

**BYLAWS OF THE FACULTY
OF
ROLLINS COLLEGE**

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**BYLAWS
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OF ROLLINS COLLEGE**

**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 by-laws 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 By-Laws 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

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 bodies, The faculty of Arts and Sciences 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 3

Certain college business, such as faculty approval of candidates for the positions of President of the College or Vice President for Academic Affairs and Provost 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 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 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 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 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.

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 shall preside as chair.

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 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.

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 Crummer faculty, and four additional Arts and Sciences faculty members selected according to the by-laws 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.

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 meets 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. 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 which 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 faculty (in the case of Crummer graduate school); or the library faculty (in the case of appointments to the Library) disapproves. Timetables for faculty reappointments must be approved by the faculty, and shall appear in the Rollins College *Faculty Handbook*.

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.

**ARTICLE VI
FACULTY APPEALS COMMITTEE**

Section 1. Membership and Terms of Office

The Faculty Appeals Committee shall consist of three tenured faculty members, one from the Crummer Graduate School who shall be elected by the Crummer 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 alternates (one from the Crummer 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 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 which 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 April 1991.

**BYLAWS OF THE
FACULTY OF ARTS AND SCIENCES**

BYLAWS OF THE FACULTY OF ARTS AND SCIENCES

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**ROLLINS COLLEGE
BYLAWS OF THE
FACULTY OF ARTS AND SCIENCES**

**ARTICLE I
GENERAL GOVERNANCE**

Section 1

These bylaws define the governance system for the Faculty of Arts and Sciences of Rollins College. The Trustees of the College (Trustee Bylaws, Article IV) grant the faculty the right to "adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and facilitate work." All such principles and bylaws are subject to the rules, regulations and requirements of the Board of Trustees, the provisions of the Charter of Rollins College, and the laws of the state of Florida.

Section 2

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.

**ARTICLE II
MEMBERSHIP, RESPONSIBILITIES, AND SUFFRAGE**

Section 1. Faculty Membership

The Rollins Trustees (Trustee 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."

Section 2. Responsibilities of the Faculty

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 3. Voting Membership of the Faculty of Arts and Sciences

The following have the privilege of both voice and vote in meetings of the Faculty of Arts and Sciences of Rollins College: the President of Rollins College, all those holding full-time positions as lecturers,

instructors, assistant professors, associate professors, and professors, who are appointed either to academic departments of the college, to the Brevard campus, to the Hamilton Holt School, or to the library and whose primary responsibility is to teach in the College of Arts and Sciences; Arts and Sciences administrators with faculty rank or holding tenure at Rollins College; directors, librarians, and department chairs with faculty rank.

Section 4. Attendance and Participation by Non-Members

All meetings of the Faculty of Arts and Sciences, its governance committees, and the Senate shall be open to observation by any employee or student of the college, provided, however, such open observation shall not apply in grievance considerations, including hearing on that subject. The right of a non-member to speak at meetings of the Faculty of Arts and Sciences or the Senate shall ordinarily be granted by the President of the Faculty of Arts and Sciences or the chair of the committee. A non-member shall ordinarily be limited to a combined total of five minutes in which to speak. Exceptions to the practice of open meetings or to the limit of a combined total of five minutes of speaking time for a non-member shall require a vote of the members of the committee, Senate or faculty.

ARTICLE III OFFICERS OF THE FACULTY OF ARTS AND SCIENCES

Section 1. The President of the Faculty of Arts and Sciences

The Faculty of Arts and Sciences shall elect a President who shall serve as its Executive Officer. The President of the Faculty of Arts and Sciences shall call and preside at meetings of the Faculty of Arts and Sciences, the Senate and the Executive Committee of the Senate and shall call for the initial meetings of the Standing Committees. The President of the Faculty of Arts and Sciences represents the Arts and Sciences faculty to the Administration and to the Board of Trustees, serves on the Executive Council of the Rollins College Faculty and shall be a tenured member of the Arts and Sciences faculty. The President of the Faculty receives two courses of release time each year of service.

Section 2. The Vice President/Secretary of the Faculty of Arts and Sciences

The Senate shall elect from its membership the Vice President/Secretary of the Faculty of Arts and Sciences, who shall also serve as Secretary of the Senate. The Vice President/Secretary of the Faculty of Arts and Sciences shall be a tenured member of the Arts and Sciences faculty and shall compile and distribute the agendas and minutes of meetings of the Arts and Sciences faculty, the Senate and the Executive Committee of the Senate. In the absence of the President of the Faculty of Arts and Sciences, the Vice President/Secretary shall preside over Arts and Sciences faculty meetings and meetings of the Senate and Executive Committee.

Section 3. Terms of Office

The term of office of the President of the Faculty of Arts and Sciences shall be for two years, normally beginning on June 1. The President of the faculty may not serve consecutive terms. The term of office of the Vice President/Secretary of the Faculty of Arts and Sciences shall be for one year.

Section 4. Election of the President of the Faculty Arts and Sciences

The Executive Committee of the Senate shall nominate at least two candidates for the office of President of the Faculty of Arts and Sciences, and shall publish the slate at least ten days prior to the election meeting. The election of the President of the Faculty of Arts and Sciences shall be from this list of nominees and from any additional nominations made from the floor of the faculty meeting. All nominations require the prior consent of the nominee.

Section 5. Recall

The President of the Faculty of Arts and Sciences may be recalled at a regular or special meeting of the faculty by a two-thirds vote of the faculty present and voting in quorum as defined in Article IV, Section 4 of these bylaws.

Section 6. Unexpired Terms of Office

Should a vacancy occur, the position of President of the Faculty of Arts and Sciences shall be filled for the unexpired term by faculty election, as defined in Section 4 of Article III of these bylaws. The Executive Committee of the Senate shall prepare nominations for a special meeting of the college faculty to achieve this end.

ARTICLE IV MEETINGS OF THE FACULTY OF ARTS AND SCIENCES

Section 1. Regular Meetings

The Faculty of Arts and Sciences shall normally meet during the spring semester each year to elect a President (if necessary) and to elect at-large faculty representatives for the four Arts and Sciences standing committees and to the Senate.

Section 2. Special Meetings

The Faculty of Arts and Sciences shall meet as needed to vote on administrative appointments to the positions of President of Rollins College, Vice President for Academic Affairs and Provost, the Dean of the Faculty, the Dean of Student Affairs, the Dean of Admissions and Student Financial Planning, the Dean of the Hamilton Holt School, and the Dean of Knowles Memorial Chapel. The faculty shall meet as needed to

receive and review reports of the Senate, of the President of the Faculty of Arts and Sciences, or of the administration, to review senate or administrative policy decisions (see Article IV, Section 5), or for any other purpose deemed necessary by the President of the Faculty of Arts and Sciences.

Section 3. Calling of Meetings

The primary authority to convene faculty meetings resides in the President of the Faculty of Arts and Sciences. Upon presentation to the President of the Faculty of Arts and Sciences or to the Executive Committee of the Senate of a petition requesting a special meeting of the Arts and Sciences faculty, and that it is signed by one third of the faculty members required for a quorum, or one-third of the student body of Arts and Sciences, the Brevard campus or the Hamilton Holt School, the President of the Faculty of Arts and Sciences or the Executive Committee shall call the requested meeting. The meeting normally shall take place within seven work days of receipt of the petition.

