

meeting, and for this purpose an affirmative vote of three-quarters (3/4) of the trustees present shall be necessary.

SECTION 5. That the term of office of said trustees shall be fixed by bylaw. But any trustee may be removed by a majority vote of entire Board of Trustees at any duly notified meeting.

SECTION 6. That said trustees shall have a common seal which may be altered by them at pleasure; they may sue and be sued; may plead and be impleaded in their corporate capacity and name, and thereby shall have power to purchase, receive, and hold to them and their successors forever any lands, tenements, rents, goods, chattels, and property of any kind whatsoever which may be purchased by them, or may be devised, given, or bequeathed to them for use of said College, or any department thereof, and to sell, convey, lease, rent, or otherwise use or dispose of the same at such time, in such manner, and on such terms as to them may seem best adapted to promote the objects of the incorporation, not subversive of deeds of trust that may pertain to said property.

SECTION 7. That the trustees of said College shall have power to establish, as their judgment and the exigencies of the case may at any time require and as their funds and property may from time to time allow, and as a part of said College, schools of every description and grade.

SECTION 8. That all the institutions and schools provided for in this act shall be located and built on lands now owned by the said College at Winter Park, or upon other lands adjacent thereto, or in the vicinity thereof, which may hereafter be acquired.

SECTION 9. That the trustees of said College shall have power to confer upon such persons as they may deem deserving such academic and honorary degrees as are usual and customary in other colleges and universities.

SECTION 10. That the trustees of said College shall have authority from time to time to prescribe and regulate the course of studies to be pursued in said College and in all the departments thereto; to affix the rate of tuition, room rent, and other charges; to elect a president, professors, tutors, and teachers of every grade and such other officers and agents as in their judgment may be needed in the management of the institution; to define their powers, duties, and employments; to fix their compensation, to provide for, contract with, and pay the same; to displace or remove any

or all of them; to fill vacancies which may occur; to erect necessary buildings; to purchase books, chemical and philosophical apparatus, and other suitable means to facilitate instruction; to provide for gymnastic or other healthful exercise; to put in operation a system of manual labor for the purpose of promoting the health of the students and lessening the expense of education; to make rules for the general management of the institution; and for the regulation of the conduct of the students.

SECTION 11. That nine (9) trustees shall constitute a quorum for the transaction of business; a less number may adjourn from time to time.

SECTION 12. That the first meeting of the said trustees, under and pursuant to this act, shall be held in the town of Winter Park on the third Wednesday in February, A.D. 1896, and all subsequent meetings of the trustees shall be held at such time and such place and on such notice to members as the trustees shall by bylaws prescribe.

SECTION 13. That the buildings, apparatus, fixtures, furniture, and all improvements and all personal property belonging to and used in the management and support of said College for educational purposes only, and any land that said College may hereafter own or purchase for educational purposes, not exceeding five thousand acres (5,000), shall be and hereby is exempt from taxation for State, County, and municipal purposes, so long as it is used for educational purposes.

SECTION 14. This charter may be presented at the next annual meeting of the trustees of said College; provided, copies of the same have been handed or mailed to each trustee not less than three (3) weeks before said meeting, and if adopted by a three-quarters ($3/4$) vote of those present shall thereupon become the Constitution of the said Rollins College; the original Constitution of the said College adopted at the time of the incorporation being thereafter null, void, and of no effect.

SECTION 15. At the meeting provided for in the preceding section, upon the acceptance of this charter as therein provided, all the property and estate of whatsoever kind of the original incorporation of Rollins College then owned by the same or which it then shall have any title or claim shall become the property and estate of and shall vest in; and all liabilities, trust, and obligations of said prior corporation shall revolve upon and be assumed by the corporate body hereby created.

SECTION 16. That the trustees may make, adopt, and from time to time alter any such rules, regulations, and bylaws as their convenience may require, and are not inconsistent with the constitution and laws of the United States or of this State.

SECTION 17. This act shall be deemed a public act and so recognized by the courts of the State, and all laws and parts of laws conflicting with the provisions of this act shall be and the same are hereby repealed.

(Approved May 17, 1895.)

BYLAWS OF ROLLINS COLLEGE

Article I

TRUSTEES

Section 1. Number and Qualifications

All affairs of Rollins College shall be governed by a Board of Trustees, consisting of not less than nineteen (19) nor more than twenty-four (24), as provided in the Charter. The Board shall have the power and authority to establish, and from time to time change, the qualifications of trustees, subject always to the qualifications set forth in the Charter. Trustee qualifications shall be set forth in a Statement of Policy which shall be adopted and amended by affirmative vote of a majority of the members at any regular or special meeting. (As revised and adopted at the meeting of the trustees held October 1975.)

Section 2. Alumni Nominations

A graduate of Rollins College may be nominated each year by the Alumni Association for election as a trustee. If such nominee is satisfactory to the Board, the nominee shall be elected a trustee; but the Board may call upon the Alumni Association for additional nominations until a nomination satisfactory to the Board is made. A trustee elected after 1953 upon nomination by the Alumni Association shall not be re-elected within one (1) year from the expiration of such trustee's term of office.

Section 3. Election

The Board of Trustees shall elect their own successors and fill any vacancies. Voting in such cases shall be by written ballot at a regular or special meeting. An affirmative vote of three-quarters (3/4) of the trustees present at such meeting shall be necessary for election.

Section 4. Term of Office

All trustees shall hold office for three (3) years from the date of his election, or for such shorter terms as shall be provided in the Statement of Policy in effect on the date of his election, except as follows:

- a. A trustee elected to fill a vacancy where an unexpired term exists shall serve only for the balance of such unexpired term;

- b. The President of the Rollins Parents Association, if elected a trustee, shall serve for a term of one year;
- c. The President of the College shall serve so long as he holds office.

Upon expiration of any term a vacancy shall exist until a successor is elected. (As revised and adopted at the meeting of the trustees held October 1975.)

Section 5. Removal of Trustees

Any trustee may be removed by a majority vote of the entire Board of Trustees, voting by written ballot, at a regular or special meeting. (As revised and adopted at the meeting of the trustees held February 1970.)

Section 6. Meetings

The annual meeting of the Board of Trustees shall be held at the College on the Friday in February nearest Washington's Birthday (February 22nd). There shall also be meetings held at the College on the day next preceding Commencement of each year and a Fall meeting to be held on the third Friday of October of each year. Every such meeting shall be deemed a "regular meeting" within the meaning of these bylaws. Special meetings of the Board may be called and held at any time within or without the State of Florida upon twenty (20) days prior written notice mailed by the Secretary to each member of the Board at his last known address, stating the time, place, and purpose or purposes of the meeting. Special meetings shall only be called: (a) by written request of the President, (b) by written request of the Chairman of the Board, (c) by written request of the Executive Committee, or (d) by written request or substantially conforming written request of any five (5) trustees. Every such request shall be addressed and delivered to the Secretary, and shall state the time, place, and purpose or purposes of the requested meeting. Any regular or special meeting may be adjourned to any place within or without the State of Florida. No business shall be transacted at any special meeting except that set forth in the call for said meeting.

Section 7. Quorum

Nine (9) trustees shall constitute a quorum for the transaction of business; and a less number may adjourn from time to time.

Section 8. Duties

The Board of Trustees shall have the primary authority to manage all of the affairs of the College; make and enforce

such rules of procedure, operation, and management not inconsistent with law, the Constitution or Bylaws, as it shall deem fit and proper; prescribe and regulate the course of studies to be pursued in all departments of the College; fix the rate of tuition, room rent, and other charges of every nature and description; make and enforce rules of conduct of all officers, committees, and employees; determine all rates of compensation and method of payments; employ and terminate employment; purchase or authorize the purchase of all manner of equipment, property, or securities for the use or benefit of the College; and generally to operate and manage Rollins College, and each department thereof, as the main governing body thereof. It shall have the power to delegate such authority as shall be allowed by law to the officers, to an Executive Committee elected from its membership, or to such other committee or committees as it shall from time to time deem fit and proper. It shall elect a Chairman of the Board, a President, a Secretary, and a Treasurer of the College, an Executive Committee consisting of at least five (5) and not more than seven (7) trustees, and the Chairman of the Board and the President who shall be members ex-officio, which committee shall carry on the business affairs of the College between meetings of the Board; and a Finance Committee consisting of the Chairman of the Board, the President and five (5) trustees. It may elect a Vice-Chairman of the Board and one or more Vice-Presidents, one or more Assistant Secretaries, and one or more Assistant Treasurers of the College. (As revised and adopted at the meeting of the trustees held May 1972 and May 1976.)

