taxonomy Number

Catalog Course Description: (See attached)

State the pre and corequisites in terms of content (see reverse):

Prerequisites QMB 3700

Corequisites NONE

Intended Students (check all that apply):  Undergraduate Major \_\_\_\_\_ Others (specify) \_\_\_\_\_

Undergraduate Non-Majors

Level (see reverse): XX  Adv. Undergrad. & Graduates

Graduate Students Only

Introductory \_\_\_\_\_ Advanced \_\_\_\_\_ Other (specify) \_\_\_\_\_

List major topics here and attach a one-page outline of the proposed course;

Service concepts, designing service systems, planning service activities, controlling service dynamics.

List any other course(s) in the University catalog dealing with similar subject matter; service dynamics

None

List the department chairperson (by name and dept.) with whom you have cleared any question of possible duplication or infringement by this course. Each such chairperson must either sign the outline requested below to indicate no concern over possible duplication or infringement, or make comments. Any lack of comments or signatures must be explained.

N.A.

List teaching materials, textbook(s), and instructor (include status on Graduate Faculty if applicable):

(See attached) H. Benson, DRF; S. Erenguc, GSF; and W. Webster.

State the quarter in which the course will be first offered: xxxxx1988 Spring 1988

[Signature] 2/15/87

Signature of Department Chairperson Date Signature of College Dean Date

Signature of Graduate Dean (if applicable) Date

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ Effective Date \_\_\_\_\_

Last date for inclusion in catalog copy: \_\_\_\_\_

Chairman, UCC/Liaison Officer \_\_\_\_\_ Date \_\_\_\_\_

**FOR FACULTY DISCIPLINE TASK FORCE AND SYSTEM STAFF USE ONLY:**

Approved Prefix and Number \_\_\_\_\_ Rec. # \_\_\_\_\_ HEGIS \_\_\_\_\_ USOE. \_\_\_\_\_

Generic Course Title \_\_\_\_\_

Century Title \_\_\_\_\_

Remarks: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Discipline Task Force Representative Date

Input into Data Base \_\_\_\_\_ by \_\_\_\_\_ Date \_\_\_\_\_

MAN 4505

## MANAGEMENT OF SERVICE OPERATIONS

CATALOGUE DESCRIPTION

Managerial concepts and quantitative tools required in the design, operation, and control of service systems and their relationship to other business functions. Operations planning and control decisions in service-oriented firms are reviewed by examining the nature and characteristics of service delivery systems, investigating different design alternatives, and reviewing approaches for forecasting, scheduling, and controlling service flow and activities.

PREREQUISITES: QMB 3700



## MAN 4505

## MANAGEMENT OF SERVICE OPERATIONS

COURSE OBJECTIVES

1. To examine the nature of the management of operations in a variety of non-manufacturing systems. It is expected that such analysis will lead to greater understanding of the uniqueness of operations management in service organizations.
2. To develop an understanding of the design and the managerial and strategic implications of the operations function in service systems and its relationship to marketing, financial and other organizational activities.
3. To provide knowledge of methods of analysis, including appropriate applications of quantitative methods, behavioral concepts, and information systems ideas.

The following basic topics will be discussed:

- (1) Service Concepts
- (2) Designing Service Systems
- (3) Planning Service Activities
- (4) Controlling Services
- (5) Service Dynamics

TEXTBOOKS

1. Fitzsimmons, J.A., and Sullivan, R.S., Service Operations Management, McGraw-Hill, 1982. (FS)
2. Mabert, V.A., and Showalter, M.J., Cases in Operations Management, Business Publications Inc., 1984. (MS)
3. Sasser, W.E., Olsen, R.P., Wyckoff, D.D., Management of Service Operations: Text, Cases and Readings, Allyn and Bacon Inc., 1978. (SCW)
4. Lovelock, C.H., Services Marketing, Prentice-Hall, 1984. (L)

## MAN 4505

## MANAGEMENT OF SERVICE OPERATIONS

GENERAL INFORMATION

Given the prevalence of service industries in the economy of the country in general and the region in particular, it is hoped that this course will enable the students to better relate to the industrial characteristics of the region.

