

3-10-2015

Minutes, All Faculty of Rollins College Meeting, Tuesday, March 10, 2015

All Faculty
Rollins College

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All Faculty of Rollins College

March 10, 2015

12:30 p.m.

Bush Auditorium

AGENDA

1. Consideration of remaining proposed amendments to the Bylaws of all Faculty of Rollins College (*attached*)

A quorum not being present (117 required, 114 in attendance), the proposed amendments remain to be addressed.

2. State of the College Update: Dr. McAllaster (*attached*)

3. Recognition of appointments to tenure and promotions: Dr. McAllaster (*included in College Update*)

4. Conversation with the President-elect: Dr. Cornwell

Dr. Cornwell stated that he will recommend to the trustees the creation of a faculty relations committee comprised of representative trustees and elected faculty representatives that would meet, without administrative participation, in conjunction with each meeting of the board of trustees. He asked the faculty to consider how it would select its representatives. Ideally, the committee would hold its first meeting in October 2015, depending on the pace of the faculty governance process.

Dr. Cornwell responded to questions from the faculty.

The meeting concluded with a standing ovation for Acting President Craig McAllaster in recognition of his service this academic year.

Lorrie Kyle

Executive Assistant to the President

Proposed Amendment #1

Concerns: Requirement that privilege of voice and vote be reserved for permanent faculty.

Proposed By: Dr. Singleton

Existing text:

Article II now states:

"The following have the privilege of both voice and vote in meetings of the faculty of Rollins College: the President of Rollins College; administrators with faculty rank or holding tenure at the College; librarians, Directors, Vice Presidents, Deans and department chairs, with faculty rank; and all those holding full-time positions as lecturers, instructors, assistant professors, associate professors, and professors whose primary responsibility is to teach in the College."

Proposed amendment:

"The following have the privilege of both voice and vote in meetings of the faculty of Rollins College: the President of Rollins College; administrators with faculty rank or holding tenure at the College; librarians, Directors, Vice Presidents, Deans and department chairs, with faculty rank; and all those holding full-time permanent positions as lecturers, instructors, assistant professors, associate professors, and professors whose primary responsibility is to teach in the College."

AHFAC Notes: Amendment was proposed after AHFAC concluded business.

Proposed Amendment #6

Concerns: Faculty Appeals Committee Members Must Hold Rank of Professor

Proposed By: Dr. Schutz

Proposed Revision:

ARTICLE VI FACULTY APPEALS COMMITTEE

Section 1. Membership and Terms of Office

The Faculty Appeals Committee shall consist of four tenured faculty members: one from the Crummer Graduate School who shall be elected by the Crummer faculty, one from the College of Professional Studies who shall be elected by the Professional Studies faculty, and two from Arts and Sciences, who shall be elected by the Arts and Sciences faculty. Committee members shall serve staggered terms of three years. Four alternates (one from the Crummer School of Business faculty, one from the College of Professional Studies faculty, and two from the College of Arts and Sciences faculty) shall be elected for the same terms. Members of the committee may not participate in committee deliberations or actions in cases dealing with their own individual appeals, nor may they participate in committee actions or deliberations in appeal cases in which they participated as members of an evaluation committee. Members of the committee may not participate in committee deliberations or actions in grievance cases in which they are either petitioners or named in the grievance. In such circumstances, the member shall be replaced by a corresponding alternate.

PROPOSED CHANGE

ARTICLE VI FACULTY APPEALS COMMITTEE

Section 1. Membership and Terms of Office

The Faculty Appeals Committee shall consist of four tenured faculty members **holding the rank of Professor**: one from the Crummer Graduate School who shall be elected by the Crummer faculty, one from the College of Professional Studies who shall be elected by the Professional Studies faculty, and two from Arts and Sciences, who shall be elected by the Arts and Sciences faculty. Committee members shall serve staggered terms of three years. Four alternates (one from the Crummer School of Business faculty, one from the College of Professional Studies faculty, and two from the College of Arts and Sciences faculty) shall be elected for the same terms. Members of the committee may not participate in committee deliberations or actions in cases dealing with their own individual appeals, nor may they participate in committee actions or deliberations in appeal cases in which they participated as members of an evaluation committee. Members of the committee may not participate in committee deliberations or actions in grievance cases in which they are either petitioners or named in the grievance. In such circumstances, the member shall be

replaced by a corresponding alternate.