Section 9. Liability of Trustees

No individual trustee shall be held liable or responsible for action taken by the Board of Trustees acting under the provisions or in the manner authorized by these Bylaws, nor for action taken by the Board of Trustees in reliance on reasonable grounds or probable cause for believing that the Board is acting under the provisions of or in the manner authorized by these Bylaws. The College attorney shall, at the expense of the College, conduct the defense of any legal, equitable, or other action, suit, or proceeding brought against a trustee, either individually or as trustee, because or as a result of any action taken by the Board of Trustees, unless the action, suit, or proceeding be brought by the College. All costs and expenses of the trustee in connection with any such action, suit, or proceeding not brought by the College, including but not limited to expenses in the course of attending trials, conferences, depositions, hearings, and meetings, shall be paid by the College, and in the event of judgment being rendered against the trustee, the College shall indemnify and save him harmless. When any legal, equitable, or other action, suit, or proceeding

brought by the College against a trustee, either individually or as trustee, shall result in a judgment, decree, or decision against the College or in favor of the trustee, the College shall be liable to and shall reimburse the trustee for all costs, attorney's fees, and other expenses in connection with the defense of such action, suit, or proceeding, including but not limited to expenses in the course of attending trials, conferences, depositions, hearings, and meetings.

Section 10. Trustees' Expenses

The trustees shall be reimbursed by the College for traveling expenses incurred by them in attending meetings of the Board of Trustees and of the Executive Committee.

Section 11. Absences from Meetings

Failure of a trustee to attend two successive regular meetings of the Board, without giving satisfactory reasons to the Board of Trustees for the successive absences, shall be considered as neglect on his part to perform his duties as trustee, and his office shall be deemed vacant, unless he is reinstated at the meeting at which the second absence occurs by a majority vote of the Board of those present.

Article II

OFFICERS

Section 1. President

Under the authority and supervision of the Board of Trustees, the President shall be the official head of the College and shall have the general administration and authority over all its affairs. He may appoint such committees as he may consider necessary for the welfare of and to facilitate the business of the College, subject to such regulations as the trustees may from time to time prescribe. By virtue of his office he shall be a member of the Executive Committee, a member of the Finance Committee, and a member of the faculty (and the presiding officer thereof). He shall be elected by a majority vote of the entire Board of Trustees at a regular or special meeting. He shall be inaugurated with fitting public ceremonies as soon as may be convenient after his election. He shall hold office at the will of the Board of Trustees, and may be removed by a majority vote of the entire Board of Trustees at a regular or special meeting. His removal shall terminate any contract fixing the amount of his compensation, and neither the College nor any trustee, either individually or as trustee, shall be liable to him thereafter for the payment of any compensation, nor shall the College nor any trustee, either individually or as a trustee, be liable to him in damages for his removal.

Section 2. Acting President

In the event of a vacancy in the office of President, the Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, shall appoint an Acting President to serve at the will of the Board. Pending such appointment, the First Vice-President, or, if none, then the Vice-President shall be Acting President. If there be no Vice-President, the Executive Committee, by a majority vote of the members present at the meeting, shall appoint an Acting President to serve until the Board of Trustees appoints an Acting President. The Acting President shall be invested with all powers of the President, but shall not be an ex-officio trustee.

Section 3. Vice-President

The Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, may elect one or more Vice-Presidents. If there be more than one

vice-president at any time, the one elected first shall be First Vice-President, and so on, in the sequence of their election. Subject to the order of the trustees or Executive Committee, the First Vice President, or, if none, then the Vice-President, shall assume and perform the duties of the President in the absence or inability of the President to act. The term of office of each Vice-President shall be until the election of his successor at the next annual meeting of the Board of Trustees, or if no successor be elected, until the adjournment of that meeting.

Section 4. Secretary

The Secretary shall be elected by a majority vote of the trustees present at the annual meeting of the Board, and shall hold office for a term of one (1) year and until his successor is duly elected and qualified. Any trustee shall be eligible for election as Secretary, but the Board, in its discretion, may elect a Secretary who is not a trustee. He shall have charge of the books and records of the College; shall keep a complete record of the minutes of all meetings of the Board of Trustees and the Executive Committee; shall sign such instruments with the President or Vice-President as shall be authorized by the Board of Trustees; and shall perform such duties as shall from time to time be fixed by the Board of Trustees. He shall mail notice of all meetings of the Board of Trustees, regular and special, to each trustee at his last known address at least twenty (20) days prior to the date of the meeting. In the event of a vacancy in the office of Secretary, the Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, shall elect a successor, who shall serve for the balance of the unexpired term and until his successor is duly elected and qualified. Pending such election, the Assistant Secretary, or, if there be more than one Assistant Secretary, the one elected first, shall be Acting Secretary. If there be no Assistant Secretary, the Executive Committee, by a majority vote of the members present at the meeting, shall appoint an Acting Secretary to serve until the vacancy is filled by the Board of Trustees.

Section 5. Assistant Secretaries

The Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, may appoint one or more Assistant Secretaries whose duties shall be defined by the Board, and who shall serve in the performance of routine matters during the absence or inability to act of the Secretary. Any trustee shall be eligible for

appointment to the office of Assistant Secretary, but the Board, in its discretion, may appoint an Assistant Secretary who is not a member of the Board. The term of office of each Assistant Secretary shall be until the election of his successor at the next annual meeting of the Board of Trustees, or if no successor be elected, until the adjournment of that meeting.

Section 6. Treasurer

The Treasurer shall be elected by a majority vote of the trustees present at the annual meeting, and shall hold office for a term of one (1) year and until his successor is duly elected and qualified. He shall be responsible directly to the President and through the President to the Board of Trustees. He shall not enter upon his duties until he shall have given bond in such amount and in such form as shall be satisfactory to and approved by the Board of Trustees. Under the authority and supervision of the President, he shall take charge of and manage all of the finances of the College and disburse the same. He shall have custody of and invest the permanent funds of the College under the direction of the Finance Committee. He shall pay out all funds only upon the order of the Board, or the Executive Committee, or the Finance Committee, attested by the President and Secretary, except for such annual appropriations as may be made by the Board of Trustees, and except for such ordinary and usual expenses as shall be incurred in the operation and daily routine of the College. He shall present at the annual meeting of the Board an audited account of the condition of the treasury, make a statement of the amount of permanent funds and the manner of investment, and hold his books open for inspection by the trustees at all times. Under the authority and supervision of the President, he shall be charged with the protection and maintenance of the property of the College and shall have general supervision of the College buildings and grounds unless, upon recommendation by the President, another officer is appointed for this purpose by the trustees. In the event of a vacancy in the office of Treasurer, the Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, shall elect a successor, who shall serve for the balance of the unexpired term and until his successor is duly elected and qualified. Pending such election, the Assistant Treasurer, or if there be more than one Assistant Treasurer, the one elected first, shall be Acting Treasurer. If there be no Assistant Treasurer, the Executive Committee, by a majority vote of the members present at the meeting, shall appoint an Acting Treasurer to serve until the vacancy is filled by the Board of Trustees.

Section 7. Assistant Treasurers

The Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, may appoint one or more Assistant Treasurers, whose duties shall be defined by the Board. Any Assistant Treasurer charged with the handling of funds of the College shall be bonded in such a manner and for such amount as shall be satisfactory to the Board of Trustees. The Assistant Treasurer designated by the Board of Trustees shall be authorized to perform the functions of the Treasurer in his absence or inability to act. The term of office of each Assistant Treasurer shall be until the election of his successor at the next annual meeting of the Board of Trustees, or if no successor be elected, until the adjournment of that meeting.

