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Minutes, Arts & Sciences Executive Committee Meeting, Thursday, November 12, 2009

Arts & Sciences Executive Committee

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Executive Committee Meeting Minutes

November 12, 2009

CSS #217

12:30-1:45 p.m.

Present: Rick Foglesong, Thom Moore, Eric Schutz, Laurie Joyner, William Boles, Roger Casey, Jim Small, Allison Wallrapp

Guest: Barry Allen

At 12:40 pm, the President of the Faculty called the meeting to order.

Dr. Jim Small made a motion that the minutes from the October 29th Executive Committee meeting be approved. There was a unanimous assertion that it be so and it was.

The President of the Faculty asked for short updates from the standing governance committees.

COMMITTEE REPORTS:

Reporting for Professional Standards—Dr. Thom Moore indicated that they had been revisiting the evaluation of senior administrators by faculty. The committee is currently working on the creation of a mechanism that is acceptable to both sides and intends to bring the compromise to the Executive Committee before the holiday recess.

Reporting for Academic Affairs—Dr. Small noted that they had approved changes to the LACS major as well as to the Academic Honor Code. The Academic Honor Code, pending EC approval, will be submitted for faculty approval at the next faculty meeting. Upcoming will be proposals for a new master's degree in Planning in Civic Urbanism, an Asian Studies Major, and changes to the History major. In addition, the AAC is working with the PSC as how to address the blending learning initiative.

Reporting for Student Life—Dr. William Boles indicated that a procedure and timeline was now in place that would address the process of applying for Group Housing, if one of the three Residential Organizations currently on probation loses their housing status next month. The campus would be notified in January if housing becomes available for the next academic year. The Honor Code, a blending of the Academic and Social Honor Code, is nearing completion. It will be shared with the college community through a variety of venues in the early part of the spring term for comments and suggestions before taking a final version to SGA, the Executive Committee and the faculty as a whole.

Reporting for Finance and Services.—Dr. Eric Schutz noted that the committee was working on a proposal that would place a third faculty representative on the Board of Trustees, specifically

on the Trustee's Committee. The committee continues to examine fair labor practice policy as well as examining the current contract in regard to a fair living wage for contracted workers.

Reporting for Student Government—Allison Wallrapp mentioned a number of initiatives, including the continued work with Student Life on the Honor Code, the implementation of a taxi service to the airport over Thanksgiving for students. (SGA has already created a service for the holiday break), and the creation of a Winter Park Platinum card, which will provide discounts for students. SGA also passed legislation requesting flexibility of faculty in regard to attendance requirements and due dates for students untimely cut down by the Swine Flu.

The President of the Faculty reported that, according to Sean Phelan, the governance Blackboard website should be up and running by the end of the day. (Let the open communication commence.) Dr. Steven St. John from AAC has volunteered to work on the governance web site to make it more interactive and timely in its information.

OLD BUSINESS

- I. The Executive Committee turned to the Strategic Plan for Internationalization of the College (attached at the tail end of the minutes).

Dr. Barry Allen was invited to address the committee about the document. He provided a brief history, indicating that the first inklings of the proposal were hatched many years ago at a Best Practices of International Education conference. Former Provost James Malek initiated the Internationalization Initiative, which has been chaired by Drs. Barry Allen, Tom Lairson and Hoyt Edge over the years, all of whom have worked in expanding the international opportunities at the college along with coordinating with Crummer and Hamilton Holt. The current initiative under consideration has been through a multi-year process in its formation.

Provost Casey noted that some of the goals in the document have already been fulfilled, especially in Goal 1. Ed Bustos has been hired as the Director of International Admissions and has already done extensive travelling abroad. The partnering with Disney has also grown. Currently there are 15 Chinese students enrolled in Holt classes.

Barry Allen added that a proposal is in its final stages to create a semester program in Latin America.