Most service system operations are so closely integrated with the other activities of the organization that it is practically impossible to separate out an "operations management function" with characteristics common to all service systems. Operations must be discussed and analyzed in relation to marketing, cost control, management information systems, corporate strategy, finance, etc. Thus, in addition to lectures, extensive case analysis of service system operations in a number of different non-manufacturing environments will be used. This will enable the students to utilize the relevant managerial concepts and quantitative techniques in a more realistic setting.

The following course outline closely follows from FS. IN addition to the materials covered from FS, cases and readings will be assigned from MS, SOW, L.

<u>Week</u>	<u>Chapter</u>	<u>Topic</u>
1	1,2	Introduction
2	3	Evaluation of Service Operations
3	6	Forecasting for Service Operations
4	7	Design of Service Delivery Systems
5	8	Service Facility Location
6	9	Design and Layout of Service Facilities
7	10	Design and Service Personnel Activity
8	11	The Queuing Phenomenon
9	12	Queuing Models and Capacity Planning
10	13	Utilization of Service Capacity
11	14	Service Vehicle Scheduling & Routing
12	15	Planning, Scheduling, and Controlling
13	16	Measuring and Controlling Service Quality
14	17	Service Information Systems
15	19	Service, Culture, and Society

UNIVERSITY OF FLORIDA  
JOURNAL OF LAW AND PUBLIC POLICY

I. Objective and Purpose

- A. **Interdisciplinary Purpose** - The Journal's primary purpose is to bridge the gap between researchers and public policy decision-makers. To achieve this goal, the Journal will publish articles that refine and filter concepts and issues so persons from a number of disciplines and public policy positions can understand and incorporate various social science perspectives in their decision-making. Essential to this goal is making the results of academic research usable for those who will ultimately be making policy decisions.
- B. **Publication of Faculty and Student Research** - The Journal's derivative goal is providing a forum for student and faculty scholarship directly related to current policy issues. The Journal will ideally serve as the medium of communication for research conducted by the Centers, graduate students, and law students. Symposia issues are also probable.
- C. **Writing Competitions and Campus Activities** - The Journal's goal is also to foster academic achievement through writing competitions and other campus activities. Each semester approximately 12 new members competing in a case comment writing competition. Campus activities include sponsoring speakers, a seminar paper competition, and interdisciplinary colloquia.
- D. **Volumes #1 & #2** - The Real Estate Research Center and the Public Policy Research Center are sponsors of the first two issues. The article commitments for Volumes #1 and #2 are listed on page 4.

II. Market Overview

A. Competing Publications

- 1. **Law Reviews** - Currently, there are numerous law reviews and other legal publications on the market; however, there are approximately 5-6 publications similar in structure and purpose to the Journal. (Ex. Yale Journal on Regulation, Harvard Journal of Law and Public Policy, University of Chicago Legal Forum). These few publications are generally in their infancy but have gained respect and notoriety in a short time. Some law reviews occasionally devote an issue to an interdisciplinary topic; most, however, are strictly law reviews.
- 2. **Business and Professional Journals** - Most business and professional journals do not have the broad statement of purpose the Journal possesses. Consequently, most journals (ex. Florida

Bar Journal, Florida Trend) never contain interdisciplinary works designed for public policy makers.

B. Target Markets

1. Legislators
2. Professors - business (economics, marketing, accounting, etc.), law and social sciences
3. University Libraries
4. Law Libraries
5. Law Firm Libraries

[[[. Financial Pro Forma/ Financial Support

- A. See attachment page 6. Currently, the Journal is primarily financed by contributions made by Research Centers in the College and the College itself. Funding from the Business Association College Council, Law College Council, and Student Government is limited in amount and restricted to prescribed activities. Funding from law firms, accounting firms and the legislature is being pursued. The Journal's goal is to generate funding from various sources to reduce the fiscal burden on any one Center or College.