Section 8. Chairman of Board

The Board of Trustees, by a majority vote of the trustees present at the annual meeting, shall elect a Chairman of the Board, who shall hold office for a term of one (1) year and until his successor is duly elected and qualified. The President of the College shall not be elected Chairman of the Board. The Chairman shall preside at all meetings of the Board. In his absence from any meeting the Vice-Chairman shall preside, or, if there be no Vice-Chairman, the Board as its first order of business at the meeting and by a majority vote of the trustees present, shall elect a Chairman pro tempore, who shall not be the President of the College. The Chairman, Vice-Chairman or Chairman pro tempore, as the case may be, presiding at any meeting, shall be entitled to vote as a trustee in the same manner and to the same extent and with the same effect as if he were not the presiding officer. In the event of a vacancy in the office of Chairman, the Board of Trustees, by a majority vote of the trustees present at the regular or special meeting, shall elect a successor, who shall serve for the balance of the unexpired term and until his successor is duly elected and qualified. Pending such election the Vice-Chairman, if any, shall serve as and be invested with all powers of the Chairman. By virtue of his office, he shall be a member of the Executive Committee and Chairman thereof. He shall also be a member of the Finance Committee.

Section 9. Vice-Chairman of Board

The Board of Trustees, by a majority vote of the trustees present at a regular or special meeting, may elect a Vice-Chairman of the Board, who shall hold office until

the election of his successor at the next annual meeting, or if no successor be elected, until the adjournment of that meeting. The President of the College shall not be elected Vice-Chairman of the Board

Section 10. Removals Other Than President

The Board of Trustees, by a majority vote of the trustees present at a regular or special meeting may remove from office any officer of the Board of Trustees and any officer of the College other than the President. The officers subject to being removed under the provisions of this Bylaw shall include but not be limited to the Chairman and Vice-Chairman of the Board, and the Acting President, any Vice President, the Secretary, any Assistant Secretary, the Treasurer, and any Assistant Treasurer of the College. The removal of an officer shall terminate any contract fixing the amount of his compensation as such officer, and neither the College nor any trustee, either individually or as trustee, shall be liable to him thereafter for the payment of any compensation as such officer, nor shall the College nor any trustee, either individually or as trustee, be liable to him in damages for his removal.

Section 11. Contracts

Every contract fixing the compensation of an officer of the College shall provide expressly that all provisions of the Constitution and Bylaws of the College, as then in effect or thereafter amended, are made a part thereof by reference and that the contract is subject thereto and is controlled thereby.

Article III

COMMITTEES

Section 1. Executive Committee

The Board of Trustees shall elect an Executive Committee consisting of the President of the College and the Chairman of the Board of Trustees, who shall be members ex officio, and, at least, five (5) but not more than seven (7) elected additional members. Said trustees shall be elected at the annual meeting of the Board to serve for a term of one (1) year or until their successors are duly elected and qualified. (As revised and adopted at the meeting of the trustees held May 1976.) In the event of a vacancy or vacancies in the membership of the Committee, the remaining members of the Committee shall constitute the entire Committee and serve as such until the next regular or special meeting of the Board, at which the Board shall fill the vacancy or vacancies by election; provided, that if vacancies or inability of members to act should reduce the active membership of the Committee to four (4) or less, the Chairman of the Board shall request the calling of a special meeting of the Board for the purpose of electing such members of the Committee as shall be necessary to increase its active membership to at least five (5) and not more than seven (7). A member elected to the Committee between annual meetings of the Board shall hold office until the next annual meeting of the Board and until his successor is duly elected and qualified. A majority of the members of the Executive Committee shall be necessary to constitute a quorum and a majority vote at any meeting at which a quorum is present shall be sufficient to transact any business. The Executive Committee shall carry out the functions of the Board of Trustees between meetings of the Board. The Chairman of the Board shall be an ex officio member of the Committee and Chairman thereof. The Secretary of the College shall be the Secretary of the Committee and shall keep a full record of all of its transactions and proceedings. The Committee shall perform such further functions as shall be specifically delegated or authorized by the Board of Trustees at a regular or special meeting.

Section 2. Finance Committee

The Board of Trustees shall elect a Finance Committee consisting of the President, the Chairman of the Board, who shall be members ex officio, and five (5) additional members (as revised and adopted at the meeting of the trustees held May 1972) who shall hold office until the next annual meeting of the Board and until their successors are duly

elected and qualified. Vacancies may be filled by the Board of Trustees at any regular or special meeting. The Finance Committee shall elect its own Secretary; and he shall keep a full record of all of its transactions and proceedings and file copies with the Secretary of the College. The Finance Committee shall direct the investment of all College funds and monies and finances under the authority and direction of the Board of Trustees.

Section 3. Nominating Committee

A Nominating Committee consisting of three (3) members of the Board shall be chosen by the Board at the commencement meeting. It shall be the duty of the Committee to present at the annual meeting nominations for members and Chairman and Vice-Chairman of the Board, Secretary of the College, and members of standing committees of the Board; but the Board shall not be bound by the nominations in the election of officers or standing committees.

Section 4. Special Committees

The Chairman of the Board shall have authority at any time to appoint such special committees of a temporary nature as shall from time to time be deemed advisable; the duties of any such committee being specifically defined at the time of appointment. The term of office or existence of any such committee shall likewise be defined at the time of appointment. All committees, including the Executive Committee, may act through correspondence or by telephone communication between the Committeemen as well as in meetings assembled, provided, however, correspondence shall be preserved and made a part of the records of such committee and the permanent records of the College, and a written record of all conference telephone calls shall be kept showing the persons participating and the action taken. (As revised and adopted at the meeting of the trustees held May 1976.)

Article IV

FACULTY

Section 1. Appointment, Powers and Duties

The faculty of Rollins College shall consist of the President, the professors, and such other employees as may from time to time be designated by the Board of Trustees or the Executive Committee. It shall be entrusted and charged with all matters pertaining to the order, instruction, discipline, and curriculum of the College; and shall have immediate government and discipline of the students; and shall make and enforce all needful rules and regulations therefor with a view to promoting in the highest degree the students' health and decorum, and mental, moral and spiritual welfare; and giving the College, as far as possible, a parental influence and the atmosphere of a Christian home. Subject to the regulations of the Board of Trustees the faculty shall prescribe the qualifications of admission, the text books to be used, the hours for study, recreation, and attendance upon the exercises of the College, the standard of scholarship, and the attainments requisite for graduation; they shall nominate and recommend to the Board of Trustees candidates for all degrees in course, and for all other diplomas to be issued upon the honorable completion of courses of study, and all such diplomas or certificates of degrees shall be signed by the President or Secretary; and shall fix the College calendar, except that Commencement Day or the day of conferring degrees shall be the last Thursday in May or the first Thursday in June, which date of Commencement may be changed from time to time by the Executive Committee upon recommendation of the faculty. The faculty shall elect a Secretary to make and preserve a full record of its proceedings, and may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and facilitate its work; provided, however, that all such bylaws and principles shall be subject to the rules and regulations and requirements set out by the Board of Trustees or from time to time changed by such Board; and provided further that such bylaws and principles set forth by the faculty shall not be in violation of the Constitution or Bylaws of this Corporation or any law of the State of Florida. The records of the faculty and its meetings shall always be open for the inspection of any trustee; and all of its acts shall be subject to approval or revision by the Board. Full professors and faculty officers shall be elected by the Board of Trustees on recommendation of the President, but all other teachers and employees may be appointed by the President, and their compensation fixed by the President subject to such limitations as may be imposed by the Board of Trustees.

Article V

MISCELLANEOUS PROVISIONS

Section 1. Execution of Instruments

All deeds, notes, mortgages, contracts, agreements, leases, conveyances, assignments, and transfers, of every nature and description, and all other legal documents given in the name of, or to which the Corporation is a party, shall be first approved by the Board of Trustees, or the Executive Committee and shall then be executed in the name of the Corporation by the President and the Secretary. Rollins College shall have a common seal which may be imprinted upon each document or instrument authorized by the Board of Trustees or the Executive Committee.

Section 2. Order of Business--Trustees' Meeting

The meeting of the Board of Trustees of the Corporation shall be opened with prayer. A quorum being present as ascertained by the calling of the roll, the following shall be the Order of Business, subject to change by vote, to wit:

1. Reading of records of Board of Trustees, beginning with those of the preceding annual meeting; and upon request the records of the Executive Committee for the year shall be read.
2. Report of the President.
3. Report of the Faculty by the President.
4. Report of the Treasurer.
5. Any other reports of officials of the College upon matters coming before the meeting, or occurring during the past year.
6. Unfinished business.
7. Determination of trustees' qualifications by reason of absences, and action thereon.
8. Election of trustees and officers.
9. New business.
10. Adjournment.