Section 4. Quorum

The quorum for regular or special faculty meetings shall consist of one third of the voting membership of the faculty on campus (including Winter Park and Brevard) that term. The Dean of the Faculty of Arts and Sciences shall supply this number to the President of the Faculty of Arts and Sciences at the beginning of each regular or special meeting.

Section 5. Petitions of Review

Upon presentation to the President of the Faculty of Arts and Sciences of a petition of review signed by one third of the faculty members required for a quorum or one third of the student body of Arts and Sciences, the Brevard campus, or the Hamilton Holt School, any decision by the Senate that changes the letter or spirit of College Policy must be submitted for review to a meeting of the Faculty of Arts and Sciences. Any student or faculty member may initiate such a petition. Notice of the petition and its contents shall be distributed to the faculty seven days prior to the meeting. If the Arts and Sciences faculty votes to oppose such a decision, the decision is overturned.

Upon presentation to the President of the Faculty of Arts and Sciences of a petition of review signed by one third of the faculty members required for a quorum or one third of the student body of Arts and Sciences, the Brevard campus or the Hamilton Holt School, any decision of the college administration which changes the letter or spirit of college policy must be submitted for review to a meeting of the Faculty of Arts and Sciences. Any student or faculty member may initiate such a petition. Notice of the petition and its contents shall be distributed to the Arts and Sciences faculty seven days prior to the meeting. If the faculty votes to oppose such a decision, the President of Rollins College shall resolve the issue.

Section 6. Rules to Order

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 of Arts and Sciences. The faculty shall be served by a parliamentarian, who shall be appointed for a two year term by the Executive Committee of the Senate from among the voting membership of the Faculty of Arts and Sciences. The records of the faculty's deliberations and minutes shall be open for inspection.

ARTICLE V GOVERNANCE STRUCTURE

Section 1. Governance Structure

The Faculty of Arts and Sciences has delegated certain of its responsibilities to a Senate, an Executive Committee of the Senate and to four standing committees of the Senate. These bodies shall act on behalf of and report to the Faculty of Arts and Sciences. The normal legislative process is from committee to Executive Committee to the Senate. Service on standing committees or in the College Senate is a professional duty of any faculty member selected.

Section 2. Elections

At-large faculty representatives shall be elected to the Senate and to the standing committees at the regular faculty meetings in February. The Executive Committee of the Senate prepares at-large nominations and publishes the slate at least ten days prior to election, but additional nominations may be tendered from the floor. Divisional representatives to the Senate and to all committees with divisional representation shall be nominated and elected from within the divisions during the month of February, under procedures agreed upon by the members of the respective divisions. All nominations require prior consent.

Section 3. Vacancies

Should unforeseen at-large vacancies occur, the Executive Committee of the Senate nominates a replacement at least ten days prior to approval by the Faculty of Arts and Sciences. Such elections may be accomplished by mailed ballot or during a special meeting of the faculty. Should unforeseen divisional vacancies occur, replacements shall be nominated and elected from within the divisions under procedures agreed upon by the members of the respective divisions. A majority of the Senate may require a member to resign in the event of gross neglect of duties. A majority of the electoral unit represented by any faculty committee member or any senate member may recall the representative at any time.

Section 4. Procedures

The Arts and Sciences division and their constituent units are:

Expressive Arts - Art, Music, Physical Education, and Theater Arts and Dance;

Humanities - English, Foreign Languages, Library, and Philosophy and Religion;

Science and Mathematics - Biology, Chemistry, Computer Science, Environmental Science, Mathematics, and Physics;

Social Sciences - Anthropology, Business, Communications, Economics, Education, History, Politics, Psychology, and Sociology.

The Brevard faculty associates by discipline within these divisions.

Unless otherwise specified in these bylaws, each faculty representative normally shall be elected for a two-year term of office which shall begin in September. Terms of office shall be staggered.

At its first annual meeting, the Senate shall elect a Vice President/Secretary of the Arts and Sciences faculty, who shall also serve as the Secretary of the Senate. The standing committees shall elect a chair and recording secretary from the faculty membership of their respective committees at their first meeting. The secretaries shall keep the minutes of each meeting.

The President of the Faculty of Arts and Sciences, the Vice President/Secretary of the Faculty of the Arts and Sciences (who also serves as Secretary of the Senate), and the chair of each standing committee shall be tenured faculty members. No faculty member shall serve more than two consecutive terms of any standing committee nor in the senate. With the exception of the President of the Faculty, the Vice President/Secretary of the faculty, and the chairs of standing committees, no Arts and Sciences faculty member shall serve concurrently on two standing committees, nor on one standing committee and the senate.

The chairs of the standing committees and the President of the Arts and Sciences faculty shall serve as Arts and Sciences representatives on the Executive Council of the Faculty of Rollins College.

All standing committees shall normally meet each month during the academic year. Committee chairs also serve as members of both the Senate and the Executive Committee (see Article VI, Section 1). When unable to attend meetings of these bodies, committee chairs shall delegate a member of their committee to represent them.

The chairs of standing committees will report the activities of their committees to each meeting of the College Senate, and are responsible for communicating the agendas, concerns and work of their committees to the appropriate administrators in a timely and systematic fashion.

Student members of standing committees and the Senate will be chosen by the Student Government Association. Staff representatives for these bodies shall be elected by the staff of the College. Upon selection, these representatives shall meet as a non-policy-making task force for their own communication; for conversations with the Staff Advisory Committee on a quarterly basis; and to conduct the election of staff representatives to the Senate, the Student Life Committee, and the Finance and Service Committee.

**ARTICLE VI
THE ARTS AND SCIENCES SENATE AND EXECUTIVE COMMITTEE**

The Senate

Section 1. Membership

The voting membership (25) of the Senate shall consist of the President of the Faculty of Arts and Sciences, the President of the Student Government Association, the chairs of the four standing committees, five faculty elected at large by the full faculty's voting membership, four tenured faculty divisional representatives elected from within the division that they represent, eight student members, and two staff members. The non-voting membership (11) of the Senate shall consist of the President, the Vice Presidents, the Deans, and a representative from the Roy E. Crummer Graduate School of Business.

Section 2. Term of Office

Elected faculty members of the Senate normally serve two year terms. Terms shall be staggered so that approximately one-half of the membership changes each year.

Section 3. Responsibilities and Duties

The Senate establishes policies for the College of Arts and Sciences by approving or disapproving the policy recommendations submitted to it by the Executive Committee from the standing committees. The Senate accepts, amends, or rejects policy decisions by a majority vote.

All motions submitted to the Senate shall receive two readings. During the first reading, the rationale for the motion shall be presented. The motion and the rationale shall then be published for the entire College of Arts and Sciences before the second reading. Any substantive amendments to submitted motions must be submitted to all members of the Senate five days prior to a second reading. In all cases, two weeks must elapse between the first reading and the Senate's final disposition of that motion.

The Senate normally meets each month during the academic year, and its minutes shall be published and distributed to the entire college community in a timely manner.

The Executive Committee of the Senate

Section 1. Membership

The voting membership of the Executive Committee of the Senate shall consist of the President of the Faculty of Arts and Sciences, the Vice President/Secretary of the Faculty of Arts and Sciences, the President of the Student Government Association, and the four chairs of the standing committees. The non-voting membership shall consist of the President and the Provost of the College.