Rationale:

In practice--this committee has always been composed of full professors. This is an important aspect of shared governance and protection of academic freedom within the institution. The office of faculty member should be one of independence--that can only come from the rank of full professor.

AHFAC Notes: We did not consider rank in our deliberations regarding FAC membership. The current bylaws do not require that members be full professors. However, customary practice apparently has been consistent with Dr. Schutz's recommendation.

Proposed Amendment #7

Concerns: Append College Bylaws

Proposed By: Dr. Taylor

Proposed Revision:

Colleagues,

This is intended as a friendly amendment to the all-faculty Bylaws. I was unable to find any listing of the Trustee Bylaws that were evidently used to supercede the faculty ByLaws when the formation of a new College was announced by the President last spring. To make for better future communication with the faculty about Presidential intentions and Board prerogatives and to reinvest ourselves in a democratic framework, I propose we add, as an appendix, the Trustee ByLaws to this document. Otherwise, the A&S faculty may well feel that faculty governance is in the hands of an unknown set of principles, or even arbitrary.

Kenna Taylor

AHFAC Notes: None.

Proposed Amendment #9

Concerns: Executive Council Composition Change

Proposed By: Dr. Schutz and Dr. Brandon

Proposed Revision:

"We would also propose that an All College level committee be created - named, e.g., the All College Evaluation Standards Committee (ACESC) - for overseeing and approving all tenure/promotion criteria developed by faculties/departments in all the colleges. A single section inserted just before or after Article V Section 3, in which are described the membership and responsibilities of that committee, would accomplish that. We would hope that could be accomplished at the next All College meeting following the upcoming."

AHFAC Notes: This is an interesting idea and the issue of equitable standards was certainly present in AHFAC meetings. However, it clearly exceeds the scope of what AHFAC did and we would consider it an appropriate topic to be processed through faculty governance or to be considered at the mandated two-year review of the proposed bylaws. Again, our minimalist philosophy argued against creating any new committees if at all possible.

ALL FACULTY OF ROLLINS COLLEGE

SECTION III-BYLAWS

(effective March 7, 2000)

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BYLAWS

OF ALL THE FACULTY OF ROLLINS COLLEGE

PREAMBLE

The Rollins College mission animates the all faculty bylaws.

“Rollins College educates students for global citizenship and responsible leadership, empowering graduates to pursue meaningful lives and productive careers. We are committed to the liberal arts ethos and guided by its values and ideals. Our guiding principles are excellence, innovation, and community.

Rollins is a comprehensive liberal arts college. Rollins is nationally recognized for its distinctive undergraduate Arts & Sciences program. The Crummer Graduate School of Business offers a nationally ranked MBA program. The Hamilton Holt School serves the community through exceptional undergraduate and graduate evening degree and outreach programs. We provide opportunities to explore diverse intellectual, spiritual, and aesthetic traditions. We are dedicated

to scholarship, academic achievement, creative accomplishment, cultural enrichment, social responsibility, and environmental stewardship. We value excellence in teaching and rigorous, transformative education in a healthy, responsive, and inclusive environment.”

(We understand the mission statement as now written to include the College of Professional Studies.)

ARTICLE I

GENERAL GOVERNANCE

Section 1.

The Rollins College Trustee Bylaws, Article IV, state that the "faculty ... may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and facilitate work, provided, however, that all such by-laws and principles shall be subject to the rules and regulations and requirements set out by the Board of Trustees...". These bylaws outline the manner in which the faculty has organized for these purposes. Among other responsibilities, Rollins College (Trustee Bylaws, Article IV) entrusts the Faculty of Rollins College "with all matters pertaining to the order, instruction, discipline, and curriculum of the College," and with "immediate government and discipline of the students," subject to the rules, regulations, and requirements of the Board of Trustees.

Section 2.

These bylaws reaffirm a commitment by all members of the institution to democratic and participatory shared governance and to consultation in which decisions that affect the academic operation of Rollins College must be made within the procedural framework outlined here.

[Moved from previous Section 5]

The standards set forth by the American Association of University Professors as published in *AAUP Policy Documents and Reports*, 1990 (or most recent) edition, when not in conflict with the College Charter, Trustee Bylaws, and these bylaws, shall be binding on matters of academic freedom, appointments, tenure, faculty responsibility, and accountability.