Section 3. Amendments

These Bylaws, or any provision thereof, may be amended at any regular or special meeting of the Board of Trustees by a majority vote of the entire Board, provided that notice of the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made need not be in the exact form in which it was sent to each trustee as above provided, but must deal with the same subject matter.

Corrections should be brought to attention of:

Dr. Fred W. Hicks
Assistant to the President
Rollins College
Winter Park, Florida 32789

Area Code 305 - 646-2120

ROY E. CRUMMER
Graduate School of Business

MEMORANDUM

December 2, 1985

TO: Professor Joseph Nassif
Chairman of CAB

FROM: Martin Schatz *MS*

SUBJECT: Crummer Bylaws

The Faculty Governance Bylaws for the Crummer School were approved by CAB in 1981, before the bylaws were written for the undergraduate college. Since that time the sabbatical policy of the College has changed. In an effort to be consistent with the new policy of the College, the Crummer School ammended its sabbitical policy last Spring. For the record the change should probably be approved by CAB.

I am, therefore, submitting to you eight copies of the Crummer Bylaws which contain the updated article on faculty evlauation. The sabbatical policy is listed as Section 7, paragraph B.

I trust that CAB will find this document to be in keeping with the Rollins policy. If there are any questions, I would be pleased to discuss the policy with the Council.

/dt
enclosures

FACULTY BYLAWS
ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS

Table of Contents

	<u>Article</u>	<u>Page</u>
ARTICLE	I. GENERAL GOVERNANCE	1
ARTICLE	II. FACULTY MEMBERSHIP	1
ARTICLE	III. FACULTY RESPONSIBILITIES, RIGHTS AND DUTIES	1
ARTICLE	IV. MEETINGS OF THE FACULTY	2
ARTICLE	V. FACULTY RECRUITMENT AND APPOINTMENT	2
ARTICLE	VI. FACULTY EVALUATION	3
ARTICLE	VII. OFFICERS OF ADMINISTRATION	6
ARTICLE	VIII. ADMINISTRATION EVALUATION	7
ARTICLE	IX. STUDENT GOVERNANCE	7
ARTICLE	X. METHOD OF AMENDING BY-LAWS	7

FACULTY BYLAWS

ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS

ARTICLE I. GENERAL GOVERNANCE.

These Bylaws are established by the faculty of the Roy E. Crummer Graduate School of Business of Rollins College. Authority to create these Bylaws is granted by the Board of Trustees through the General Bylaws of Rollins College.

ARTICLE II. FACULTY MEMBERSHIP.

Section 1. Full Time Faculty.

Any individual who has a fulltime appointment at the rank of Instructor, Assistant Professor, Associate Professor, or Professor shall be a member of the faculty of the Crummer Graduate School of Business. A faculty member has the right to attend faculty meetings, is entitled to vote on all matters pertaining to the faculty and possesses all the usual rights and privileges accorded faculty members.

Section 2. The Dean.

The Dean of Crummer shall be a faculty member by virtue of his position as dean.

Section 3. President of MBA Association.

The President of the MBA Association has the right to attend faculty meetings but does not have the right to vote.

Section 4. Part Time Faculty.

Adjunct and other part time faculty have the right to attend faculty meetings but do not have the right to vote.

ARTICLE III. FACULTY RESPONSIBILITIES, RIGHTS AND DUTIES.

Section 1. Academic Programs.

The faculty of Crummer Graduate School of Business shall:

- A. Prescribe the qualifications for admission to all its programs of instruction;
- B. Devise and approve a curriculum of study for each program;
- C. Establish academic requirements for pursuit of these studies;
- D. Prescribe the requirements for graduation from its programs of instruction and shall nominate and recommend to the Board of Trustees candidates for all degrees and for all other diplomas to be issued upon satisfactory completion of courses of study;
- E. Fix the calendars for all its academic programs.

Section 2. Committees.

The faculty of Crummer Graduate School of Business shall:

- A. Elect representatives of the School to any committees of the College;
- B. Elect any committees of the School.

Section 3. New Positions.

The faculty of Crummer Graduate School of Business shall vote on candidates for the dean and all fulltime faculty positions.

ARTICLE IV. MEETINGS OF THE FACULTY.

Section 1. Regular Meetings.

The faculty shall meet at least once per semester in regular session during the academic year. The dean or his designate shall preside at all faculty meetings.

Section 2. Special Meetings.

Additional meetings of the faculty may be called by the dean or by any other faculty member.

Section 3. Quorum.

A quorum for any meeting of the faculty shall consist of a simple majority of the voting faculty of the School.

ARTICLE V. FACULTY RECRUITMENT AND APPOINTMENT.

Section 1. Full Time Faculty.

Full time faculty shall be recruited through a national search. After the search a pool of candidates will be interviewed by faculty and a recommendation forwarded to the Dean. Upon acceptance by the Dean, the nomination shall be forwarded to the Provost. No prospective faculty member shall be appointed who does not receive at least a majority vote of the faculty.

Section 2. The Dean.

Recruitment of the Dean shall follow the same process as that for full time faculty except that the recommendation of the faculty shall be directly to the Provost. No prospective dean shall be appointed who does not receive at least a majority vote of the faculty.

Section 3. Term of Appointment.

The term of initial appointment for a faculty member or dean shall not exceed three years.

ARTICLE VI. FACULTY EVALUATION.

Section 1. Purpose.

Faculty evaluation shall serve two functions:

- 1) Evaluation is a means of monitoring individual performance for allocating the merit portion of salary increases, promotion and tenure;
- 2) Evaluation is a feedback process which provides a faculty member and the School with an incentive and method for improvement.

Section 2. Process.

The evaluation process shall be characterized as "Management by Objectives: Results and Rewards." The basis of the process is an annual written agreement between the faculty member and the Dean stating mutually agreed upon objectives and rewards over a five year period. Although each faculty member is expected to be active in all professional areas, particular areas may receive more attention in the objective/reward process.

The School will establish a committee of faculty to serve as a peer review board. After the Dean and the individual faculty member reach agreement (or deadlock) on setting objectives and rewards, the case will be reviewed by the Committee, which then will make a recommendation for adoption or modification. At the time of the annual review the Committee will evaluate the professional accomplishments and teaching performance of each faculty member. Recommendations for contract renewal, promotion and tenure will be made to the Dean based upon the degree to which the objectives stated in the agreement have been achieved.

Section 3. Peer Review Committee.

The Peer Review Committee shall consist of three senior faculty members who are tenured. They will be elected for three year terms with one term expiring each year.

Section 4. Criteria.

Four categories of criteria shall serve as the basis for evaluation and reward. Each faculty member should, if possible, be active in each of the four areas, although individual faculty may wish to emphasize certain areas. The categories are:

- A. Teaching. Evaluation of teaching performance should include student evaluations, use of appropriate, innovative teaching methods, use of state of the art techniques.

It is expected that all faculty members should be outstanding instructors. In comparison to other instructors within the Crummer School, no individual's performance should be substantially and consistently low as perceived by peers, students, and administrators. Innovative teaching techniques which help achieve the goals of the program are desired and should be recognized in evaluating performance.

- B. Professional Service. Evaluation of professional service should include publications in journals, publication of textbooks, presentations at conferences and holding official positions in professional organizations.

It is expected that senior faculty members should have one publication in a refereed journal per year. Thus, the norm for faculty members being promoted to full professor after serving five years as an associate professor shall be five journal publications. Since the preparation of a textbook may take two years, each published text (including reading books but excluding instructor's manuals) will generally be counted as two journal publications.

- C. Community Service. Evaluation of community service should include consulting services offered through the School, seminars and conferences sponsored by the School and holding positions of responsibility in the community which are agreed to be important to the School.

Community service in itself is not required for either promotion or tenure but will be taken into account during evaluations. It is not considered to be a substitute for either teaching excellence or publication, but together with college service, professional service and conference presentations can be used to fulfill the supplementary requirements.

- D. College Service. Evaluation of college service should include service on committees, chairing committees and performing special services for the College.