Section 2. Responsibilities and Duties

The Executive Committee convenes and sets the agenda for the Faculty of Arts and Sciences and Senate meetings, refers business to the appropriate committees, reviews proposed committee legislation, brings such legislation to the Senate or returns it to committee, interprets the authority of standing committees as set forth in the *Bylaws*, prepares at-large faculty nominations to fill Senate and committee vacancies, interprets these *Bylaws*, reviews them annually, proposes any changes in them to the Arts and Sciences faculty and acts for the Senate and for the faculty when a quorum of either of these bodies cannot be assembled. Minutes of the Executive Committee shall be published and distributed to the entire college community in a timely fashion.

ARTICLE VII STANDING COMMITTEES OF THE SENATE

Section 1. The Academic Affairs Committee

Responsibilities. The Academic Affairs Committee shall have primary authority in all policy matters concerning curriculum, student academic standards and honors, academic advising, continuing and graduate education programs of the College of Arts and Sciences, the library and media services, and in all matters pertaining to academic schedules and calendars. In October of each year, the committee shall issue an advisory statement to the appropriate deans on the appointment and replacement of members of the faculty.

Membership. Membership of the Academic Affairs Committee shall consist of eight voting members of the faculty (four at large and four divisional, the latter of whom shall be selected from within the division they represent) and four students chosen by the Student Government Association.

Section 2. The Professional Standards Committee

Responsibilities. The Professional Standards Committee shall have primary authority and responsibility in all policy matters dealing with the criteria and procedures for professional evaluation, professional leave, and research and professional development for the Faculty of Arts and Sciences. The Committee advises the President and Vice Presidents on the administrative structure of the College of Arts and Sciences, including the creation and elimination of administrative positions and the appointment, evaluation, and professional development of administrators.

Membership. Membership of the Professional Standards Committee shall consist of eight voting members of the faculty (four at large and four divisional, the latter of whom shall be elected from within the division they represent) and two students chosen by the Student Government Association.

Section 3. The Student Life Committee

Responsibilities. The Student Life Committee recommends policies and priorities with regard to student life to the Senate and advises the administration concerning the implementation of such policies.

Student life concerns include, but are not restricted to, issues related to student housing, student services, student activities and organizations, student conduct and standards, recreation, and intercollegiate athletics.

Membership. The membership of the Student Life Committee shall consist of six voting members of the faculty, two members of the professional staff elected by the members of the staff, and five students selected by the Student Government Association.

Section 4. The Finance and Service Committee

Responsibilities. The Finance and Service Committee consults with the administration and serves as an advocate on issues related to finance and general services of the College of Arts and Sciences. Such concerns include, but are not restricted to issues related to budget, salary and benefits, student financial planning, tuition and fees, physical plant, campus safety, bookstore, food service, and personnel.

Membership. Membership to the Finance and Service Committee consists of six voting members of the faculty, two staff members elected by members of the staff, and three student representatives chosen by the Student Government Association.

Section 5. Authority

All committee recommendations become policy when approved by the College Senate, subject to the terms of Article I and Article II, Section 2 of these *Bylaws*.

All policies shall be implemented by the appropriate administrators of Rollins College.

When policies and their implications are unclear, administrators will be guided by the advice of the appropriate committee.

Standing committees seeking clarification of policy implementation shall confer directly with the appropriate administrator.

ARTICLE VIII FACULTY EVALUATIONS

FACULTY APPOINTMENTS

All faculty appointments shall be made by the President upon recommendation of the Provost and the appropriate Dean(s) or Director(s). All tenure-track appointments shall be made as the result of national searches. The department to which the candidate will be appointed will usually conduct the search, though a special search committee may be established where appropriate. Each search committee shall have one faculty member from outside the department who will be appointed by the appropriate Dean(s) or Director(s) in consultation with the department. The appointee will be a voting member of the search committee. The

recruitment and selection of candidates for faculty appointments will conform with the equal employment opportunity and affirmative action policies of the College.

The Dean(s) or Director(s) shall not recommend or not recommend the appointment of anyone of whom a majority of tenured and tenure-track members of the appointee's department disapproves. If a new appointment must be made when a majority of the members of the department cannot be consulted, the Dean(s) or Director(s) may recommend no more than a one-year term appointment.

CRITERIA FOR FACULTY EVALUATION

Section 1. General Criteria

Rollins values teaching excellence above all. We see scholarship as concomitant to good teaching, and expect candidates for tenure and promotion to demonstrate scholarly interests and give evidence of an active scholarly life, as demonstrated through written or oral public presentations and performances that can be evaluated by peers inside and outside the college community.

We expect candidates to make a case for tenure and promotion. Tenure and promotion represent a recognition by the college community that a faculty member has met our standards for membership and achievement.

The following information is taken into account when evaluating a candidate for reappointment, tenure or promotion.

Teaching. Rollins College expects the candidate to demonstrate both high competence in his/her field(s) and the ability to convey knowledge of his/her field to students. While we recognize the legitimacy of a wide variety of teaching methods, the candidate must be able to organize coherent and useful courses, stimulate student thought, challenge student assumptions, and establish a realistic but demanding set of expectations. Means of evaluation in this area include: course evaluations, classroom visits, course syllabi, writing or conversations with colleagues that demonstrate the candidate's intellectual ability, and communication skills. We believe the candidate must demonstrate excellence as a teacher to deserve tenure or promotion.

Research and Scholarship. We expect the candidate to demonstrate scholarly accomplishment, as well as ongoing intellectual activity directed toward making a contribution to his or her fields(s) and/or toward the extension or deepening of intellectual competence. We recognize the value not only of scholarship in a particular academic discipline, but on inter-disciplinary efforts and pedagogical research as well. Accomplishment in this area may be demonstrated by scholarly writings submitted for review by one's peers, presentation of papers at professional meetings, participation in scholarly activities such as seminars in which written scholarly work is required, service as a referee or reviewer for professional journals and/or publishers, invited lectures and performances, the receipt of grants or fellowships from which scholarly writing is expected, public performance, or the publication of journal articles or books. These activities must represent a pattern of professional development, suggesting intellectual and scholarly life that will continue after the awarding of tenure or promotion.

These requirements are the same for tenure and promotion, except that the College has higher expectations for candidates for professor. Given the time that elapses before a candidate can apply for promotion to professor, he or she must be able to demonstrate a stronger record of scholarly accomplishment to deserve promotion.

College Service. We expect every faculty member to make a contribution to the College community beyond the classroom and beyond his or her research efforts. Since the quality of students' education depends on the College's ability to address their individual academic needs, we expect all faculty to be available and receptive to students. This does not mean that faculty must be in their offices at student demand, but that they must be there frequently and regularly enough for students to consult with them on a reasonable basis. Similarly, just as the quality of a student's education requires effective classroom teaching, so it depends on good advising regarding their overall courses of study. Consequently, we expect the candidate to share equally in the college and department advising load. Contribution to the College community should include, for example, such services as: participation in College committees, involvement in student activities, effectiveness and cooperation in departmental and inter-departmental programs, active and effective participation in the cultural and intellectual life of the College, and service in the outside community that is beneficial to the College or that, in the spirit of the liberal arts tradition, enhances the quality of life in the community outside the College.

Service to the College can take many forms, and Rollins takes pride in the variety of contributions made by individual faculty members. We expect every faculty member, however, to adhere to professional standards, as well as to demonstrate the commitment to rational dialogue that is required for cooperative relations between colleagues and the promotion of knowledge and understanding among students. To receive tenure or promotion, the candidate must demonstrate that he or she has contributed, and will continue to contribute to the College's educational mission in spirit as well as substance.