Section 3.

[Moved from previous Section 2]

The Rollins College Trustees (Trustees Bylaws, Article IV) define the faculty of Rollins College as consisting of "the President, the professors, and such other employees as may from time to time be designated by the Board of Trustees." These individuals collectively are designated as the faculty of Rollins College. This faculty is organized into ~~two~~ three bodies: the faculty of the College of Arts and Sciences, the faculty of the College of Professional Studies, and the faculty of the Roy E. Crummer Graduate School of Business. Each faculty member of Rollins College is appointed to one of these faculties. A guiding principle of governance for Rollins College is

that each of these bodies is more effective if each adopts bylaws appropriate to facilitating its work.

Section 4.

[Moved from previous Section 3]

Certain College business, such as faculty approval of candidates for the positions of President of the College, Vice President for Academic Affairs and Provost of the College, or Vice President for Planning and Dean of the College are issues of concern to the entire faculty of Rollins College. Such business shall be completed at a meeting of the Faculty of Rollins College.

Section 5.

[Moved from previous Section 4]

Other College matters that are broader than the scope of ~~either the faculty of Arts and Sciences or the faculty of the Crummer Graduate School~~ any one faculty shall receive consideration from the Executive Council of the Faculty (see Article IV). Such matters may include, but are not limited to, extraordinary issues concerning affirmative action, strategic educational planning, institutional financial priorities, and mediation of issues of academic import brought forth by any one of the three faculties or administrators, and academic support services. This mechanism is provided so that officers of administration of Rollins College can efficiently receive advice from a broad faculty group. It is recognized that these broad issues may also be addressed by other bodies, including Deans and students, as appropriate.

Section 6.

Rollins College has established the Institutional Review Board (IRB), endorsed by the faculty, to protect the rights of human participants and to promote professional research. The goal of the IRB is to enhance the validity of research by helping to ensure that projects involving human participants adhere to established ethical, moral, and legal standards. The IRB also serves to weigh any potential risk to research participants against the benefits that the proposed research may provide. Human research is any activity developed for the purpose of collecting and organizing data from human participants in such a manner as to test hypotheses, address research questions, or contribute to generalizable knowledge.

Membership of the IRB should include at least six members and a chair. The members will include at least two full-time faculty, an at-large member (from outside Rollins), a student affairs representative (staff), and two students (graduate & undergraduate). The terms of office should be staggered so that membership constantly rotates. All members should receive IRB training.

ARTICLE II

ROLLINS COLLEGE FACULTY MEMBERSHIP AND SUFFRAGE

The following have the privilege of both voice and vote in meetings of the faculty of Rollins College: the President of Rollins College; administrators with faculty rank or holding tenure at the College; librarians, Directors, Vice Presidents, Deans and department chairs, with faculty rank; and all those holding full-time positions as lecturers, instructors, assistant professors, associate professors, and professors whose primary responsibility is to teach in the College.

ARTICLE III

MEETINGS OF THE FACULTY OF ROLLINS COLLEGE

Section 1.

The Rollins College faculty shall hold regular meetings at least once a year, and may hold special meetings at any other time deemed necessary either by the President of the College or by the Executive Council of the faculty. At all such meetings, the President of the College (or a designee) shall preside as chair.

[Moved from previous Section 2]

A quorum for conducting business at meetings of the faculty of Rollins College shall consist of a simple majority of the voting members of the faculty for any given term.

Section 2.

[Moved from previous Section 3]

Robert's Rules of Order, when not in conflict with these bylaws, shall be used as authority for the conduct of meetings of the faculty. At its meetings, the faculty is served by a parliamentarian appointed for a term of two years by the Executive Council of the faculty.

Section 3.

ARTICLE IV

EXECUTIVE COUNCIL OF THE FACULTY-MEMBERSHIP AND DUTIES

Section 1.

The voting membership consists of the President of the Arts and Sciences faculty, the President of the College of Professional Studies faculty, the President of the Crummer faculty, and four additional Arts and Sciences faculty members selected according to the bylaws of the faculty of Arts and Sciences. The non-voting membership shall consist of the President ~~of the College and any Vice President or Dean invited by the President of the College as appropriate to the issue being considered~~ and Provost of the College.