Section 5. Standards.

The following standards are deemed appropriate for each rank:

- A. Instructor. The entering position at Crummer should be Instructor; any faculty member who does not hold a doctorate or equivalent degree should enter at this rank unless he is so distinguished in the field that his reputation is without question.
- B. Assistant Professor. Qualifications for Assistant Professor should be the Ph.D. or equivalent degree.
- C. Associate Professor. Qualification for Associate Professor should be those of assistant professor plus a minimum of four (4) years full time teaching at a senior institution at the assistant professor level, of which at least two (2) years have been at Rollins, plus evidence of satisfactory progress in the criteria listed under "Criteria."
- D. Professor. Qualification for Professor should be those of associate professor plus at least five (5) years full time experience in a senior institution at the rank of associate professor, plus evidence of exceptional performance in the criteria listed under "Criteria." The rank of Professor should be bestowed only on those individuals with an established reputation of scholarly excellence as evidenced through a continuing record of publication and who are expected to maintain that reputation in the future.
- E. Tenure. Only under rare circumstances should an individual receive tenure with an initial appointment at Crummer. Individuals who were tenured at their previous institution may enter Crummer under a contract of a prescribed number of years, after which they may be eligible for tenure. Qualifications for tenure should be those of appointment to Associate Professor or Professor rank. The evaluation for tenure usually will be made during the fifth year of teaching in the Crummer School. For those who held tenure at another institution before coming to Rollins, the decision may be made no sooner than the second year.
- F. Summary of Standards for Promotion and Tenure.

Tenure

1. Teaching excellence.
2. Two publications in refereed or prestigious, edited journals.
3. Two of the following:
 - (a) official position in professional organization;
 - (b) presentation at (national or regional) professional conference;
 - (c) participation in seminar, conference, or consulting sponsored by or of benefit to the school;
 - (d) chairman of college-wide committee;
 - (e) two additional acceptable publications.

Promotion to Associate Professor

Same as tenure.

Promotion to Full Professor

1. Teaching excellence.
2. Seven publications in refereed or prestigious, edited journals.
3. Same as No. 3 above.

Section 6. Evaluation of Part-time Faculty.

The Dean shall evaluate all adjunct and part-time faculty. Evaluation shall be based on performance of the duties outlined in the contract of employment.

Section 7. Faculty Development.

As a means of achieving the goal of scholarly activity and encouraging faculty improvement, the Crummer School promotes faculty development activities including:

- A. Attendance at Professional Associations. To the extent warranted by budget constraints, the School should attempt to send each faculty member to at least one professional meeting per year. Per diem and travel allowance should be sufficient to cover the complete cost of the trip. Additional trips may be funded totally or partially. Criteria to be considered in the decision to fund a trip should include presentation of a paper, chairing a session, officer of the association, teaching development or faculty recruitment.
- B. Leave of Absence and Sabbatical. It is the policy of the Roy E. Crummer Graduate School of Business to encourage leaves of absence and sabbaticals that further the objectives of the school, college, and the individual.

Members of the Crummer Faculty become eligible for consideration for a sabbatical leave:

- 1) upon serving six years as full-time members of the faculty, and
- 2) submission to the faculty promotion and tenure committee a proposal for a course of action to be undertaken during the period of the sabbatical. This proposal is due to the committee one year prior to the academic year during which the leave is to start.

The promotion and tenure committee will judge the acceptability of the proposal and its quality relative to other proposals if requested by the Dean.

Approval of any sabbatical application is dependent upon:

- 1) The acceptability of the proposal.
 - a) A proposal must demonstrate sufficient furtherance of sabbatical program objectives in order for the individual to receive a sabbatical.
 - b) The applicant must demonstrate the ability to carry out the objectives of the proposal.
- 2) The availability of funds to support the sabbatical.
- 3) The impact of the sabbatical, if granted, upon the operations of the School.

The decision to grant a sabbatical will be made by the Dean of the School on the basis of information supplied by the promotion and tenure committee, and other financial and scheduling information available to the Dean.

If all eligible faculty members cannot be granted sabbaticals when the six-year (6) time period has expired, those who were unsuccessful may reapply with preference in subsequent years. All faculty members are encouraged to take their leaves as soon as possible after their six years of service has been completed. Each eligible faculty member is strongly encouraged to take his or her sabbatical for which the proposal was accepted.

A schedule of accrued eligible faculty members and prospective eligible members shall be prepared and updated annually. The monies for accrued sabbaticals must be identified and set aside annually in accordance with the schedule of sabbaticals prepared per this policy.

After the close of the academic year in which each sabbatical is taken, the faculty member must serve six more years before again becoming eligible for sabbatical leave.

Credit for prior teaching in other colleges will not be granted toward accumulation of the six years necessary to become eligible for sabbatical.

Normally, the sabbatical time frame for a faculty member would be a spring plus a summer term or a summer plus fall term.

- C. Research Grants. Faculty are encouraged to apply for research funding from external sources such as the federal or state governments, and from internal sources such as the Rollins Research Grant Fund and the Crummer Research Fund. Proposals to external sources are subject to the guidelines of those agencies and the procedures of Rollins College.
- D. Course Load Reduction. A faculty member may request a reduction in teaching load of up to one course per semester. The request must be accompanied by a proposal outlining the nature of the research project, book outline or course development. Approval of the reduction will depend upon the merit of the proposal and the ability to staff the necessary courses.

ARTICLE VII. OFFICERS OF ADMINISTRATION.

Section 1. Responsibilities of the Dean.

The Dean shall have the following responsibilities:

- A. Overseeing, approving and evaluating all graduate programs and courses in business administration offered by Rollins College;
- B. Preparation and management of the budget for the School and its affiliated activities, including grants and contracts;
- C. With concurrence of the faculty, appointment, renewal and termination of faculty of the School;
- D. With concurrence of the faculty, recommendation for rank, promotion and tenure for all faculty;

- E. Admission, advisement and termination of all students to programs in Crummer;
- F. Preparation of an Annual Report of the Roy E. Crummer Graduate School of Business;
- G. Acquisition of resources and facilities to support the programs of the School;
- H. Maintenance of appropriate accreditation for programs of the School;
- I. Other Duties appropriate to the office.

Section 2. Other Officers.

With the concurrence of the faculty the Dean may appoint other Officers of Administration of the School. With the concurrence of the faculty the Dean may establish administrative support positions.

ARTICLE VIII. ADMINISTRATION EVALUATION

Responsibility for the performance of each administrative officer rests with that officer's superior. Responsibility for the performance of the Dean of Crummer rests with the Academic Vice President. Faculty members should have direct, written and confidential input into the evaluation of each officer of administration. This input should be requested by the appropriate superior at least one month before the regular evaluation of each officer. Administrative officers of the School include the dean, all assistant or associate deans, and directors.

ARTICLE IX. STUDENT GOVERNANCE.

Section 1. Cocurricular Activities.

The Roy E. Crummer Graduate School of Business shall provide cocurricular activities for students. These activities shall include, but are not limited to, placement and alumni relations programs, student governance, and student discipline.

Section 2. Student Responsibilities.

Students are expected to abide by rules common to all Rollins students as established by the Board of Trustees in the "Bill of Students' Rights, Responsibilities and Conduct." Within the Crummer School student governance is determined by the MBA Association.

ARTICLE X. METHOD OF AMENDING BYLAWS.

These Bylaws may be amended at any time through vote of a simple majority of the faculty at a regular or special faculty meeting of the Crummer faculty.

SEP 16 1983

BYLAWS OF THE FACULTY OF THE COLLEGE

TABLE OF CONTENTS

Article I	General Governance	1
Article II	Membership and Suffrage	1
Article III	Officers of the Faculty	1
Article IV	Meetings of the College Faculty	2
Article V	Committees of the College	3
Article VI	Faculty Evaluation	8
Article VII	Amendment Procedure	14

SEP 16 1983

ROLLINS COLLEGE

BYLAWS OF THE FACULTY OF THE COLLEGE

ARTICLE I
GENERAL GOVERNANCE

These Bylaws (hereinafter referred to as "the Rules") define the governance system for the Faculty of the College. These Rules are issued under the authority of the Bylaws of the College. The Faculty of the College may adopt for its own governance such bylaws as shall seem desirable to promote effectiveness and efficiency, provided however that all such bylaws shall be subject to the Bylaws of the College and to policies issued by the Rollins College Board of Trustees.