IV. Journal Governance

- A. Student Membership - Student membership on the Journal is limited to graduate and law students. Law students are selected based upon academic performance. Graduate students are selected based upon a recommendation of a three member panel of professors. Currently, there are 6 graduate students and 40 law students actively participating in Journal activities.
- B. Faculty Membership - Faculty members interested in law, business and public policy may serve on the Advisory Board or Article Review Board. Currently, there are 30 professors representing 8 colleges on the boards.
- C. Continuity - Student Journal members will serve an average of two years. This period is consistent with that in most law reviews. Most members of the Journal are highly motivated and accomplished individuals who are both mature and reliable. However, a concern is that students may participate two years, graduate, and leave the Journal with little continuity. Other than the positive motivations of Journal student members, the potential for lack of continuity between student editorial terms is ameliorated by two major limiting checks:

1. Research Centers - Sponsoring Research Centers will provide the necessary oversight to insure the Journal's content, quality and format meets high academic standards. In this manner, the Center Directors act as Senior Editors over each issue. Centers can plan Journal issues a year ahead of time and rely upon the efforts of the student staff to perform much of the detailed editorial work.
2. Faculty Commitment - Faculty, both within the Centers and the College, have pledged time to review manuscripts before final publication. This secondary review provides an effective means of assuring quality publications.

Both of these factors minimize the continuity problem by placing much of the editorial function in the hands of the faculty.

Journal of Law and Public Policy:  
Articles for Volumes 1 & 2

Volume #1 - Land Use Planning and Control - Fall 1987  
Sponsoring Center: Real Estate Research Center

Julian Juergensmeyer & James Nicholson, "The Law and Economics of Alternative Land Use Controls."

John DeGrove & Restijo DeHaven-Smith, "Growth Management: The Unfinished Agenda"

DeLisle & Marc Smith, "Florida's Growth Management Act: Its History and Implications for the Future."

Tom Baird, "County Recreation & Education Impact Fees"

Chuck Delaney, "Impact Fees, Housing Costs and Housing Affordability"

CBR Paper - Local Government Regulation of Wetlands: A Model Act (Tentative)

Student Works:

Seminar Paper 1, Fall 1986

Seminar Paper 2, Spring 1987

Case Comment, Matt Farmer, H. Hurst Award Winner, Fisher v. City of Berkeley.

Case Comment, Huber Hurst Award Winner, Spring 1987

Economic Comment, Vivek Ghosal, "Economic Analysis of Avallone v. Board of County Commissioners."

Volume #2 - Health Care Regulation and Antitrust - Spring 1988  
Sponsoring Center: Public Policy Research Center

Robert Vawter, "Physician's Access to Medical Staffs in the Absence of an Exclusive Agreement."

Kevin Grady, "State Action Doctrine: Its Application to Staff Privilege Dismissal Cases."

H.E. Freck, III & J. Michael Woolley, "Aspects of Hospital Competition".

William McD. Miller, III, "Current Legislative Issues in Health Care Antitrust."

Lori Reed & Jon Koch, Health Care/ Antitrust Topic

Ben Gross, "Phasing Out Certificate of Need Programs: Effects and Responses."

Student Works:

Seminar Paper, Fall 1987

Seminar Paper, Spring 1988

Comment, Huber Hurst Award Winner, Fall 1987

Comment, Huber Hurst Award Winner, Spring 1988

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1. Based on access to word-processing equipment and printer.
2. For 1000-2000 copies, costs are approximately \$5000.
3. R.F. Lanzillotti letter of 5/2/86.
4. R.F. Lanzillotti letter of 5/2/86.
5. Heggestad letter of 5/9/86.
6. Berg letter of 4/25/86.
7. H. Smith letter of 4/5/86, form and amount of support not determined.
8. \$400 for Law Week speakers for the week 3/23/87.



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## Airport open as forum, panelists say

By RICHARD DANCZ  
Sun correspondent

An airport can be used as a public forum for religious speech — or any other speech — agreed a panel Thursday night.

The discussion, by three University of Florida professors and a staff attorney for Law and Religious Freedom, was about "The Constitution and Religious Freedom."

The four panel members agreed with a lower court's decision that an attempt to prevent a member of a religious group from distributing pamphlets at a Los Angeles airport was a violation of the First Amendment, which guarantees religious freedom.

But the panel was split on two other First Amendment cases now before the U.S. Supreme Court.

Two professors, Kenneth Wald of the Department of Political Science, and James Quarles of the College of Law, said a Louisiana statute that allowed creation science to be taught in public schools where evolution science was part of the curriculum, was unconstitutional.

Another professor, Martin Grace of the College of Business Administration, and Michael Paulsen of Law and Religious Freedom, generally believed that creation science had a place in the schools.