Section 2. Terms of Office

Terms of office for the faculty members of the council shall be determined by the members' respective governance bodies.

Section 3. Duties and Responsibilities

The Executive Council of the faculty is an advisory committee to the President; it recommends rather than legislates. Legislative responsibilities belong to the individual faculties of the College of Arts & Sciences, the College of Professional Studies, the Crummer Graduate School of Business or the Rollins faculty as a whole. The Council will meet as needed to consider policy issues whose implications transcend the scope of any single faculty.

The Executive Council of the faculty ~~meets~~ may convene at the request of the President ~~of the College to consider policy issues whose implications transcend the scope of either the College of Arts and Sciences or the Crummer Graduate School of Business. The Council advises on such issues to the President of the College. The Executive Council likewise is charged with interpreting these bylaws, with reviewing them periodically, and with proposing to the faculty any bylaws changes.~~, the Provost, or the executive committee, or its equivalent, of any faculty. The Executive Council is charged with interpreting these bylaws, with reviewing them periodically, and with proposing to the faculty any bylaws changes. In addition, when convened to mediate issues that are identified by the President, Provost, or a faculty's executive committee, or equivalent, to be larger in scope than any one faculty, the Executive Council serves as a steering committee. It is initially charged with adjudicating whether the issue requires further deliberation among representatives from more than one faculty. If so, the Council is charged with determining the mechanism (e.g., a joint committee, an ad hoc committee, or any other appropriate mechanism), and its membership, by which the issue may be resolved. If a resolution remains unattainable, then the Council will submit to the President a report detailing its own recommendation as to a proposed course of action. The President will then make a decision. In its deliberations, the council may at any time seek the advice of the entire faculty of Rollins College by calling a special meeting of the faculty.

ARTICLE V

FACULTY EVALUATION

Section 1. Faculty Evaluation Committees

Every member of the faculty shall be subject to review by an evaluation committee that shall be responsible for assisting in the professional development of each member of the faculty.

Section 2. Faculty Appointments

Initial faculty appointments shall be made by the President upon recommendation of the Provost and the appropriate Dean or (in the case of a library appointment) Director. Neither the Dean nor the Director of the library shall recommend the appointment of anyone of whom a majority of the tenured or tenure-track members of the department (in the case of all Arts and Sciences appointments except to the Library); the tenured or tenure-track faculty of the department (in the case of the College of Professional Studies); the faculty (in the case of Crummer graduate school); or the library faculty (in the case of appointments to the Library) disapproves. Timetables for faculty reappointment must be approved by the faculty, and shall appear in the Rollins College *Faculty Handbook*. The appointment letters are sent by the Provost on behalf of the President.

Section 3. Criteria for Evaluation

Each faculty shall develop criteria for faculty reappointment, promotion, and the granting of tenure. Each faculty shall determine how these criteria shall be used to evaluate and recommend whether a faculty member's work and professional contributions have been consonant with the requirements or expectations assumed contractually when joining the faculty, or afterward; such criteria likewise shall be used to evaluate the expected performance of normal workload activities, and the expected assumption of responsibilities in addition to the normal workload.

Section 4. Appeals of Decisions on Reappointment, Tenure, and Promotion

Any candidate for reappointment, tenure, and/or promotion may appeal the final recommendation of the respective evaluation committee or the final recommendation of the Provost to the Faculty Appeals Committee (see Article VI). Such appeals will be considered only in the event of the allegation of one or more of the following charges by the candidate: discrimination, age, or physical handicap; violations of academic freedom; and/or procedural violations. In appeals cases, the candidate must present convincing evidence to the committee that the evaluation process was flawed for one or more of the aforementioned reasons.

Section 5. Evaluation of Tenured Faculty

Faculty evaluation committees are charged with the responsibility of encouraging improved teaching and continued professional growth for all members of the faculty. Each faculty must

specify and provide in their bylaws for the periodic evaluation of tenured faculty members. Should an evaluation committee detect significant deficiencies, or find that a tenured faculty member is in extraordinary need of assistance, it may initiate evaluation proceedings at any time.