ARTICLE II
MEMBERSHIP AND SUFFRAGE

The voting membership of the Faculty of the College includes all full-time lecturers, instructors, assistant professors, associate professors, and professors, who are appointed to academic departments of the College and whose primary responsibility is to teach in the College. In addition, the following are ex officio members: the President of Rollins College, the Provost, the Dean of the Faculty, the Dean of the College, and other officers of administration holding faculty rank in departments of the College. All such members shall have the right to attend faculty meetings, to vote on all matters pertaining to the Faculty, and unless otherwise specified in these Rules, shall possess all the usual rights and privileges accorded to Faculty members.

Other officers of administration whose responsibilities relate to the College and adjunct faculty appointed to academic departments of the College shall be non-voting members of the College Faculty, eligible to attend meetings and participate fully in discussion. A librarian with faculty rank shall be designated by the Library Faculty as a non-voting member for purposes of liaison. (A list of these officers of administration will be published at the beginning of each academic year.) Whenever the agenda includes business recommended by a committee on which students serve, those students may attend the meeting and participate fully in the discussion but may not vote. Student members of the Steering Committee may regularly attend faculty meetings as non-voting members. Other students may make written petition to the Chair of the Faculty to attend faculty meetings with voice but not vote.

ARTICLE III
OFFICERS OF THE FACULTY

The College Faculty shall elect a Chair and a Vice-Chair/Secretary who shall be its executive officers.

Section 1. The Chair of the Faculty

The Chair of the Faculty shall preside at College Faculty meetings and at meetings of the Steering Committee (see Article V). He/she shall be representative of the College Faculty to the administration and to the Board of Trustees. The Chair of the Faculty shall be a tenured member of the College Faculty.

Section 2. Vice-Chair/Secretary of the Faculty

The Vice-Chair/Secretary of the Faculty shall assume the duties and responsibilities of the Chair in his/her absence. He/she shall compile and distribute the agendas and minutes of all regular and special meetings of the College Faculty. The Vice-Chair/Secretary shall be a tenured member of the Faculty.

Section 3. Term of Office

The term of office for the elected officers of the College Faculty shall be two years, beginning June 1. No elected officer shall succeed himself/herself.

Section 4. Election

The Nominating Committee shall nominate at least two candidates for each elected office and shall publish the slate at least 10 days prior to the election meeting. The College Faculty shall elect the Chair of the Faculty and the Vice Chair/Secretary during the month of March. The election of these officers shall be from the list of nominees and from any additional nominations made from the floor of the faculty meetings. All nominations require prior consent.

Section 5. Recall

Any officer of the College Faculty may be recalled at a regular or special meeting by a two-thirds vote of the faculty present and voting.

Section 6. Unexpired Term of Office

Should a vacancy occur in either of these offices, the position shall be filled for the unexpired term by faculty election. The Nominating Committee shall prepare nominations for a special meeting of the College Faculty.

ARTICLE IV
MEETINGS OF THE COLLEGE FACULTY

Section 1. Regular Meetings

Regular meetings shall be conducted at least monthly during the academic year.

Section 2. Special Meetings

Special meetings of the College Faculty may be held at any time during the academic year.

Section 3. Calling of Meetings

The authority to convene faculty meetings resides in the Steering Committee, which sets the agenda for regular meetings. The Chair of the Faculty or the Dean of the Faculty may call special faculty meetings.

Section 4. Quorum

The quorum for any regular or special meeting of the College Faculty shall consist of a simple majority of the voting members of the Faculty on campus that term. The Dean of the Faculty shall supply this number for announcement to the College Faculty at the first meeting of each term.

Section 5. Rules of Order

Robert's Rules of Order, when not in conflict with these Rules, shall be used as authority for the conduct of meetings of the College Faculty. The Faculty shall be served by a parliamentarian, who is appointed by the Steering Committee from among the members of the Faculty. The records of the Faculty's deliberations and minutes of its meetings shall be open for inspection.

ARTICLE V COMMITTEES OF THE COLLEGE

Section 1. Committee Structure

The College Faculty has delegated certain of its responsibilities to standing committees. These committees act on behalf of and report to the Faculty. All standing committee actions are subject to review by the Faculty, and substantial changes (as determined by the Steering Committee) must be enacted by the Faculty. Special committees of the Faculty of the College may be created by the Chair of the Faculty, by the Dean of the Faculty, or by the Dean of the College, in consultation with the Steering Committee, or by action of the Faculty.

Section 2. Elections

Faculty members shall be elected to standing committees of the College during the month of April. The Nominating Committee prepares nominations (and shall publish the slate at least 10 days prior to the election meeting), but additional nominations may be tendered from the floor. All nominations require prior consent.

Section 3. Vacancies

Should a faculty vacancy occur, the electoral unit represented by the retiring member shall fill the vacancy at its next meeting. Should a student vacancy occur, the President of the Student Association shall appoint a student to fill the vacancy until the next Student Association election. A majority of any committee may require a member to resign in the event of gross neglect of duties. A majority of the electoral unit represented by a faculty or student member may recall the representative at any time.

Section 4. Procedures

Each faculty member shall be elected for a two-year term of office and each student member for a one-year term of office. Terms shall be staggered. Standing committees shall elect a chair and recording secretary at their first meeting. The chair of the committee shall be a faculty member. All standing committees shall normally meet at least once each month during the academic year. They may establish such subcommittees as are deemed proper for the conduct of business. (The recording secretary shall keep minutes of each meeting and distribute copies to the members of the Steering Committee.)

Section 5. Authority

Each standing committee shall report to the Steering Committee all important decisions and deliberations, and the Chair of the Faculty shall submit an annual report to the Faculty. The Steering Committee which establishes the agendas for faculty meetings, shall interpret the authority of the standing committees as set forth in these Rules.

Section 6. The Steering Committee

A. Responsibilities

The Steering Committee convenes and sets the agenda for regular faculty meetings; refers business to committees; monitors committee actions and refers reports and recommendations to the Faculty; receives and responds to concerns of faculty and students and refers these to the attention of the appropriate committee or officer of administration; stays any committee action for review by the Faculty and/or the Student Senate; regularly issues to faculty and students a report of committee activity; interprets these Rules, reviews them annually, and proposes to the Faculty any changes; acts on behalf of the Faculty when a quorum cannot be assembled.

B. Membership (5-2-2)

The following are voting members: The Dean of the Faculty; the Dean of the College; the Chair of the Faculty; the Vice-Chair/Secretary of the Faculty; three faculty members, elected by the Faculty from nominations so structured that, including the Vice-Chair, all four divisions are represented; the President of the Student Association; the Vice President of the Student Association.

Section 7. The Curriculum Committee

A. Responsibilities

The Curriculum Committee recommends to the Faculty changes in degrees, in degree requirements, in educational policies, and in the list of approved majors and minors. The Committee advises departments concerning new courses, independent studies proposals, and changes in existing major and minor requirements; advises the Dean of the Faculty concerning course offerings, schedules and calendar, as well as priorities in retrenchment or expansion of faculty; advises the Dean of the College concerning academic advising; and advises departments concerning catalog copy concerning the curriculum. The committee approves courses to fulfill all-college requirements.

SEP 16 1983
SEP 16 1983

B. Membership (4-2-3)

The following are voting members: the four Division Heads; the Dean of the Faculty; the Dean of the College (or designate); three students elected at large. The Registrar serves as a non-voting member.

Section 8. The Committee on Standards

A. Responsibilities

The Committee on Standards represents the College community in proposing and enforcing academic and social standards; reviews cases of inadequate academic performance and recommends probation or dismissal; acts as an Appeal Board for alleged violation of College regulations as referred by the Dean of the College and recommends probation, dismissal, or other action; recommends policies concerning honors designations.

B. Membership (4-2-3)

The voting members are: the Dean of the College, the Registrar, four faculty members, one from each Division elected by the faculty; the President of the Student Association; three students elected at large by the Student Association.

Section 9. Admissions Committee

A. Responsibilities

The Admissions Committee represents the Faculty in determining admissions standards; establishing general admissions policies and procedures; assisting in student recruitment activities; and advising and assisting in the interviewing of students for scholarships.