Departmental Definitions of Criteria. Each department, with the concurrence of the Faculty Evaluation Committee, shall determine how the above criteria shall be defined and applied for faculty evaluations in particular academic disciplines.

Professional Assessment Statement. At the time of evaluation, each candidate is expected to make a written statement of his or her activities since his/her last evaluation. All relevant professional activities are addressed, e.g. teaching, research, and College service. The statement includes the candidate's assessment of his or her successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly interested in knowing:

- how well the candidate has developed professionally beyond the level of the terminal degree,
- how the candidate's research interests and professional activities constitute a coherent path of development, and
- how the candidate's research interests are connected to his or her activities as a classroom teacher.

Since each candidate's application is judged by colleagues from the general College community, as well as those from his or her particular academic discipline, the professional assessment statement plays a critical

role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the professional assessment statement is used to make determinations about the candidate's professional development in subsequent evaluations; and it is consulted when determinations are made about requests for funding and release time support.

Section 2. Reappointment

Faculty appointments may be made to tenure-track or visiting positions. However, no appointment may last beyond seven successive years without granting tenure.

Initial appointments of tenure-track faculty shall normally be for a two-year period. The normal pattern for a full pre-tenure probationary period for a tenure-track faculty member without credit for prior experience is three consecutive appointments of two, three, and two years respectively. However, departments may recommend contracts of one year, two years, or three years, subject to the concurrence of the appropriate Dean(s) or Director(s). All appointments and reappointments made during a faculty member's probationary period are terminal appointments for not more than three years. Visiting appointments are for not more than three years.

Reappointments shall be made by the President only with the approval of the Department Evaluation Committee (excluding the *ex officio* member from the Faculty Evaluation Committee), a majority of the tenured and tenure-track members of the department, and after review by the Provost and the appropriate Dean(s) or Director(s). All appointments and reappointments made during a faculty member's probationary period are terminal appointments for not more than three years. Visiting appointments are for not more than three years.

Criteria for reappointment shall be the same as those for tenure and promotion, with the understanding that during the probationary period, the candidate is evaluated for the promise of excellence in teaching, scholarship, and College service.

In the case of a notice of non-reappointment for a second contract period, candidates must be notified in writing by December 15 of the last year of the first appointment contract.

In all other cases of non-reappointment, candidates must be notified in writing by May 31 of the academic year preceding the last contractual year.

Section 3. Promotion

No promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but must be earned by merit as demonstrated by all applicable activities. Promotions in rank shall be made in accord with the general criteria of the College and the specific criteria described below.

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 Department Evaluation Committee and the appropriate Dean(s) or Director(s) conclude that all criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as:

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

No candidate will be promoted without the approval of a majority of the Department Evaluation Committee. Promotions to the rank of assistant professor will go into effect September 1 following the evaluation proceedings.

Promotion to Associate Professor. Persons holding the rank of assistant professor may be awarded promotion to the rank of associate professor after a minimum of six years of full-time teaching in a senior institution at the assistant professor level, of which at least four years have been at this institution.

If the Department Evaluation Committee and the appropriate Dean(s) or Director(s) believe that the individual's contribution to the College, professional growth and potential warrant the promotion, then upon their recommendations and the concurrence of the Provost, 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 and not having completed the minimum number of years. These exceptional cases will be determined by each department in consultation with the Faculty Evaluation Committee and the Dean(s) or Director(s).

No candidate will be promoted without the approval of the majority of the Department Evaluation Committee. Promotions shall be made by the President upon the recommendation of the Provost. They will go into effect September 1 following the evaluation proceedings.

Promotion to Professor. Faculty members with the terminal degree in the appropriate field holding the rank of associate professor may be awarded promotion to professor, after a minimum of five years full time experience in a senior institution at the rank of associate professor, of which at least three 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. These exceptions will be determined by each department of the College in consultation with the Faculty Evaluation Committee and the appropriate Dean(s) or Director(s).

For promotion to the rank of professor, the individual must receive the positive evaluation of a majority of the Department Evaluation Committee and the Provost. Promotions to the rank of professor shall be made by the Board of Trustees and upon the recommendation of the President. Promotion to the rank of professor will go into effect September 1 following the evaluation proceedings.

PROCEDURES FOR TENURE AND PROMOTION TO PROFESSOR

Section 1. Notification of the Candidate

In April of each year, the appropriate Dean(s) or Director(s) write those faculty members eligible for tenure review and/or promotion evaluation the following fall. Normally a candidate is eligible for the awarding of tenure in his or her seventh year at Rollins (and as early as their fourth year at Rollins if he or she has had previous teaching experience). Individuals with three years full-time experience at the assistant professor level or higher at other institutions may be appointed to tenure after their fifth year at Rollins. Individuals with four or more years full-time service at the assistant professor level or higher at other institutions may be appointed to tenure after their fourth year at Rollins. Candidates seeking evaluation must inform the appropriate Dean or Director in writing. The Dean or Director then provides them with a timetable for the evaluation process and a description of the materials each candidate must assemble for the evaluation file (the professional assessment statement, course syllabi, samples of exams and other assignments, samples of written work, and any other information the candidate deems relevant to the evaluation). The candidate must submit these materials to the department chair by June 15. The Dean or Director also notifies the department chair of the candidates intention to undergo review.

Section 2. Department Evaluation Committee

Appointment. The Department Evaluation Committee consists of the Chair of the department; a minimum of two additional tenured members of the department who are selected by a majority of the tenured and tenure-track members of the department, without excluding tenured members who wish to serve; and a member of the Faculty Evaluation Committee who serves as an ex officio (non voting) member. If two additional tenured members of the department are unavailable, non-tenured members are appointed. If non-tenured members are unavailable, the department Chair, with the advice of the candidate and the approval of the Professional Standards Committee, selects tenured members from outside the department to serve on the committee. Normally, the Chair of the department chairs the evaluation committee. If he or she is the subject of the evaluation, another member of the department is selected as chair.

Collection of Material Required for Review. The department Chair has the responsibility for collecting those materials required for the evaluation (e.g., letters from tenured members of the department, student evaluations, letters from external evaluators) and for placing them, along with the materials submitted by the candidate, in the candidate's file for members of the Department Evaluation Committee to review.

At the candidate's option, for the assessment of the candidate's scholarship, two peer evaluators for institutions other than Rollins may be selected by the Chair of the department and the appropriate Dean(s) or Director(s) from a list submitted by the candidate. The Chair then contacts the peer evaluators and requests their evaluation of the candidate's scholarship.

Review by the Department Evaluation Committee. After each member of the committee has reviewed the candidate's file, the committee meets with the candidate to discuss the activities addressed in the file. Issues that the committee considered relevant to the evaluation that might not have been addressed

by the candidate are also raised here. The committee then meets to approve a letter of evaluation written on behalf of the Faculty Evaluation Committee. The letter records the vote of the committee.

If the committee makes a positive recommendation, it gives reasons for its recommendation in the letter of evaluation. In the cases of a recommendation against awarding tenure or promotion, the committee gives reasons for its conclusion in the letter. This letter is kept on file by the Faculty Evaluation Committee. No candidate is tenured or promoted without the approval of a majority of the Department Evaluation Committee.

The candidate is given a copy of the evaluation letter, and has the opportunity to respond. For tenure decisions, the committee Chair sends the letter to the Faculty Evaluation Committee by September 30. For decisions on promotion to professor, the Chair sends the letter to the Faculty Evaluation Committee by October 15. A copy of the letter, along with the candidate's file, is sent to the appropriate Dean(s) or Director(s) at the same time.