Section 6. Tenure Policy for External ~~Provost~~ Candidates for Administrative Positions

When the Search Committee has narrowed the pool of candidates for Provost or other administrative positions to those to be invited to campus, and if tenure consideration is appropriate, the candidate's dossiers will be sent to the relevant departments for review. During the candidate's campus visit, the candidate will meet with the department. Before a candidate is offered the position ~~of Provost~~, the relevant department will forward its tenure recommendation to the ~~Faculty Evaluation Committee, if the candidate is in an Arts and Sciences discipline~~ appropriate tenure review committee. If the departmental recommendation is positive, the ~~Faculty Evaluation Committee~~ appropriate tenure review committee will make a recommendation to the President. ~~If the Faculty Evaluation Committee is not involved, the department will forward its recommendation directly to the President.~~ If the candidate is recommended for tenure, the timing of the award of tenure will be at the discretion of the President and the Trustees, and the tenured position shall be an addition to the existing positions in the department.

ARTICLE VI

FACULTY APPEALS COMMITTEE

Section 1. Membership and Terms of Office

The Faculty Appeals Committee shall consist of ~~three~~ four tenured faculty members, one from the Crummer Graduate School who shall be elected by the Crummer faculty, one from the College of Professional Studies who shall be elected by the Professional Studies faculty, and two from Arts and Sciences, who shall be elected by the Arts and Sciences faculty. Committee members shall serve staggered terms of three years. ~~Three~~ Four alternates (one from the Crummer faculty, one from the College of Professional Studies faculty, and two from the Arts and Sciences faculty) shall be elected for the same terms. Members of the committee may not participate in committee deliberations or actions in cases dealing with their own individual appeals, nor may they participate in committee actions or deliberations in appeal cases in which they participated as members of an evaluation committee. Members of the committee may not participate in committee deliberations or actions in grievance cases in which they are either petitioners or named in the grievance. In such circumstances, the member shall be replaced by a corresponding alternate.

Section 2.1 Duties and Responsibilities in Appeals Cases

The committee hears the appeals of candidates for tenure and/or promotion with regard to the recommendation of the respective evaluation committee or with regard to the recommendation of the Provost. The Appeals Committee initially reviews all requests for appeal to determine sufficient cause. If the committee so determines, the case is reviewed.

Section 2.2 Recommendations in Appeals Cases

After reviewing the case, the Appeals Committee makes a recommendation to the President either to uphold the original decision or, **in the event of a majority vote in favor of the appeal**, to recommend a new evaluation.

Section 3. Duties and Responsibilities in Grievance Cases

If any faculty member alleges cause for grievance in any matter not covered by the procedures described in these bylaws or in pertinent AAUP policy documents, the faculty member may petition the Faculty Appeals Committee for redress. The petition will set forth in detail the nature of the grievance and will state against whom the grievance is directed. It will contain any factual data that the petitioner deems pertinent to the case. The committee will decide whether the facts merit a detailed investigation; if the faculty member succeeds in establishing a prima facie case, it is incumbent upon those named in the grievance to come forward with evidence in support of their position on the matter. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue that is satisfactory to the parties. If in the opinion of the committee such a settlement is not possible or appropriate, the committee will report its findings and recommendations to the petitioner and to the President or the Provost, and the petitioner will, upon request, be provided an opportunity to present the grievance to the administrator.

ARTICLE VII

METHOD OF AMENDING BYLAWS

These bylaws, or any provisions thereof, may be abrogated or amended at any meeting of the faculty by a two-thirds vote of the Faculty present and voting, provided that notice seven days prior to the meeting shall contain a copy of the proposed amendment or amendments. Amendments ultimately made need not be in the exact form in which they were sent to each member as above provided, but must deal with the same subject matter. It shall be the responsibility of the Executive Council of the Faculty to communicate all revisions of these bylaws to the Board of Trustees.

AUTHORITY

These bylaws, except where specifically noted, supersede all faculty bylaws approved prior to August **2001-2011**. **These Bylaws must be reviewed by the Executive Council and ratified by the All College Faculty before October 1, 2013.**

A photograph of a university campus featuring large, mature trees with Spanish moss hanging from their branches. In the background, a multi-story building is visible, and several people are walking on a path. The scene is bright and sunny.