At this point President Foglesong noted that Dr. Joan Davison, who was unable to attend the meeting, had sent an email to the committee members about the proposal and he summarized its contents. Her e-mail follows:

First it seems given the size of the proposal it should not be accepted as a package but rather its elements considered separately. The associate vp slot probably rests with F&S and PSC. Issues of admissions and new centers abroad should go to AAC. Second I wish to reiterate the position that the EC and faculty must discuss

how much internationalization is sufficient especially given the request for A&S to identify 2% to reallocate from its budget (which many of us learned about at last week's department chairs' meeting). It seems to me the initiative is wonderful IF ROLLINS POSSESSES UNLIMITED RESOURCES, but in this time of potential cuts the initiative must be balanced against other priorities such as containing tuition increases, financial aid needs, sustainable business models, staff salaries, ethical leadership initiatives, diversity hires and scholarships, faculty lines, etc. My conclusion is given the economic climate Rollins has enough internationalization unless the committee presents us with external grants to fund initiatives for multiple years.

He then reminded the committee members that at the last meeting it was suggested that the document should be presented at an all College Faculty meeting.

Provost Casey noted that only the President of the College has the power to call for an all College Faculty meeting. No one else can. In addition, he doesn't know if that body would be the most representative one to use if a large agenda was being placed for consideration. One would want a large buy in across campus before going into such a meeting.

Dr. Small highlighted the fact that the document contains a great deal about Crummer. A possible alternative would be to move the proposal through both bodies independently before moving to an all college level.

Dr. Foglesong wondered how much of the document really overlapped with the structure of the governance system. He recognized that the Internationalization committee is right to want consensus and the support of the faculty, but is governance the right body to provide that support? He then worked through the proposal:

The 1st goal of the document does not overlap with governance as we are not involved with recruiting students.

The 2nd goal about the recruitment of international faculty is a departmental issue.

The 3rd goal *is* governance related as it has to do with specific Rollins programs.

The 4th goal is an issue of internal marketing.

The 5th goal would be good to have faculty support, but governance does not create Vice President positions.

Dr. Schutz asked about the history of faculty involvement in the larger direction of internationalization.

Dr. Allen and Provost Casey both noted numerous aspects of faculty involvement and approval—from colloquia to the faculty approval of the Quality Enhancement Plan, which contains internationalization as one its goals.

Dr. Foglesong echoed the earlier raised issue by Dr. Davison about the economic cost of the plan.

Allison Wallrapp shared the same concerns noting that at a previous Executive Committee meeting the creation of an additional Vice President position was cited as problematic because of the financial cost of such a position. Why would that position not be created and yet this one would be?

Provost Casey explained that the new position in Admissions is being driven by Cornell dollars right now. It is a three year start up and then it will be assessed to see if it is self-sustaining or not. Will we get more students out of this extra attention to the international set? More than likely, if successful, we will derive more revenue from out of the country students, so a large number of students is not needed to make the position economically viable. In regard to the proposed Associate Provost position, money would have to be found. It is possible a convert a current position in the Provost's office as well. What the position asks is that the person holding it will wake up every day thinking international thoughts rather than focusing on a number of different issues.

Dr. Allen explained that his committee's view of the Associate Provost position entailed a current faculty member at the college filling the role. It would be a revolving three year position and the faculty member would continue to teach, either half time or on a one-third schedule.

Drs. Small, Schutz, Allen and Casey returned to the question of what does the Executive Committee do with the document. Does it go before the faculty? Does the EC handle it on their own?

Dr. Foglesong proposed that the Executive Committee send the plan back to the Internationalization Committee and ask them to create a "sense of the faculty" document which would specifically list goals the group wants to achieve and wants the faculty to support. The current document under discussion could then be a back-up document, providing more specific details of implementation.

Dr. Small concurred.

Dean Joyner pointed out that the document in its current state is a laundry list with no clear sense of how all of the pieces are broken out. Is there consensus that all the goals in the document should be equally privileged?

Dr. Foglesong, citing the heavy work load currently bogging down governance committees, recommended that his proposed route would lead to faster faculty action. The Internationalization group should send the document to a colloquium, then back to EC, then to the faculty.

Drs. Moore, Small and Schutz all emphasized the economic impact of such a proposal. What is the committee willing to give up in order to acquire what they really want? In addition, what will be the proposal's place in the priority list of the administration?