B. Membership (4-2-4)

The following are voting members: the Dean of the College (or designate); the Director of Admissions; four faculty members, one from each Division elected at large; four students, elected at large by the Student Association.

Section 10. The Committee on Financial Aid

A. Responsibilities

The Committee on Financial Aid shall establish general policies concerning scholarships, loans, and employment opportunities offered as financial aid by the College; recommend scholarship allocations; and assist in the stewardship of financial aid programs.

B. Membership (4-4-4)

The following are voting members: the Dean of the College (or designate); the Director of Student Aid; the Director of Admissions; the Director of Athletics; four faculty members elected at large; four students elected at large by the Rollins Student Association.

Section 11. The Intercollegiate Athletics Committee

A. Responsibilities

The Intercollegiate Athletics Committee represents the Faculty in establishing policy for the intercollegiate athletics programs at Rollins, including recruitment, scheduling, budgeting, and facilities usage.

B. Membership (3-3-3)

The following are voting members: The Dean of the College (or designate); the Director of Athletics; the Director of Student Aid; three faculty members elected at large; and three students elected at large by the Rollins Student Association.

Section 12. The Committee on Faculty Compensation and Professional Development

A. Responsibilities

The Committee on Faculty Compensation and Professional Development represents the Faculty in proposing and reviewing all policies, procedures, and criteria related to faculty evaluation, appointment, reappointment, tenure, and promotion; promulgating and sustaining professional ethics; establishing policy regarding leave, research and professional development programs; recommending compensation and faculty load policies.

B. Membership (4-1-2)

The voting members are: the Dean of the Faculty and four faculty members elected at large, and two students elected at large by the Rollins Student Association.

Section 13. The Nominating Committee

A. Responsibilities

The Nominating Committee represents the Faculty in preparing nominations for elected Faculty positions on standing committees; preparing nominations for the Chair of the Faculty and the Vice-Chair/Secretary of the Faculty; and prepares nominations for the College Faculty positions on the Council on Administration and Budgets and the Council on Academic Policies and Standards.

B. Membership (4-1-1)

The voting members are: the Dean of the Faculty; the President of the Student Association (or designate); and four Faculty members elected at large.

SEP 16 1983

-7-

Section 14. The Campus Life Committee

A. Responsibilities

The Campus Life Committee represents the College community in establishing and reviewing goals and policies regarding student life and co-curricular activities, including intramurals; establishes general policies regarding campus housing and conducts a regular review of organizations which are housing units; works to establish an optimal learning environment for students.

B. Membership (4-1-4)

The following are voting members: the Dean of the College (or designate); four Faculty members elected at large; the Vice President/Program Director of the Student Center; and three students elected at large by the Student Association.

Section 15. The Special Programs Committee

A. Responsibilities

The Special Programs Committee represents the College community in developing special programs that enhance the curriculum and reflect our institutional mission; approving off-campus programs, including overseas programs and winter term off-campus group studies; assisting and arranging faculty and student exchange programs; providing scholarships and fellowships; formulating policies for all such special programs.

B. Membership (4-1-3)

The following are voting members of the committee: the Assistant Dean of the Faculty for Special Programs; four faculty members, one from each Division, elected at large; three student members, elected at large by the Rollins Student Association.

Section 16. Honors Degree Program Supervisory Board

A. Responsibilities

The Honors Degree Supervisory Board represents the Faculty in setting admissions requirements, graduation requirements, and curriculum for the Honors Degree Program; admits all Honors Degree candidates; approves all individual student projects required for the Honors Bachelor of Arts Degree; reviews the academic status of Honors Degree candidates, having the right to impose academic warnings and dismissals from the Honors Degree Program.

B. Membership (3-3-3)

The following are voting members: The Dean of the Faculty; the Director of Admissions; the Registrar; the Director of the Honors Degree Program (a Faculty member); two Faculty members appointed by the Director of the Honors Degree Program, one of whom should also serve on the Curriculum Committee; and three student representatives elected annually by and from the Honors Degree candidates.

Section 17. Other Standing Committees

- A. The following standing committees operate with responsibilities appropriate to their titles: the Health Sciences Advisory Committee; the Pre-Law Advisory Committee; the Recreation Committee; and the Lectures and Honors Committee. The members of these committees are appointed annually by the Dean of the Faculty in consultation with the Nominating Committee. An exception is the Recreation Committee whose members are appointed annually by the Dean of the College in consultation with the Nominating Committee.
- B. Department Heads, whose responsibilities are defined in Faculty-approved policy in the Faculty Handbook, in effect constitute a standing committee.

ARTICLE VI
FACULTY EVALUATION

Section 1. Faculty Evaluation Committees

A. Duties, Powers, and Responsibilities

- (1) Every member of the faculty shall be subject to review by an evaluation committee, which shall be responsible for assisting in the professional development of each member of the faculty. The committee shall meet at least annually for the evaluation of non-tenured faculty. Tenured faculty shall be subject to a periodic evaluation as described in Section 5. Additional evaluation of faculty members may be requested by the Provost, by the Dean of the Faculty, by majority of the committee members, or by the faculty member to be evaluated.
- (2) Each Faculty Evaluation Committee shall make recommendations according to procedures outlined in Section 4 on matters relating to faculty reappointment, promotion, tenure and merit salary increases. Recommendations for improving professional effectiveness shall be made directly to the faculty member evaluated.

B. Membership

- (1) The membership shall consist of:
 - a. all faculty members of the appropriate department with the exception of any Visiting faculty or administrators; and
 - b. one faculty member from outside the division and one from within the division but not the department, who shall be appointed by the Provost upon recommendation of the Dean of the Faculty from two lists of at least three nominees each prepared by the department.
 - c. In the event that the sum of the members from a. and b. above minus the person being evaluated is less than 4, additional members will be appointed by the Dean of the Faculty in priority order from a list prepared by the department. Such additional members shall not bring the total to more than four.

SEP 16 1983
SEP 16 1983

- (2) The appropriate department head shall serve as chairperson of the committee. When the chairperson is the person being evaluated, an interim chairperson shall be elected by the committee from the other members of the department on the committee.
- (3) No faculty member shall serve on more than one evaluation committee outside his or her department.
- (4) Committee membership may be modified for faculty members who hold joint appointments or who have specially designated non-teaching responsibilities. Such modification requires approval of the appropriate department head(s) and the Dean of the Faculty.

Section 2. Authority

A. Faculty Appointments

- (1) All tenure-track faculty appointments shall be made as the result of national searches. Although the department to which the candidate will be appointed will usually conduct such searches, a special search committee may be established when appropriate. The composition of all search committees and the search procedures with respect to affirmative action shall be decided by the department or the special search committee subject to the approval of the Dean of the Faculty and the Affirmative Action officer. Each search committee shall have one faculty member from outside the department who will be appointed by the Affirmative Action officer in consultation with the Dean of the Faculty and the department.
- (2) The appropriate department head (or the chairperson of the search committee, if different) is directly responsible for the conduct of a search, for polling the department membership, and for submitting faculty appointment recommendations to the Dean of the Faculty. Such recommendations shall include rank and credit for prior experience. No one may be appointed to a tenure-track faculty position unless a majority of the members of the appointee's department approves.

B. Terms of Appointment

Faculty appointments may be made to tenure-track or visiting positions. However, no appointment may last beyond seven successive years without granting tenure. In exceptional circumstances, and with the unanimous approval of the department and the approval of the Dean of the Faculty and of the Steering Committee, appointment to the Faculty may be made with tenure. Such appointment must be confirmed by the Board of Trustees.

C. Faculty Reappointments and Tenure

- (1) Initial appointments of tenure-track faculty shall be for a two-year period. Thereafter, a one-year contract or tenure may be awarded, according to the conditions set forth below and in the College Bylaws.