All Faculty Meeting

Spring 2015

Agenda

- **Consideration of proposed amendments**
 - **Facts and trends**
 - **Budget update**
 - **SACSCOC reaffirmation**
 - **Fulbright News**
 - **Demographic trends**
 - **Trustee meeting update**
- **Appointments to tenure and promotion**
- **Conversation with President-elect: Dr. Cornwell**

Fast Facts

- 3,130 students enrolled vs. 3,051 budget
- Student debt at Rollins
 - Holt Undergraduates = \$30,064
 - A&S/CPS = \$24,117
 - Crummer = \$49,963 (EAMBA) and \$47,114 (PMBA)
 - Nationwide, average UG student debt is \$33,000 and graduate student debt is \$41,400
- 42.6% discount rate
- Biggest challenges
 - Retention – up 1% fall to spring (83%)
 - Graduation rate (71%)
 - Managing a changing academic landscape

Initial Fall Trends



- Deposits for Early Decision 1 are lower by 17%, Early Decision 2 are on track – apps up by 70 so far.
- Goal for fall is 480 to 510 vs. 540 this year
- International:
 - Applications up 8% and admitted students up 13%
 - Jamaica, Brazil, India, Venezuela, and China are the top 5
 - Colombia and Canada have moved up the list of applications.
- Quality of Admitted Students to Date:
 - SAT: 1130 - 1290, High School GPA Average: up - 3.8
- Intended Area of Study for Admitted Students
 - 31% of applicants and admitted students are indicating one of the CPS majors.
 - Last year, 30% of applicants and 29% of admitted students indicated interest in a CPS major.

Budget right-sizing

- Cornell Initiative Spending – cut approximately \$1 million FY 15, \$ 500 thousand FY 16
- New president will have \$1.5 - \$2 million
- Soft money initiatives and donor expectations
- Evaluating all openings when they occur
- Need to consider sunrise and sunset reviews of programs
- Living within our means and expectations



SACSCOC Reaffirmation

- Next week
- Two major areas of focus
 - Institutional Effectiveness
 - Credit hour (4 vs. 3)
- QEP and Focused Report was submitted on February 16, 2015
- The team must touch certain standards
- Please work closely with Tony, Udeth
- Thank you



Fulbright Awards

Chronicle 2/12/2015 (On-line edition)

Institution	Applicants	Awards
•Villanova U.	43	14
•Rollins College	34	8
•Elon U.	31	6
•St. Edward's U.	27	4
•Loyola Marymount U.	25	3
•Western Kentucky U.	25	6
•CUNY Hunter College	22	6
•Seattle U.	19	4
•Truman State U.	19	6
•Santa Clara U.	18	4

Fulbright Scholar Program

Administered by the Council for International Exchange of Scholars, a division of the Institute of International Education



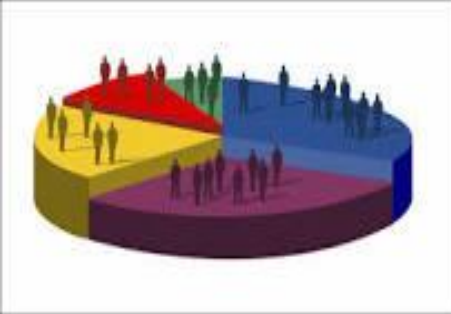
Liberal Arts at Rollins

- A&S faculty are very concerned about the shift away from Rollins' pragmatic liberal arts tradition.
 - Why are A&S faculty concerned?
 - 31% of incoming class is choosing CPS.
 - Faculty lines will be needed to support CPS.
 - How will – or should – we control CPS growth?
- Current A&S to CPS ratio is 64% to 36%

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
CPS	307	344	445	556	697
A&S	1,400	1,449	1,421	1,306	1,220