Section 3. Evaluation by Deans or Directors

Based on the candidate's file as well as his or her knowledge of the candidate, the appropriate Dean(s) or Director(s) conduct separate evaluations. The Dean(s) or Director(s) may also consult with the Department Evaluation Committee, the candidate, or any other members of the community.

The Dean(s) or Director(s) write separate letter(s) of evaluation on the candidate. For tenure decisions, the letter is submitted to the Faculty Evaluation Committee by October 31. For decisions on promotion to professor, the letter is submitted to the Faculty Evaluation Committee by November 15. At these times, the candidate receives a copy of these letters, and the candidate's file is sent to the Faculty Evaluation Committee.

Section 4. Faculty Evaluation Committee

Appointment. The Faculty Evaluation Committee consists of five tenured, full professors, serving staggered terms of three years and one alternate to serve when a regular member is excused from an evaluation. These members are appointed by the Professional Standards Committee, with some consideration to academic diversity, and ratified by the faculty. Members of the Faculty Evaluation Committee receive one course released time every year they serve on the committee.

Access to Information. The Faculty Evaluation Committee has access to the candidate's file and all other materials considered at other stages of the evaluation process. It is always appropriate for the Faculty Evaluation Committee to introduce additional information that might not have been included by the Department Evaluation Committee or the appropriate Dean or Director. The Faculty Evaluation Committee also has the authority to call in anyone it needs for consultation, especially where there is disagreement between parties at different stages of the evaluation process.

Review by the Faculty Evaluation Committee. The Faculty Evaluation Committee conducts its own evaluation of each candidate for tenure or promotion. Since it is difficult to evaluate candidates in disciplines

other than one's own, review is based on the following sources: the review of the Department Evaluation Committee, the assessment of the external evaluators (when requested by the candidate), the evaluation of the appropriate Dean(s) or Director(s), the candidate's professional assessment statement, and the department's specifications of how College criteria for tenure and promotion are defined, measured, and applied. The committee may also consult with the Department Evaluation Committee, the appropriate Dean(s) or Director(s), the candidate, or any other member of the community.

Because the department is normally the best judge of a candidate's qualification in a particular academic discipline, no candidate is tenured or promoted without the approval of a majority of the Department Evaluation Committee,

Upon completion of its review, the Faculty Evaluation Committee writes a letter of recommendation. For tenure decisions, this letter is submitted to the Provost by December 15. For decisions on promotion to professor, the letter is submitted to the Provost by March 1.

Conclusions of the Faculty Evaluation Committee. A positive recommendation by the Faculty Evaluation Committee is forwarded to the Provost for his or her review, along with the candidate's file.

In the event of a negative evaluation by the Faculty Evaluation Committee, the Faculty Evaluation Committee will consult with the Department Evaluation Committee on points of disagreement. If the Faculty Evaluation Committee is still not satisfied with the arguments of the Department Evaluation Committee, it submits its negative recommendation, along with the candidate's file, to the Provost for his or her recommendation.

Section 5. Preliminary Evaluation

In addition to the tenure/promotion evaluation described in sections 1-4 and barring unusual circumstances, each candidate for tenure and promotion will receive one preliminary tenure/promotion evaluation. This evaluation procedure follows the description given in the above sections for a tenure/promotion evaluation except that no recommendation regarding tenure or promotion is made. In lieu of such a recommendation, the Department Evaluation Committee, the appropriate Dean or Director, and the Faculty Evaluation Committee will each prepare a report detailing the perceived strengths and weaknesses of the candidate and including specific comments regarding directions the candidate might pursue to strengthen his or her case for tenure or promotion.

Typically, the preliminary tenure/promotion evaluation will take place in the spring of the candidate's third or fourth year, but no later than two years before the evaluation for tenure is to take place.

Section 6. Informal Evaluations

Informal evaluations are conducted by the Department Evaluation Committee. The evaluation will be documented in a report addressed to the appropriate Dean or Director and placed in the candidate's permanent file. The report should include an analysis and evaluation of the candidate's progress toward

tenure as based on the criteria set forth in the by-laws and in individual departmental criteria.

Informal evaluations are to be conducted every year in which neither a tenure evaluation nor a preliminary formal evaluation takes place.

Section 7. Provost

Upon a recommendation from the Faculty Evaluation Committee, the Provost reviews the candidate's file and makes a recommendation to the President. For tenure decisions, this letter is submitted to the President by January 15. For decisions on promotion to professor, the letter is submitted to the President by April 1. In case the Provost accepts a positive recommendation of the Departmental Evaluation Committee and recommends overturning a negative recommendation of the Faculty Evaluation Committee, he or she submits reasons for his/her decisions in writing to the Faculty Evaluation Committee.

Section 8. President

Upon receiving the Provost's letter, the President makes a recommendation to the Board of Trustees. For tenure decision, this recommendation is made at the February Board meeting. For decisions on promotion to professor, the recommendation is made at the May Board meeting. The decision of the Board is communicated to the candidate in writing by the last day of February for tenure decisions or by May 31 for decisions on promotion to professor. In the case of a negative decision, the candidate has until August 1 to file an appeal. Appointment to tenure and promotion to professor will go into effect September 1 following the vote of the Board.

APPEALS ON DECISIONS OF TENURE AND PROMOTION

Section 1. Grounds

Decisions on tenure and promotion may be appealed in the event of the following charges: discrimination on the basis of race, national origin, religion, sex, sexual preference, age or physical handicap; procedural improprieties; or violations of academic freedom.

Section 2. Appointment of the Appeals Committee

The Appeals Committee consists of three tenured, full professors, serving staggered terms of three years. Two of these members are appointed by the Professional Standards Committee, upon the approval of the Faculty of Arts and Sciences and the President. The third is appointed by the Faculty of the Crummer School, upon the approval of the President. The committee includes no members of the Department Evaluation Committee or the Faculty Evaluation Committee.

Section 3. Review of the Appeals Committee

A candidate appealing a tenure or promotion decision has until August 1 following the evaluation to

file an appeal. The candidate appeals to the Appeals Committee who reviews the case and decides whether there is sufficient cause for an appeal. If the Committee finds that sufficient cause does exist, a meeting for a full scale review is convened.

The Appeals Committee has the authority to review both the substance and procedure of a tenure or promotion decision. It rules on the procedures of evaluation, however, not the merits of the case.

To win an appeal, the candidate must demonstrate to the satisfaction of the Committee that the evaluation process has been flawed. That is, in the absence of convincing proof to the contrary, the Appeals Committee affirms the original decision to deny tenure or promotion.

Section 4. Recommendations of the Appeals Committee

After reviewing the case, the Appeals Committee makes a recommendation to the President. It may recommend upholding the decision to deny tenure or promotion, or it may recommend a new evaluation, either by the original committee or by a newly constituted committee.

EVALUATION OF TENURED FACULTY

The Department Evaluation Committees, with the support of the appropriate Dean or Director, are charged with the responsibilities of encouraging improved teaching and professional development for all members of the faculty. Tenured faculty will normally be evaluated every five years. Exceptions may be recommended by the appropriate Dean(s) or Director(s), with the approval of the Professional Standards Committee.

While the primary purpose of continued assessment is to promote improved teaching and professional development, it also assists tenured faculty in the identification and correction of any deficiencies. Should the Department Evaluation Committee or the appropriate Dean(s) or Director(s) detect deficiencies which are particularly significant, the evaluation proceedings may be initiated at any time.