Dr. Foglesong, noting the dwindling time for the remaining items on the agenda, asked for someone to either make a motion or table the current agenda item.

Dr. Small said table it and for a brief moment there was agreement amongst all the members.

II. Study of the structural relationship of the Dean of Student Affairs Office to the rest of the College

The following passed at the October 22 Faculty Meeting:

“Appoint Karen Hater as Dean of Student Affairs (not interim) and create a committee to study the structural relationship of the DoSA office to the rest of the institution.”

At the last Executive Committee meeting it was suggested that a consultant be hired to address the question of structure. In the interim Dr. Foglesong met with President Duncan where they discussed bringing in a consultant. The President was not opposed to the idea. Foglesong then asked the committee members whether the Executive Committee might keep this issue as its own.

Dr. Small was not in support of such an idea, citing that the committee does not have time to do such a study properly. We also don't have the requisite knowledge for such a task. Instead, he favors the consultant idea. Allow the consultant to do the necessary work and then based on the report provided, the Executive Committee can consider the next step.

Foglesong went on to explain that President Duncan does not believe the college currently has a problem with the system in place. According to Foglesong, President Duncan believes in people and not structures. What matters is that we have the right individuals doing their jobs rather than worrying about reporting arrangements. We have that right now.

Dr. Small noted that while the President doesn't think there is an issue, some faculty do.

Dr. Moore concurred and stressed that the faculty want the decision making authorities to consider their concerns. What is the process to ensure that that happens?

Dean Joyner stated that the President should make a statement at the upcoming faculty meeting about his take on the issue at hand.

Allison Wallrapp remarked that in various meetings she has attended over the past few

years the problem of structure has emerged time and time again. It doesn't matter who is in the position. Instead, structure should be looked at and a determination made. She supported the consultant.

Drs. Foglesong and Moore concurred with Dean Joyner about having President Duncan speak with the faculty.

Provost Casey wondered whether the question discussed with the President was about the specific position of Student Affairs or just structure in general.

Dr. Foglesong argued that even if only one position is hit, it affects all the other pieces. He then suggested that the faculty be asked for advice about how to proceed. The ensuing discussion could be done as a committee of the whole.

Provost Casey suggested the faculty be asked what they are trying to achieve with the proposal.

Foglesong clarified the process for the faculty meeting. He will ask the President to address the faculty because we are uncertain of how to proceed, and then the faculty will have a larger discussion of the issue.

The meeting then adjourned rather anticlimactically at 1:58 p.m.

Submitted respectfully by William Boles, who now has a great deal of respect for previous Vice Presidents of the Faculty.

Strategic Plan for Internationalization

Rollins College

Draft April 2009

For: Provost Roger Casey

Proposed by members of the International Studies Committee:

Barry Allen (chair), Ilan Alon, Jennifer Campbell, Rosana Diaz-Zambrana, Hoyt Edge, Jim Johnson, Alicia Homrich, Allen Kupetz, Jennifer León, Robert Moore, Rachel Newcomb

Mission Statement for the *Rollins Center for Internationalization (RCI)*:

(note the change in title for the Center)

The Rollins College Center for Internationalization develops and organizes activities college-wide to promote international learning and understanding for both students and faculty.

Prioritized Goals for Rollins College Center for Internationalization (RCI)

1. recruit international students to join the Rollins community
2. recruit international faculty to join the Rollins community
3. develop new Rollins programs and relationships with other existing programs and institutions
4. increase awareness of existing opportunities for students and faculty to study abroad
5. establish an appropriate long run structure for the Internationalization Initiative

Goal 1. Recruiting International Students to Join the Rollins Community

We recommend setting as a sub goal increasing the number of undergraduate (?) international students to 10% of the student body (currently, 3.8% of our full-time students are international).

1. In order to accomplish this goal, Rollins needs to develop a multi-faceted program to recruit international students. The current A&S international recruiting effort in A&S is as follows:
 - a. There is only a small part of one position that is responsible for international recruiting for A&S.