Demographics

High School Graduates

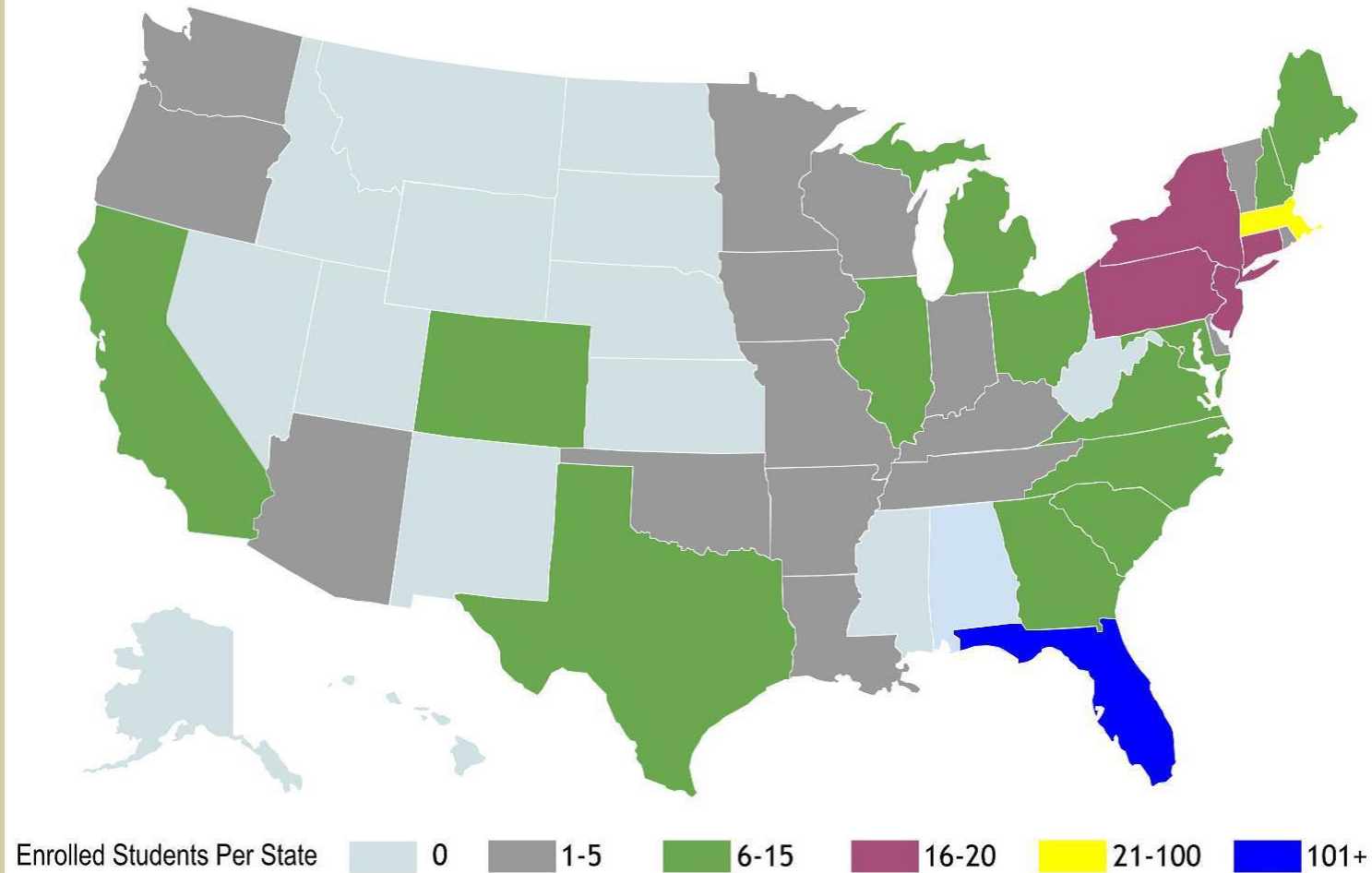


	2014-15	2021-22	Change
•White	1,755,950	1,731,420	-1.4%
•Black	468,630	456,020	-2.7%
•Hispanic	604,550	741,310	22.6%
•Asian	184,100	222,420	20.8%
•American Indian	30,060	32,190	7.1%
	3,043,290	3,183,360	4.6%

(Note: With the exception of PA, Northeast will see a decline in HS graduates. Florida will see a 1.9% increase during this time.)

Where Rollins students come from

Geographic Breakdown of 2014 Enrolled Students



Trustees Approved

- 2015-2016 Budget Parameters Highlights
- Based on opening enrollment of 1875
- Proposed 2-3% merit compensation pool
- Appointment of the 15th President of Rollins College

Appointments to Tenure and Promotion

Congratulations to

- ***Dr. Anna Alon (International Business)***
- ***Dr. Richard Lewin (International Business)***
- ***Dr. Julia Maskivker (Political Science)***
- ***Dr. Paul Reich (English)***
- ***Dr. Samuel Sanabria (Graduate Studies in Counseling)***
- ***Dr. Martina Vidovic (Economics)***

- Close of All Faculty Faculty Meeting
- Conversation with the President-elect: Dr. Cornwell