- (2) Reappointments shall be made by the Provost. They will not be made without the approval of a majority of the evaluation committee.
- (3) The probationary period for tenure for faculty members shall not be less than four years nor more than seven years, unless the candidate has had at least four years full-time teaching at other senior college level institutions. In the latter case, the probationary period shall be not less than three years nor more than four years, even if the total full-time service in the profession thereby exceeds seven years. Scholarly leave of absence for one year or less will count as part of the probationary period as if it were prior service at another institution, unless the individual and the institution agree in writing to an exception to this provision at the time the leave is granted.
- (4) Tenure may not be awarded or denied until the candidate has completed the minimum probationary period. The faculty member shall only be considered for tenure upon his/her request and upon submission of documentation supporting his/her request to the department head. Appointment to tenure shall be made by the Board of Trustees; such appointment will not be made without the approval of the majority of the evaluation committee.

D. Faculty Promotions and Salary Determinations

- (1) The evaluation committee, the Provost, and the Dean of the Faculty shall make recommendations concerning promotions to the President. Promotions in faculty rank up to and including associate professor shall be made by the President of the College; promotion to the rank of professor shall be made by the Board of Trustees and upon the recommendation of the President. Promotions will not be granted without the approval of the majority of the evaluation committee.
- (2) General salary guidelines are proposed by the Committee on Faculty Compensation and Professional Development. Merit increases for individual faculty are recommended in accordance with the policies prepared by this Committee and endorsed by the College faculty.

E. Retirement

Normal retirement age is defined as the last day of the academic year in which age 65 is attained. Mandatory retirement is effective the last day of the academic year in which age 70 is attained. A faculty member may be retained beyond this age, on annual appointment at the discretion of the President after consultation with the Provost and with the approval of a majority of members of the appropriate department. Exceptions to these requirements may be granted by the Board of Trustees upon recommendation by the President and with prior approval of the Provost and a majority of the appropriate department.

SEP 16 1983 SEP 16 1983

Section 3. Criteria for Evaluation

A. General Criteria

The criteria for faculty reappointment, promotion, tenure, and merit salary increases shall be the following:

1. Teaching effectiveness
2. Advising
3. Professional adjustment
4. Professional Advancement; and Research, Writing, Publication, and Performance
5. Committee work
6. Professional society activity
7. Honors
8. Community service and public relations
9. Other faculty activity

These criteria shall be defined and assessed according to the Statement on Faculty Evaluation Policy and Procedures. Teaching effectiveness shall take precedence over all other criteria.

B. Specific Criteria for Promotion

It is the expressed intent of College policy that no promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but that it must be earned by merit demonstrated by all applicable activities. Promotions in rank shall be made in accord with the criteria described below.

(1) Promotion to Assistant Professor

For persons employed at the initial rank of instructor pending attainment of the terminal degree promotion to the rank of assistant professor will be automatic upon their receiving the terminal degree provided they meet all other criteria for reappointment.

Instructors who have not received the doctorate or the terminal degree in the appropriate field may be promoted to assistant professor only if the evaluation committee and the Dean of the Faculty conclude that all criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as the following:

- (a) The individual's contribution to the College has been outstanding,
- (b) If applicable, progress on the terminal degree is significant enough so that this degree will be awarded within a year.

(2) Promotion to Associate Professor

Persons holding the rank of assistant professor may apply for promotion to the rank of associate professor after a minimum of four (4) years full-time teaching in a senior institution at the assistant professor level, of which at least two (2) years have been at this institution.

If the evaluation committee believes that the individual's contribution to the College, professional growth, and potential warrant the promotion, then upon its recommendation to the President the promotion may be granted. Only in exceptional cases will promotion to the rank of associate professor be considered for individuals not holding the terminal degree in the appropriate field or not having completed the minimum number of years. These exceptional cases will be determined by each department of the College or other school faculty in consultation with the Dean.

(3) Promotion to Professor

Faculty members with the terminal degree in the appropriate field holding the rank of associate professor may apply for promotion to professor after a minimum of five (5) years full-time experience in a senior institution at the rank of associate professor, of which at least three (3) years have been at this institution. The Board of Trustees, upon recommendation by the President, may waive these minimum durations, but only in exceptional circumstances.

For promotion to the rank of professor, the individual must receive the recommendation of the evaluation committee to the President, and the President's recommendation to the Board of Trustees. The criteria for such promotions shall be the same as those for reappointment and tenure, with the additional stipulation that the candidate has earned the distinction of the rank of professor by means of scholarly publication or comparable professional achievement, as defined by each department's criteria as approved by the Council on Academic Policies and Standards.

Section 4. Procedures

- A. The Dean of the Faculty shall notify department heads of all eligible candidates and deadlines for reappointment, promotion, and tenure, and shall supply the committees with any pertinent information regarding candidates. The department head shall collect information as set forth in the Statement of Faculty Evaluation Policy and Procedures.
- B. (1) The Evaluation Committee as part of the process of evaluating the candidate and making a recommendation must meet with the candidate to discuss his/her performance.
- (2) Evaluation committees shall prepare a report and recommendations which must be submitted to the Dean of the Faculty by February 1 on first reappointment, by October 15 on second reappointment, and by April 1 of the preceding year on third and subsequent reappointment. At this time, all recommendations concerning decisions of reappointment, promotion, and the granting of tenure must be submitted to the Dean of the Faculty.
- (3) The Dean of the Faculty must review the evaluation and if he/she concurs forward said recommendation to the Provost by February 15 on first reappointment, by November 15 on second reappointment, and by May 1 of the preceding year on third and subsequent reappointments. Recommendations for promotion to any rank other than Professor shall come under the May 1 deadline. The Dean of the Faculty shall forward by May 1 recommendations for tenure or promotion to Professor to the Council on

SEP 16 1983
SEP 16 1983

-13-

Academic Policies and Standards as outlined in paragraph E below. If the Dean of the Faculty dissents from the recommendation of the Evaluation Committee, he/she must indicate said dissent in writing and must meet with the Evaluation Committee to discuss said dissent within 7 days for a first reappointment and 14 days for second and subsequent reappointments.

- C. The Provost shall submit the recommendations of the School together with his/her recommendations to the President of the College in time for the President to reply by the deadlines set forth in paragraph D. If the Provost dissents from the recommendations of the School, he/she must indicate said dissent in writing and must meet with the Evaluation Committee to discuss said dissent within 7 days for first reappointments and 14 days for the second and subsequent reappointments.
- D. The President shall notify each candidate of reappointment or non-reappointment during the probationary period. Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to a faculty member in advance of the appointment expiration, as follows:
 - (1) Not later than March 1 of the first academic year of service if the appointment expires at the end of the year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
 - (2) Not later than December 15 of the second academic year of service if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;
 - (3) At least twelve months before the expiration of an appointment after two or more years of service at the institution.

Notice of non-appointment to tenure shall be in writing by September 1 of the final probationary year. In all cases failure to notify a candidate by these dates shall constitute automatic reappointment for one year.

The institution will normally notify faculty members in writing of the terms and conditions of their renewals by March 15, but in no case will such information be given later than April 15.

- E. Recommendations for tenure and promotion to Professor shall be submitted by the Dean to the Council on Academic Policies and Standards by May 1 of the calendar year prior to appropriate action.

The C.A.P.S. shall send its report to the Provost by May 22. Notification of the Council's recommendations shall be made to each candidate at that time.

The Provost shall submit these recommendations together with his/her recommendations to the President of the College by June 15.

- F. Candidates may appeal final recommendations of the Evaluation Committee or the President according to procedures stated in Article VIII, Section 4 of the Rollins College Faculty Bylaws.
- G. When a faculty member is eligible for retirement, he/she shall be notified by September 1 of the previous year whether he/she is to be retired or receive annual appointment by the President upon recommendation by the Dean of the Faculty and the Provost.

Section 5. Evaluation of Tenured Faculty

Faculty Evaluation Committees are charged with the responsibilities of encouraging improved teaching and continued professional growth for all members of the faculty. Tenured faculty shall be evaluated every four years.

The primary purpose of continued assessment shall be to encourage tenured members of the faculty to reappraise their performances in search of greater effectiveness and to assist them in the identification and correction of any deficiencies. Should the committee detect deficiencies which are particularly significant or find that a tenured faculty member is in extraordinary need of assistance, it may initiate the evaluation proceedings at any time.

ARTICLE VII AMENDMENT PROCEDURE

These Bylaws, or any provision 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 a notice one week prior to the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made, if any, need not be in the exact form in which it was sent to each Faculty member, but must deal with the same subject matter.