Minutes, College of Liberal Arts Faculty Meeting, Thursday, October 27, 2016

College of Liberal Arts Faculty, Rollins College

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I. Call to Order
II. Announcements
   a. Resolution from the Board of Trustees to the Faculty (Allan Keen, Chair)
   b. Remarks from President Cornwell
III. Approval of Minutes
IV. New Business: Elections
   a. Vacancy on Faculty Advisory Committee to International Programs
   b. Ratification of FEC Slate
V. Committee Reports
   a. Curriculum Committee (Mario D’Amato)
   b. Faculty Affairs Committee (Eric Smaw)
VI. Other Business
   a. Discussion of Diversity Council’s Recommendations from the Campus Climate Survey (Greg Cavenaugh and Mary Robinson)
Meeting Minutes
October 27, 2016

Present
Almond, Joshua; Anderson, Julie; Anderson, Mark; Armenia, Amy; Arnold, Wade; Balzac, Josephine; Barnes, Melissa; Bernal, Pedro; Biery-Hamilton, Gay; Boles, William; Bommelje, Richard; Boniface, Dexter; Brown, Shan-Estelle; Brown, Victoria; Carnahan, Sharon; Cavenaugh, Gregory; Cavenaugh, Jennifer; Chambliss, Julian; Chong, Dan; Cohen, Edward; Cook, Thomas; Coyle, Whitney; Cornwell, Grant; Crozier, Daniel; Cummings, Denise; D'Amato, Mario; Davidson, Alice; Davison, Joan; Deffler, Samantha; DiQuattro, Marianne; Dunn, Stacey; Ewing, Hannah; Fetscherin, Marc; Fokidis, Bobby; French, Todd; Gardner, Greg; Grau, John; Greenberg, Yudit; Griffin, Kevin; Griner, Angela; Gunter, Michael; Habgood, Laurel; Hammonds, Joshua; Homrich, Alicia; Hotchkiss, Renee; Houston, John; Jackson, Karen; Johnson, Allen; Kenyon, Erik; Kistler, Ashley; Kline, Nolan; Kodzi, Emmanuel; Libby, Susan; Lines, Lee; Luchner, Andrew; Mays, Dorothy; McCall, Patti; McClure, Amy; McLaughlin, James; Mesbah, Hesham; Miller, Jonathan; Miller, Robert; Montgomery, Susan; Moore, Thomas; Mourino, Edwin; Murdaugh, Anne; Musgrave, Ryan; Myers, Daniel; Newcomb, Rachel; Nichter, Matthew; Niles, Nancy; Norbutus, Amanda; Norsworthy, Kathryn; O'Sullivan, Maurice; Ouellette, Thomas; Park, Ellane; Pieczynski, Jay; Poole, Leslie; Queen, Jennifer; Reich, Paul; Riley, Kasandra; Roe, Dawn; Rogers, Donald; Russell, Emily; Ryan, MacKenzie; Sardy, Marc; Schoen, Steven; Sharek, Julie; Simmons, Rachel; Singaram, Raja; Smaw, Eric; Stephenson, Paul; Stone, Anne; Strom, Claire; Sutherland, Katie; Tatari, Eren; Teymuroglu, Zeynep; Tillmann, Lisa; Tomé, Patricia; Vander Poppen, Robert; Voicu, Anca; Walsh, Susan; Warnecke, Tonia; Wellman, Debra; Williams, Michele; Woodward, Suzanne; Yao, Yusheng; Yu, Jie; Zhang, Wenxian

Call to Order
President Dexter Boniface called the meeting to order at 12:35 pm.

Boniface: I am pleased to convene the first official meeting of the College of the Liberal Arts.

Announcements
Allan Keen: On behalf of the college’s Board of Trustees, I would like to offer the following resolution:

Resolved, that the Board of Trustees of Rollins College does hereby express its respect and deep appreciation for the efforts of the faculty of Rollins College to recently create a structure that will enable the faculty to govern in support of the mission of the College.

We recognize and thank the members of the Executive Council “Plus” for their leadership, perseverance, and commitment, and offer our congratulations.
to them for their successful generation of new bylaws for both All the Faculty of Rollins College and the Faculty of the College of Liberal Arts, which the trustees approved unanimously on October 14, 2016. We also wish to acknowledge the continuing dedication of the Executive Council members who are serving in governance roles this year.