- b. A&S Admissions does not have adequate financial or human resources in this area; we understand that Holt does not recruit. There may be an opportunity to recruit international students from local community colleges.
- c. Our international recruiting budget is \$20,000.
- d. A&S currently recruits in: Canada (Toronto), Bahamas (Nassau), Costa Rica (San Jose), Ecuador (Quito), Panama (Panama City), UK (Greater London), France (Paris), Switzerland (Geneva), Netherlands (Amsterdam and The Hague); additionally, three other areas have been visited at least once: Turkey (Istanbul), Singapore, Argentina (Buenos Aires).
A&S has only been recruiting internationally for about 5-7 years

2. We recommend several strategies for international recruiting (in priority order)

- a. **Expand our current international recruiting plan** (based on 3 of our benchmark schools and on recommendations from current A&S Director of International Admission):
 - 1. This will require us to increase human and financial resources to this effort. We recommend the **creation of a full-time Director of International Admission** (i.e. someone who will devote all, or almost all, of his/her time in international recruitment. In addition to having an international recruiter, Rollins must provide the resources available to support this effort. We anticipate the full cost to be about \$120K (\$90K in salary and \$30 K in travel). Admissions will retain control of the admission of students. Guidance counselors from target schools abroad advise us that ongoing face to face contact is key to successful recruiting.
 - 2. If (1) is not feasible, we could follow standard practice in the field, which entails entering a new market via participating in a large recruiting tour; tours can cost \$10-20k. After becoming familiar in new market and creating a name for school, one can scale back to smaller recruiting tours either by oneself or with a small group of other Admissions counselors. The current Director of International Admission has prepared a proposal to go to Asia that would cover 5 countries, including China with 4-5 cities in China; cost of this would be \$25k.
- b. Establish a scholarship fund that is specifically for international students (given the centrality of internationalization to our mission).
- c. Expand the Rollins Learn and Earn program in collaboration with Disney.
- d. Engage outside organizations in the recruitment effort
 - 1. Participate in the European Council for International Schools (ECIS) Conference annually in November.
 - 2. Research and better understand connecting with United World Colleges (UWC) – both Colby and Univ. of Richmond use this organization as a primary resource for recruiting; and subsequently the Shelby Davis

- Scholarship fund which provides full scholarships to graduates from UWC.
3. Network with the Education USA Advisors, perhaps hosting them through the USBT. It has a U.S. Based Training program.
 4. The U.S. Department of Commerce Gold Key program can be used to create connections abroad to facilitate recruitment and programming.
- e. Increase the exchange programs with universities abroad.
 - f. Explore the possibility of involving faculty traveling internationally in the recruitment effort; prepare a recruiting CD (business card size) for them to distribute to their colleagues overseas,
 - g. Developing a mixture of strategies for recruitment may be useful; a robust program of recruitment often employs multiple strategies.
 - h. Research possibility of ESL program at Holt – ESL programs serve as a feeder program into the undergraduate programs. If developed in Holt, we could tap into the market of students who currently come from VCC, SCC, & UCF who do their ESL programs and sometimes the AA or AS degrees. Additionally – the ESL program could serve as needed support for our international students who would benefit from remedial English – even if they have the requisite TOEFL. This would require a look at available physical facilities, in addition to the obvious human resources needed.

Goal II. Recruiting of International Faculty

Rollins can utilize the assistance of a number of organizations in internationalizing the faculty. For any of the strategies below, housing needs to be readily available for visiting international scholars. This is seen as a prerequisite for visiting international faculty recruitment.

1. **Fulbright Program** (<http://www.cies.org/>) - Three programs: Visiting specialists or Scholars-in-residence
 - a. Scholars-in-residence: (<http://www.cies.org/sir/>). In this program Rollins submits proposals to host scholar for semester or year, and a scholar teaches and gives lectures. Salary offered must be commensurate with what we pay our own professors.
 - b. Visiting specialists: particularly with the Middle East, these specialists can come to campus for visits of shorter duration. Cost: cost-sharing with Fulbright for period of visit.
 - c. Fulbright Language Teaching Assistant Program: (FLTA) will bring a teacher of a foreign language to campus; this approach is less expensive than scholar-in-residence but we still need to provide room, board, travel.
2. **Woodrow Wilson Visiting Fellows Program** – this program is now administered by the Council of Independent Colleges. CIC members pay CIC a fee of \$5750 per scholar and also pays for room and board of the scholar.
3. **Scholars at Risk** (scholarsatrisk.nyu.edu). Scholars at Risk brings persecuted scholars from countries mostly in Africa and the Middle East to campuses for lectures or for

teaching appointments of a semester or year. Requirements for hosting a scholar for a semester:

- a. The campus must provide housing, insurance, a stipend for food, and payment for classes. For more senior scholars, salaries are commensurate with degree level and experience, but junior scholars will come for less.
 - b. The scholar teaches two classes and agrees to various lectures, classroom visits, consulting with student clubs, etc.
 - c. Scholars At Risk occasionally has matching programs for some scholars—they would defray half the costs. Year is preferable to semester.
4. Winter Park Institute— collaborate with institute to bring international scholars through there.

Goal III. Develop new Rollins programs and relationships with other existing programs and institutions

1. Rollins should adopt and facilitate a goal of 100% of its faculty and students participating in an international experience. (We currently rank in the top 10 in the country with @62% of our students participating by graduation). Strategies for meeting this aim include Scholarships/Grants and Program Development.
 - a. We encourage adopting the priority that further funding for international experiences should be dedicated to support student travel experiences This goal can be accomplished in at least two ways:
 1. Tuition dollars could be earmarked to assure each student has an international experience; this is the Crummer model; or
 2. Rollins could create a separate Presidential International Initiative for students.
 3. The aim is to insure that every Rollins student has the opportunity to attend an international experience during their stay here at Rollins. (Princeton, Harvard, Oglethorpe and others are already leading with this initiative on their campuses.)
 - b. Strategies for increasing student participation in international experiences:
 1. Increase the number of majors that requires an international field experience.
 2. Encourage each department to develop at least one field study to be offered annually or every two years for its students.
 3. Have each department add to their Major Map and help students plan to study abroad within their major; and where feasible, partner with Rollins departments (and graduate programs).
 4. Develop more international internships and service-learning programs that are related to international experiences.
 5. Develop innovative study abroad opportunities such as pre-orientation trips.
2. International Studies Centers

- a. The International Studies Committee recommends the establishment of three International Study Centers:
 1. Latin American Center
 2. East Asian Center
 3. Middle Eastern/African Center
 - b. These centers would not be tangible “bricks and mortar;” however, they would include the following structure:
 1. A committee structure.
 2. Each center would be given administrative support (graduate assistant and/or new job duty added to current employee).
 3. Each center would maintain a website and be granted \$5000 per year for awards, research and student scholarships.
3. Create an expanded orientation and re-entry program for orienting students for study abroad and especially for re-entry back at Rollins.
 - a. Create a student organization for returning students.
 - b. Use returning students in recruiting for study abroad.
 - c. Pair returning students with incoming international students, either informally or in international student housing.
 4. Create a program in which returning students continue to use the target language—in language tables, in tutoring, in pre-departure orientation, in advising, in working in the local community, etc. This would be coordinated by the Office of International Programs
 5. Create new orientation programs for parents. This would be coordinated by the Office of International Programs.
 6. Create, advertise, and administer an international off-campus policy. This would be coordinated by the Office of International Programs

Goal IV. Increase awareness of existing opportunities for students and faculty to study abroad

1. The following are other initiatives which we support after implementing the above initiatives:
 - a. Use international students in classes, diversity programming, etc. – Global Classroom Model – this model trains and connects international students with faculty so students could make presentations to classes on their country / culture and/or collaborate for research. This would be coordinated by the Office of International Programs
 - b. Sponsor an annual International Symposium focused on a country or region of the world – programming, lectures, films, visiting scholar, courses.
 - c. Internationalize the faculty
 1. Develop a database of both faculty and staff with information about the regions of the world where we have experience / expertise.
 2. Annually survey the faculty about their international experience.