Only Paulsen defended an attempt by New Jersey to require schools to permit students to observe a one-minute period of silence during each school day.

The four were asked to deal only with the part of the First Amendment that reads: "Congress shall make no law respecting the establishment of religion, or prohibiting the free exercise thereof."

The discussion was part of the Constitutional Bicentennial celebration and also part of Law Week. It was sponsored by the UF Journal of Law and Public Policy and the Christian Legal Society.

There was little dissent from the panelists on the freedom of speech issue. The case involves a member of a Jews for Jesus group who was ordered to stop distributing free pamphlets at the airport, even though he was not disrupting traffic or causing a disturbance.

Wald said the issue "strikes me as a freedom of speech cause, not religious," and Quarles said the purpose of the suit may be to "define a public forum . . . I'm not sure an airport is in the same category as a street, market place and so forth."

On the creation science for public schools, disagreement was sharper.

Grace said "a lot of history is based on religion but is often not taught for fear of a lawsuit . . . a large portion of the population believes in divine intervention."

Paulsen said evolution science has not been proved any more than creation science, and "you really can't teach something without inhibiting something else." He said if evolution science is taught then creation and a divine intervention are inhibited.

Quarles said he had no objection to teaching the history of religion and its impact on the world so long as it didn't "promulgate a religious doctrine." Wald said "creation science is bad science . . . it has no feasible hypothesis."

A moment of silence, even though it is to be used "solely at the discretion of the individual student . . . for quiet and private contemplation or introspection," failed to get the support of three panel members.

"It is an attempt to sneak religion in the back door," Wald said, and Grace agreed. "If you want to pray, you can take time. I prayed every day when I was in school, 'Oh God, don't let them call on me today.'"

Paulsen questioned whether the intent of the First Amendment was secular or religious. "But since the moment of silence has no content . . . it is enabling rather than prescribing and is therefore not unconstitutional."

Alligator Thursday March 26 1997

## Panel debates death sentence

By RENE WIECHMAN  
Alligator Writer

An assistant state attorney, an expert on wrongful execution and a man who served 13 years on Florida's Death Row clashed Tuesday night during a panel discussion of the death penalty. The debate, sponsored by Amnesty International, The Journal of Law and Public Policy and The John Marshall Bar Association, sparked strong statements by the audience and the three-member panel.

"The United States has preoccupied its resources and personnel with random, ritualistic killing sanctioned by its legal system," said Charles Fullwood, the national director of Amnesty International's death penalty campaign.

John Delaney, chief assistant state attorney, was the only proponent of the death penalty on the panel.

"I was looking forward to the challenge," Delaney said. "I didn't realize the crowd wasn't with me until they all groaned when I told Brown the system worked."

Joseph Green Brown was in the audience after being released from Hillsborough County jail's three weeks ago. He spent 13 years there, until all charges were dropped because a key witness admitted he lied during the trial.

"I'm living proof that the system doesn't work," Brown said. "Who can we entrust such power to? Here I am with the charges dismissed against me. That says a lot about infallibility."

Delaney said that Brown's case would never have been reviewed if he hadn't been sentenced to death. If the system didn't work, Brown would still be in jail.

UF sociologist Michael Radelet, who recently finished a 3 1/2-year study on wrongful deaths resulting from the death penalty, said that since the

turn of the century, 24 people have been wrongly executed in Florida.

"We shouldn't be making God-like decisions without God-like skills," Radelet said.

Delaney said that of the more than 100,000 files that come through his Jacksonville office in one year, the death penalty is sought for about three. The death penalty is sought only after a review by 10 prosecutors and 23 citizens, beside the judges and juries, agrees that it is deserved.

Fullwood and Radelet said statistics show 70 percent to 84 percent of Americans favor the death penalty, but this decreases to about 50 percent when more specific questions are asked.

Amnesty International is a worldwide organization seeking the protection of all human rights. It works for the release of prisoners of conscience, for the right to fair trials, and opposes torture and degrading treatment of people in prison.

Vene Hamilton, the president of Amnesty International's Gainesville cell, said that the major issue with which the group deals in America is the death penalty.

John Manley, who organized the debate, had the audience write questions and pass them to the panel. This was to keep the discussion calm.