Section 1. Department Evaluation Committee

The faculty member's professional assessment statement plays a primary role in these five-year evaluations. As in tenure or promotion review, the faculty member creates a file for members of the Department Evaluation Committee to review. The Committee then meets with the faculty member to discuss the professional assessment statement and writes a brief letter of evaluation in response to it, noting points of concurrence or disagreement. This letter is sent to the appropriate Dean(s) or Director(s) by December 15 of the evaluation year.

Section 2. Evaluations by Deans or Directors

Deans and Directors play a central role in providing on-going encouragement and support for faculty efforts at professional development.

The Dean(s) or Director(s) meet with the faculty member separately to discuss the professional assessment statement and the letter of the Department Evaluation Committee. The Dean(s) or Director(s) then write a brief letter of evaluation, stating points of concurrence or disagreement. The faculty member receives a copy of this letter by December 15 of the evaluation year.

Both letters, along with the professional assessment statement, are placed in a file for the faculty member which is kept in the office(s) of the Dean(s) or Director(s). While a faculty member has a reasonable latitude for changes of professional direction, this file is then used in decisions about released time, requests for funding, and merit awards.

ARTICLE IX AMENDMENT PROCEDURE

These bylaws, or any provisions thereof, may be abrogated or amended at any meeting of the faculty by vote of two-thirds of those present, assuming a quorum, provided that a notice one week prior to 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 faculty member, but must deal with the same subject matter.

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.

Dec 3rd files later Molley
Dec 9th meetings

ARTICLE V FACULTY EVALUATION

Section 1. Faculty Evaluation Committees

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.

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 Science appointments except to the Library); the faculty (in the case of Crummer School); or the Library faculty (in the case of appointments to the Library) disapproves. Timetables for faculty reappointments must be approved by the Faculty, and shall appear in the Rollins College Faculty Handbook.

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, 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.

The Faculty Appeals Committee shall consist of three tenured faculty members, one from the Chemistry School, one from the College of Arts and Sciences, and one from the College of Business Administration. The members shall be appointed by the Board of Trustees for a three-year term. The Chair of the Faculty Appeals Committee shall be appointed by the Board of Trustees for a three-year term. The Chair and members of the Faculty Appeals Committee may not be reappointed for a second term. The Chair and members of the Faculty Appeals Committee may not be reappointed for a second term. The Chair and members of the Faculty Appeals Committee may not be reappointed for a second term.

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Section 5.3. The Faculty Appeals Committee shall be composed of three tenured faculty members, one from the Chemistry School, one from the College of Arts and Sciences, and one from the College of Business Administration.

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 which the petitioner deems pertinent to the case. The committee will decide whether the facts create a disputed investigation; if the faculty member succeeds in establishing a grievable case, it is incumbent upon the grievance to come forward with evidence in support of its position on the matter. Submission of a petition will not automatically result in initiation of detailed grievance proceedings. The Committee may seek

ARTICLE VIII FACULTY EVALUATIONS

FACULTY APPOINTMENTS

All faculty appointments shall be made by the President upon recommendation of the Provost and the appropriate Dean(s) or Director(s). All tenure-track appointments shall be made as the result of national searches. The department to which the candidate will be appointed will usually conduct the search, though a special search committee may be established where appropriate. Each search committee shall have one faculty member from outside the department who will be appointed by the appropriate Dean(s) or Director(s) in consultation with the Department. The appointee will be a voting member of the search committee. The recruitment and selection of candidates for faculty appointments will conform with the Equal Employment Opportunity and Affirmative Action Policies of the College.

The Dean(s) or Director(s) shall not recommend the appointment of anyone of whom a majority of the tenured and tenure track members of the appointee's department disapproves. If a new appointment must be made when a majority of the members of the department cannot be consulted, the Dean(s) or Director(s) may recommend no more than a one year term appointment.

CRITERIA FOR FACULTY EVALUATION

Section 1. General Criteria

Rollins values teaching excellence above all. We see scholarship as concomitant to good teaching, and expect candidates for tenure and promotion to demonstrate scholarly interests and give evidence of an active scholarly life, as demonstrated through written or oral public presentations and performances that can be evaluated by peers inside and outside the college community.

We expect candidates to make a case for tenure and promotion. Tenure and promotion represent a recognition by the college community that a faculty member has met our standards for membership and achievement.

The following information is taken into account when evaluating a candidate for reappointment, tenure or promotion.

Teaching. Rollins College expects the candidate to demonstrate both high competence in his/her field(s) and the ability to convey knowledge of his/her field to students. While we recognize the legitimacy of a wide variety of teaching methods, the candidate must be able to organize coherent and useful courses, stimulate student thought, challenge student assumptions and establish a realistic but demanding set of expectations. Means of evaluation in this area include: course evaluations, classroom visits, course syllabi, and writing or conversations with colleagues that demonstrate the candidate's intellectual ability, and communication skills. We believe the candidate must demonstrate excellence as a teacher to deserve tenure or promotion.

Research and Scholarship. We expect the candidate to demonstrate scholarly accomplishment, as well as ongoing intellectual activity directed toward making a contribution to his or her fields(s) and/or toward the extension or deepening of intellectual competence. We recognize the value not only of scholarship in a particular academic discipline, but on inter-disciplinary efforts and pedagogical research as well. Accomplishment in this area may be demonstrated by scholarly writings submitted for review by one's peers, presentation of papers at professional meetings, participation in scholarly activities such as seminars in which written scholarly work is required, service as a referee or reviewer for professional journals and/or publishers, invited lectures and performances, the receipt of grants or fellowships from which scholarly writing is expected, public performance, or the publication of journal articles or books. These activities must represent a pattern of professional development, suggesting intellectual and scholarly life that will continue after the awarding of tenure or promotion.

These requirements are the same for tenure and promotion, except that the College has higher expectations for candidates for professor. Given the time that elapses before a candidate can apply for promotion to professor, he or she must be able to demonstrate a stronger record of scholarly accomplishment to deserve promotion.

College Service. We expect every faculty member to make a contribution to the college community beyond the classroom and beyond his or her research efforts. Since the quality of students' education depends on the college's ability to address their individual academic needs, we expect all faculty to be available and receptive to students. This does not mean that faculty must be in their offices at student demand, but that they must be there frequently and regularly enough for students to consult with them on a reasonable basis. Similarly, just as the quality of a student's education requires effective classroom teaching, so it depends on good advising regarding their overall courses of study. Consequently, we expect the candidate to share equally in the college and department advising load. Contribution to the college community should include, for example, such services as: participation in college committees, involvement in student activities, effectiveness and cooperation in departmental and inter-departmental programs, active and effective participation in the cultural and intellectual life of the college, and service in the outside community that is beneficial to the college or that, in the spirit of the liberal arts tradition, enhances the quality of life in the community outside the college.

Service to the college can take many forms, and Rollins takes pride in the variety of contributions made by individual faculty members. We expect every faculty member, however, to adhere to professional standards, as well as to demonstrate the commitment to rational dialogue that is required for cooperative relations between colleagues and the promotion of knowledge and understanding among students. To receive tenure or promotion, the candidate must demonstrate that he or she has contributed, and will continue to contribute to the college's educational mission in spirit as well as substance.

Departmental Definitions of Criteria. Each department, with the concurrence of the Faculty Evaluation Committee, shall determine how the above criteria shall be defined and applied for faculty evaluations in particular academic disciplines.