- d. Develop an online tool – ideally a touch-screen map – that would record and highlight the international experiences, backgrounds, projects, etc. of our faculty, staff, students, and alumni; photos, videos, links to blogs, etc. could be available here; this might be connected to the above mentioned database.
- e. Establish an internationalization website with links to all relevant participants in the mission.
- f. Continue International Education Week. This would be coordinated by the Office of International Programs
- g. Create an International Day of Scholarship in which faculty and students report to the campus on their international experiences and research.
- h. Reactivate Phi Beta Delta, the International Honor Society. It is an organization for faculty and students, and Rollins was one of the early members.
- i. Develop new Rollins programs and relationships with other existing programs and institutions, including ACS and Global Partners

Goal V. Establishing an appropriate long run structure for the Internationalization Initiative.

1. We recommend a position be appointed as **Associate Provost for Internationalization** reporting to the Provost.
 - a. Because global citizenship is a major focus of the college in general, and a number of internationalization activities are college wide (President’s Internationalization Initiative, academic programs abroad, Learning Centers, OISSS), we recommend reporting to the Provost.
 - b. This position should be held by a tenured faculty member who is deeply familiar not only with internationalization but also with the campus and particularly A&S.
 - c. This person could be full time, or 2/3 time with part of his/her load teaching, preferably a course dealing with international issues. The more this person is assigned to the task of internationalization, the more likely the task will be successful. This person should receive a salary commensurate with the position and responsibilities; this should be a 12 month position.
 - d. This person should have a renewable 3 year contract.
 - e. This person would coordinate and administratively direct the Office of International Programs and the Office of International Students and Scholar Services (OISSS).
 - f. The Associate Provost for Internationalization will need administrative assistance.
 - g. The Associate Provost for Internationalization would work with the Office of Admissions in molding a larger and coherent strategy for international recruiting and increasing the number of international students on campus.
 - h. The Learning Centers (see below) will report to the Associate Provost.
 - i. The Associate Provost for Internationalization will assess all current programs and procedures related to internationalization, and work to streamline and standardize them.
 - j. The Associate Provost for Internationalization will facilitate management of all internationalization activities related to the mission.

- k. The Associate Provost for Internationalization will work closely with Rollins senior staff / Board of Trustees/ Office of Institutional Advancement find new sources of funding for students and faculty to participate in international activities
2. **The Rollins Center for Internationalization Committee (RCIC)** would become the focus of internationalizing the campus.
- a. The Associate Provost for Internationalization would lead the Rollins Center for Internationalization (RCI) and its committee. It will coordinate the President's International Initiative Grants.
 - b. The Deans of A&S, Crummer and Holt (or their designated representatives) should serve on the RCIC.
 - c. Additional membership of the committee should consist of 4 A&S faculty members, a representative from the Holt School, and a representative from Crummer. The Directors of International Programs and of OISSS should serve on the committee.
 - d. The committee should represent diverse perspectives on campus; at least one of the representatives should be an international faculty member, if possible.
 - e. The A&S representation should be recommended by the Executive Committee and voted on by the faculty as a block (as is done for membership on FEC). This procedure will ensure diverse representation and perspectives. All faculty recommended by the Executive Committee should have significant international experience.
 - f. The membership of the committee will be rotating 3 year terms, with the possibility of being re-elected.
 - g. Sub-committees of the RCIC could be formed that would, for instance, serve as a board for the Office of International Programs.
3. **Office of International Students and Scholar Services** will need more resources as the numbers of international students grow. A sufficient budget for the office is imperative. Further, additional administrative help will be necessary. A Graduate Assistant may be possible as a transition.
4. **International Studies Centers (aka Learning Centers)** may have separate committees to focus on their efforts.
- a. The A & S Executive committee should insure appropriate representation to the RCIC from these committees.
5. **Office of International Programs** will remain as the central focus for undergraduate study abroad. It should continue to improve the registration process by expanding the reach of the Rollins International Programs Application (RIPA) to other relevant administrative offices (e.g. Bursar and Student Records). The Holt School and Student Financial Aid, as well as students, advisors and program directors are already connected through RIPA. Other functions of the Office are listed above.