"A couple of years ago," Manley said, "people came with black hoods and were screaming and stealing the floor, so we decided to make it more of a reasoned articulation of the issue. I would have wanted a little more liveliness, but it really went well."

But Brown was not so pleased. He said today's laws are just "remodified slave laws," and the death penalty is unjust and racist.

"The state of Florida spent \$3 million trying to kill me, and I'm out through with them yet."



**Fisher School of Accounting**

College of Business Administration  
Gainesville, Florida 32611

University of Florida  
904/392-0155

MAR 16 1987

John L. Kramer  
Arthur Andersen Professor

March 16, 1987

Dean Alan G. Merten  
College of Business Administration  
224 MAT

Dear Alan:

Enclosed please find a second copy of the minutes from the Graduate Committee meeting of January 30th which was not included in the information provided to the faculty for the last faculty meeting.

The minutes for our last Graduate Committee meeting of February 20th are also enclosed. These minutes were approved today. This was the meeting where the question was raised about allocation of Graduate Council Fellowship applications between Ph.D. and M.B.A. students. I believe that we should still talk to John Koran once this year's Graduate Council Fellowship committee has finished its actions. We should (1) request that our allocation be increased and (2) make a decision about the priority system that should be used in allocating the applicants between the M.A., M.B.A. and Ph.D. programs.

Sincerely,

John L. Kramer

Enclosures: Minutes of 1/30/87 and  
2/20/87 meetings

cc: G.K. Heggestad

JK/031287/s

J. Kramer  
Accounting

Minutes of the Graduate Committee Meeting

January 30, 1987

Attendance: Professors J. Kramer (Chairman,) S. Erenguc,  
W. Fox (non-voting), A. Heggestad, R. Huang,  
L. Kenny, R. Lutz, and H. Smith (non-voting)

1. The meeting was called to order at 1:35 p.m.
2. Minutes for the January 9, 1987 Graduate Committee meeting were approved.
3. Mr. Charles Fountain discussed changes that have been made in the computer listing of M.A. and Ph.D. applicants. The Committee decided to establish separate listings of DIS and organizational behavior candidates.
4. Mrs. Naoma Young informed the Committee that with the System 36 it is now possible to quickly get a computer printout of each student's semester grades. Up to now, it took several weeks for grades to be pasted onto the college's copy of the student's record. The Committee decided to utilize the System 36 printout, sending an extra copy to the appropriate graduate coordinator. Mrs. N. Young agreed to check to see whether the University requires a minimum score for the verbal part of GMAT.
5. Dean A. Heggestad reminded the Committee about the graduate school teaching awards.
6. Fellowship procedures were discussed. College deadlines for Presidential Fellowships and Graduate Council Fellowships are February 10 and 18 respectively. No new GPOP fellowships will be available this year.
7. Professors L. Kenny and R. Lutz discussed various Indian and Korean universities. The Committee decided that foreign applicants meeting the following criteria will be treated like Class A U.S. applicants (i.e., do not require Committee approval):
  - i) GMAT score of 630 or GRE score of 1310.
  - ii) 3.25 undergraduate grade point average or 3.50 graduate grade point average or 1st class honors or 65% on comprehensive examination.

iii) Universities attended:

Korea: Korea, Seoul, Yonsei

India: Delhi School of Economics, Indian Institute of Management, Indian Institute of Technology, Indian Statistical Institute, Jamnalal Bajaj, Presidency, Punjab, University of Delhi Faculty of Management Studies, Xavier Labor Relations Institute.

8. Professor J. Kramer indicated that there soon will be space available in BUS 200 to keep all graduate files.
9. Professor J. Kramer indicated that an analysis of students currently enrolled will be available shortly.
10. Core offerings for next year were discussed. Professor L. Kenny indicated that the economics program requires that GEB 5805 be offered in the fall. Accounting seemed interested in exploring the possibility of offering a second section in the summer.
11. Dean Heggstad indicated that the nominal budget for graduate assistantships will be about the same next year. Professors Heggstad and Kramer will present a stipend proposal at the next meeting.
12. The proposed nonthesis option for the M.A. in Business Administration, Major in Real Estate, was approved. This includes a change in REE 5505 and a new course REE 6946.
13. The Committee approved several changes in the doctoral program in accounting, which include:
  - i) adding Accounting Research I and II to the catalog.
  - ii) deleting Financial Accounting Research and Managerial Accounting Research from the catalog.
  - iii) modifying the catalog description for the Theoretical Constructs in Accounting course.
  - iv) adding a Research Analysis course to the curriculum.
14. The Committee voted to admit Subhashish Gupta as a Ph.D. student in economics.