Professional Assessment Statement. At the time of evaluation, each candidate is expected to make a written statement of his or her activities since his/her last evaluation. All relevant professional activities are addressed, e.g teaching, research and college service. The statement includes the

candidate's assessment of his or her successes and failures, as well as a plan for future development. In the area of scholarly research, the College is particularly interested in knowing:

- how well the candidate has developed professionally beyond the level of the terminal degree,
- how the candidate's research interests and professional activities constitute a coherent path of development, and
- how the candidate's research interests are connected to his or her activities as a classroom teacher.

Since each candidate's application is judged by colleagues from the general college community, as well as those from his or her particular academic discipline, the Professional Assessment Statement plays a critical role in making determinations about the candidate's professional competence and quality of mind. While a faculty member has reasonable latitude for changes of professional direction, the Professional Assessment Statement is used to make determinations about the candidate's professional development in subsequent evaluations; and it is consulted when determinations are made about requests for funding and released time support.

Section 2. Reappointment

Faculty appointments may be made to tenure-track or visiting positions. However, no appointment may last beyond seven successive years without granting tenure.

Initial appointments of tenure-track faculty shall normally be for a two-year period. The normal pattern for a full pre-tenure probationary period for a tenure-track faculty member without credit for prior experience is three consecutive appointments of two, three, and two years respectively. However, departments may recommend contracts of one year, two years, or three years, subject to the concurrence of the appropriate Dean(s) or Director(s). All appointments and reappointments made during a faculty member's probationary period are terminal appointments for not more than three years. Visiting appointments are for not more than three years.

Reappointments shall be made by the President only with the approval of the Department Evaluation Committee (~~excluding the *ex officio* member from the Faculty Evaluation Committee~~), a majority of the tenured and tenure-track members of the department, and after review by the Provost and the appropriate Dean(s) or Director(s). All appointments and reappointments made during a faculty member's probationary period are terminal appointments for not more than three years. Visiting appointments are for not more than three years.

Criteria for reappointment shall be the same as those for tenure and promotion, with the understanding that during the probationary period, the candidate is evaluated for the promise of excellence in teaching, scholarship, and college service.

In the case of a notice of non-reappointment for a second contract period, candidates must be notified in writing by December 15 of the last year of the first appointment contract.

In all other cases of non-reappointment, candidates must be notified in writing by May 31 of the academic year preceding the last contractual year.

Section 3. Promotion

No promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but must be earned by merit as demonstrated by all applicable activities. Promotions in rank shall be made in accord with the general criteria of the College and the specific criteria described below.

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 Department Evaluation Committee and the appropriate Dean(s) or Director(s) conclude that all criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as:

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

No candidate will be promoted without the approval of a majority of the Department Evaluation Committee. Promotions to the rank of assistant professor will go into effect September 1 following the evaluation proceedings.

Promotion to Associate Professor. Persons holding the rank of assistant professor may be awarded promotion to the rank of associate professor after a minimum of six years of full-time teaching in a senior institution at the assistant professor level, of which at least four years have been at this institution.

If the Department Evaluation Committee and the appropriate Dean(s) or Director(s) believe that the individual's contribution to the College, professional growth and potential warrant the promotion, then upon their recommendations and the concurrence of the Provost, 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 and not having completed the minimum number of years. These exceptional cases will be determined by each department in consultation with the Faculty Evaluation Committee and the Dean(s) or Director(s).

No candidate will be promoted without the approval of the majority of the Department Evaluation Committee. Promotions shall be made by the President upon the recommendation of the Provost. They will go into effect September 1 following the evaluation proceedings.

Promotion to Professor. Faculty members with the terminal degree in the appropriate field holding the rank of associate professor may be awarded promotion to professor, after a minimum of five years full time experience in a senior institution at the rank of associate professor, of which at least three 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. These exceptions will be

determined by each department of the College in consultation with the Faculty Evaluation Committee and the appropriate Dean or Director.

For promotion to the rank of professor, the individual must receive the positive evaluation of a majority of the Department Evaluation Committee and the Provost. Promotions to the rank of professor shall be made by the Board of Trustees and upon the recommendation of the President. Promotion to the rank of professor will go into effect September 1 following the evaluation proceedings.

PROCEDURES FOR TENURE AND PROMOTION TO PROFESSOR

Section 1. Notification of the Candidate

In April of each year, the appropriate Dean(s) or Director(s) write those faculty members eligible for tenure review and/or promotion evaluation the following fall. Normally a candidate is eligible for the awarding of tenure in his or her seventh year at Rollins (and as early as their fourth year at Rollins if he or she has had previous teaching experience). Individuals with three years full-time experience at the Assistant Professor level or higher at other institutions may be appointed to tenure after their fifth year at Rollins. Individuals with four or more years full-time service at the Assistant Professor level or higher at other institutions may be appointed to tenure after their fourth year at Rollins. Candidates seeking evaluation must inform the appropriate Dean or Director in writing. The Dean or Director then provides them with a timetable for the evaluation process and a description of the materials each candidate must assemble for the evaluation file (the Professional Assessment Statement, course syllabi, samples of exams and other assignments, samples of written work, and any other information the candidate deems relevant to the evaluation). The candidate must submit these materials to the Department Chair by June 15. The Dean or Director also notifies the Department Chair of the candidates intention to undergo review.

Section 2. Department Evaluation Committee

Appointment. The Department Evaluation Committee consists of the Chair of the Department; a minimum of two additional tenured members of the department who are selected by a majority of the tenured and tenure-track members of the department, without excluding tenured members who wish to serve; and a member of the Faculty Evaluation Committee who serves as an ex officio (non voting) member. If two additional tenured members of the department are unavailable, non-tenured members are appointed. If non-tenured members are unavailable, the Department Chair, with the advice of the candidate and the approval of the Professional Standards Committee, selects tenured members from outside the department to serve on the committee. Normally, the Chair of the Department chairs the evaluation committee. If he or she is the subject of the evaluation, another member of the department is selected as Chair.

Collection of Material Required for Review. The Department Chair has the responsibility for collecting those materials required for the evaluation (e.g. letters from tenured members of the department, student evaluations, letters from external evaluators) and for placing them, along with the materials submitted by the candidate, in the candidate's file for members of the Department Evaluation

Committee to review.

At the candidate's option, for the assessment of the candidate's scholarship, two peer evaluators for institutions other than Rollins may be selected by the Chair of the Department and the appropriate Dean(s) or Director(s) from a list submitted by the candidate. The Chair then contacts the peer evaluators and requests their evaluation of the candidate's scholarship.

Review by the Department Evaluation Committee. After each member of the committee has reviewed the candidate's file, the committee meets with the candidate to discuss the activities addressed in the file. Issues that the committee considered relevant to the evaluation that might not have been addressed by the candidate are also raised here. The committee then meets to approve a letter of evaluation written on behalf of the Faculty Evaluation Committee. The letter records the vote of the committee.

If the committee makes a positive recommendation, it gives reasons for its recommendation in the letter of evaluation. In the cases of a recommendation against awarding tenure or promotion, the committee gives reasons for its conclusion in the letter. This letter is kept on file by the Faculty Evaluation Committee. No candidate is tenured or promoted without the approval of a majority of the Department Evaluation Committee.

The candidate is given a copy of the evaluation letter, and has the opportunity to respond. For tenure decisions, the committee Chair sends the letter to the Faculty Evaluation Committee by September 30. For decisions on promotion to Professor, the Chair sends the letter to the Faculty Evaluation Committee by October 15. A copy of the letter, along with the candidate's file, is sent to the appropriate Dean(s) or Director(s) at the same time.