MINUTES FOR GRADUATE COMMITTEE  
MEETING OF MARCH 20, 1987

1. The meeting was called to order at 9:30 a.m. Those in attendance were Professors Fox, Heggstad, Huang, Kenny, Kramer, and Lutz.
2. A lengthy discussion took place concerning the question of the decision-making process for admitting and funding new and returning students. Three models were offered by Professor Lutz (see attachment). Some consensus was developed for providing each area with a minimum level of assistantships which could be used to fund either new or returning students. Some suggested numbers for implementing this proposal are presented below:

Area	Current Ass't'ships	Optimal No. of Students	Minimum No. of Ass't'ships
Fin/R.E.	14	18	12
Marketing	9	16	11
Economics	31	40	28
DIS & DB	<u>11</u>	<u>20</u>	<u>14</u>
Total	65	94	61

Some concern was expressed that this would leave only four lines available for competitive bidding between areas. It was decided that it would be impossible to implement this proposal this year and that further study should be given to implementing such a plan next year. Funding decisions would continue to be made based for this year on a single pool concept.

3. It was also decided that Economics could admit the remaining students on the list offered at the last meeting (see minutes of the March 12th meeting for names) but without funding. It was agreed that if these students (or students from any other area) that are admitted without funding are funded next year by an area, there must be a direct trade-off against new students within the area.
4. Funding was also approved for Economics' candidate Mukherjee. These monies were approved based upon the fact that their candidate Lovallo has turned down an offer of an assistantship. It was also agreed that additional negotiations

-2-

of offers of assistantships within an area would not result in the area being permitted to substitute other candidates for the assistantship. The Graduate Committee will meet to decide who receive the additional offers.

5. It was also decided that the financial aid offers were being made a bit late this year for the Economics students. It was agreed that plans should be made to move the decisions up for next year so that the offers could be made earlier by the Economics Department. Other areas did not have any problems with the date that the offers were made this year.
6. The question of funding for Rose Reynolds was raised by Professor Fox. It was decided that a decision on this area would be put off until the candidate had completed her 'I' grade and the additional information that was requested had been supplied.
7. The meeting was adjourned at 9:25 a.m.

J.L.Kramer

Possible Funding Models for Ph.D. Students in the  
College of Business Administration

Model 1: "Pure Competition"

The CBA Graduate Committee evaluates all applicants on standard criteria as typically applied (i.e., GMAT/GRE, GPA, recommendations) resulting in a single rank ordering of all candidates in CBA. Offers are allocated up to 150% of available lines, resulting in N lines for a particular department. The department then has the option to reallocate the lines according to its own internal departmental rank ordering. However, any followup offers resulting from turndowns exceeding the "50%" would be based on the overall CBA ranking, not the departmental lists.

Model 2: "Guaranteed Critical Mass/Competition at the Margin"

Each department specifies, in consultation with the Graduate Committee, the minimum viable size (i.e., critical mass) for its doctoral program, taking into account historical attrition patterns, to arrive at a total number of students funded over a four year period. Departments are guaranteed that number of lines, to be allocated as they wish (e.g., drop a marginal second year student in the face of strong applications). Each department also specifies (with justification) its ideal program size (presumably larger than the minimum). Assuming a shortfall in the number of lines available such that not all departments can reach their ideal level, then the lines in CBA over and above the total required to meet departmental minima would be allocated according to Model 1 above. The chief difference, then, is that each department would be guaranteed M total slots on an ongoing basis, where M is the negotiated minimum size for its four-year program. Competition among departments would be only at the margin.

Model 3: "Complete Autonomy"

Secure enough resources such that each department has enough lines to run at its ideal size (to be specified, justified and negotiated at CBA level). All decisions are made at the departmental level.

- \* Under any of the above models, a department may admit as many students as it wishes and reallocate its lines as it chooses among its students. However, under Models 1 and 2, any second year student who did not receive funding in the first year cannot be in the overall CBA ranking, but only in the within department ranking.