Section 3. Evaluation by Deans or Directors

Based on the candidate's file as well as his or her knowledge of the candidate, the appropriate Dean(s) or Director(s) conduct separate evaluations. The Dean(s) or Director(s) may also consult with the Department Evaluation Committee, the candidate, or any other members of the community.

The Dean(s) or Director(s) write separate letter(s) of evaluation on the candidate. For tenure decisions, the letter is submitted to the Faculty Evaluation Committee by October 31. For decisions on promotion to professor, the letter is submitted to the Faculty Evaluation Committee by November 15. At these times, the candidate receives a copy of these letters, and the candidate's file is sent to the Faculty Evaluation Committee.

Section 4. Faculty Evaluation Committee

Appointment. The Faculty Evaluation Committee consists of five tenured, full professors, serving staggered terms of three years. These members are appointed by the Professional Standards Committee, with some consideration to academic diversity, and ratified by the faculty. Members of the Faculty Evaluation committee receive one course released time every year they serve on the committee.

Access to Information. The Faculty Evaluation Committee has access to the candidate's file and all other materials considered at other stages of the evaluation process. It is always appropriate for the Faculty Evaluation Committee to introduce additional information that might not have been included by the Department Evaluation Committee or the appropriate Dean or Director. The Faculty Evaluation Committee also has the authority to call in anyone it needs for consultation, especially where there is disagreement between parties at different stages of the evaluation process.

Review by the Faculty Evaluation Committee. The Faculty Evaluation Committee conducts its own evaluation of each candidate for tenure or promotion. Since it is difficult to evaluate candidates in disciplines other than one's own, review is based on the following sources: the review of the Department Evaluation Committee, the assessment of the external evaluators (when requested by the candidate), the evaluation of the appropriate Dean(s) or Director(s), the candidate's Professional Assessment Statement, and the department's specifications of how College criteria for tenure and promotion are defined, measured, and applied. The committee may also consult with the Department Evaluation Committee, the appropriate Dean(s) or Director(s), the candidate, or any other member of the community.

Because the department is normally the best judge of a candidate's qualification in a particular academic discipline, no candidate is tenured or promoted without the approval of a majority of the Department Evaluation Committee,

Upon completion of its review, the Faculty Evaluation Committee writes a letter of recommendation. For tenure decisions, this letter is submitted to the Provost by December 15. For decisions on promotion to Professor, the letter is submitted to the Provost by March 1.

Conclusions of the Faculty Evaluation Committee. A positive recommendation by the Faculty Evaluation Committee is forwarded to the Provost for his or her review, along with the candidate's file.

In the event of a negative evaluation by the Faculty Evaluation Committee, the Faculty Evaluation Committee will consult with the Department Evaluation Committee on points of disagreement. If the Faculty Evaluation Committee is still not satisfied with the arguments of the Department Evaluation Committee, it submits its negative recommendation, along with the candidate's file, to the Provost for his or her recommendation.

Section 5. Provost

Upon a recommendation from the Faculty Evaluation Committee, the Provost reviews the candidate's file and makes a recommendation to the President. For tenure decisions, this letter is submitted to the President by January 15. For decisions on promotion to Professor, the letter is submitted to the President by April 1. In case the Provost accepts a positive recommendation of the Departmental Evaluation Committee and recommends overturning a negative recommendation of the Faculty Evaluation Committee, he or she submits reasons for his/her decisions in writing to the Faculty Evaluation Committee.

Section 6. President

Upon receiving the Provost's letter, the President makes a recommendation to the Board of Trustees. For tenure decision, this recommendation is made at the February Board meeting. For decisions on promotion to Professor, the recommendation is made at the May Board meeting. The decision of the Board is communicated to the candidate in writing by the last day of February for tenure decisions or by May 31 for decisions on promotion to Professor. In the case of a negative decision, the candidate has until August 1 to file an appeal. Appointment to tenure will go into effect September 1 following the vote of the Board.

APPEALS ON DECISIONS OF TENURE AND PROMOTION

Section 1. Grounds

Decisions on tenure and promotion may be appealed in the event of the following charges: discrimination on the basis of race, national origin, religion, sex, sexual preference, age or physical handicap; procedural improprieties; or violations of academic freedom.

Section 2. Appointment of the Appeals Committee

The Appeals Committee consists of three tenured, full professors, serving staggered terms of three years. Two of these members are appointed by the Professional Standards Committee, upon the approval of the Faculty of Arts and Sciences and the President. The third is appointed by the Faculty of the Crummer School, upon the approval of the President. The committee includes no members of the Department Evaluation Committee or the Faculty Evaluation Committee.

Section 3. Review of the Appeals Committee

A candidate appealing a tenure or promotion decision has until August 1 following the evaluation to file an appeal. The candidate appeals to the Appeals Committee who reviews the case and decides whether there is sufficient cause for an appeal. If the Committee finds that sufficient cause does exist, a meeting for a full scale review is convened.

The Appeals Committee has the authority to review both the substance and procedure of a tenure or promotion decision. It rules on the procedures of evaluation, however, not the merits of the case.

To win an appeal, the candidate must demonstrate to the satisfaction of the committee that the evaluation process has been flawed. That is, in the absence of convincing proof to the contrary, the Appeals Committee affirms the original decision to deny tenure or promotion.

Section 4. Recommendations of the Appeals Committee

After reviewing the case, the Appeals Committee makes a recommendation to the President. It may recommend upholding the decision to deny tenure or promotion, or it may recommend a new evaluation, either by the original committee or by a newly constituted committee.

EVALUATION OF TENURED FACULTY

The Department Evaluation Committees, with the support of the appropriate Dean or Director, are charged with the responsibilities of encouraging improved teaching and professional development for all members of the faculty. Tenured faculty will normally be evaluated every five years. Exceptions may be recommended by the appropriate Dean(s) or Director(s), with the approval of the Professional Standards Committee.

While the primary purpose of continued assessment is to promote improved teaching and professional development, it also assists tenured faculty in the identification and correction of any deficiencies. Should the Department Evaluation Committee or the appropriate Dean(s) or Director(s) detect deficiencies which are particularly significant, the evaluation proceedings may be initiated at any time.

Section 1. Department Evaluation Committee

The faculty member's Professional Assessment Statement plays a primary role in these five year evaluations. As in tenure or promotion review, the faculty member creates a file for members of the Department Evaluation Committee to review. The committee then meets with the faculty member to discuss the Professional Assessment Statement and writes a brief letter of evaluation in response to it, noting points of concurrence or disagreement. This letter is sent to the appropriate Dean(s) or Director(s) by December 15 of the evaluation year.

Section 2. Evaluations by Deans or Directors

Deans and Directors play a central role in providing on-going encouragement and support for faculty efforts at professional development.

The Dean(s) or Director(s) meet with the faculty member separately to discuss the Professional Assessment Statement and the letter of the Department Evaluation Committee. The Dean(s) or Director(s) then write a brief letter of evaluation, stating points of concurrence or disagreement. The faculty member receives a copy of this letter by December 15 of the evaluation year.

Both letters, along with the Professional Assessment Statement, are placed in a file for the faculty member which is kept in the office(s) of the Dean(s) or Director(s). While a faculty member has a reasonable latitude for changes of professional direction, this file is then used in decisions about released time, requests for funding, and merit awards.