As strategic planning for the College progresses, we look forward to working together to build on the opportunities that will emerge, as we identify the strategic priorities that will define Rollins and its future.

With high regard and goodwill,
The Board of Trustees of Rollins College

[presented to Dexter Boniface and Henrique Correa]

Boniface: Thank you.

Grant Cornwell: Today I will report on the results of the Board of Trustees meeting.

Typically this would happen in an open forum, but since we met last week to discuss strategic planning, I thought I would take advantage of this opportunity. The following committees of the board met:

Investment committee: We have an endowment of 345.5 million dollars, with an annual return of 4.1%, placing us in the top half of all endowments in terms of performance. The endowment is doing fine.

Campus and Property Planning Committee: This is a new committee; typically this would be called “buildings and grounds,” but at Rollins we have both the beautiful campus and real estate holdings. The last master plan for Rollins was conducted in 2011. We’ve completed the majority of those projects. Once we get further in strategic planning, we will revisit the campus master plan. There are, however, a few ideas already in the works: we have a triangle of possible projects that are dynamically intertwined. There is unmet market need at the Alfond Inn, leaving revenue on the table that could support student scholarships. We have a plan for expansion to 60 - 70 more rooms and additional conference space, to be built on the current Alfond Inn property. Since before I arrived, the Advisory Board of the Cornell Fine Arts Museum has been working on a vision for new and larger museum for our holdings, which are growing in both stature and number. The plan would be to move the museum closer to Winter Park, so that it could be a nexus for both Central Florida and the campus, increasing our public engagement. Finally, the current facility of the Crummer Graduate School of Business does not accommodate the kind of programming that would be typical of a business school of Crummer’s quality. We own the Lawrence Center block (largely now a parking lot) and we are exploring options to co-locate a new business center and art museum in this space.

Development and Alumni Relations committee: we have had a campaign underway, but it’s largely been in a quiet phase. Rather than bring this campaign to closure on the current schedule, we believe we should align the campaign with strategic priorities. The campaign has raised 96.8 million dollars since its inception. At the conclusion of strategic planning, we will craft a new campaign case statement to align with our priorities.
Education Committee: Convened by Susan Singer.
Finance Committee: Chaired by Jeff Eisenbarth. We ended last year with a 1.4 million surplus and expect to finish this year with another surplus, slightly smaller. I can predict without knowing when that there will be years of budget challenge; that’s the nature of governing a college as old as ours in a changing economy. Right now, our budget is balanced and will remain so. That doesn’t mean that every single budget within the budget is balanced. It is the case that Susan Singer has discovered things within the academic affairs budget that need to be redressed; it has run a deficit for several years running, but those deficits have been covered by surpluses in other areas. Singer is working carefully to bring these budgets into alignment with actual spending.

Report on disposition in the Cornell Funds: I am exercising discipline with those budgets, essentially not spending them, because they are not yet in order. It takes time to reset things without causing a jolt to the system. Our plan is to have the Cornell funds available soon, perhaps next year to fund our strategic initiatives.

Student Life Committee: This committee focused largely on Career and Life Planning and efforts in diversity and inclusion.

Enrollment and Marketing: This is another new committee and Faye Tydlaska created a seminar for the board on how admission works in the current, complex landscape.

Board Actions:
Set tuition at this meeting, earlier than it typically happens because of changes to how financial aid is reported through FAFSA. I will not release the current number yet, but it will be in line with what we’ve seen in recent years, meaning we’ll be under 4%, but greater than 3%.

We passed the Bylaws. As expressed by Allan Keen earlier, the Board has tremendous respect for the work we’ve gotten done over the last 15 months.

Carol Lauer report on responses from Trustees on SWOT analysis (see attached): Along with these results, I can say that the alumni response is remarkably similar. The alumni identified the liberal arts as a strength; they are champions of their education. They also suggested that we could use them more: for example for internships or networking opportunities.

Cornwell: Thanks to Carol, Lorrie, and Toni for the intellectual and physical labor they have contributed to this effort. Based on this exercise, we now know that we have a good sense of ourselves, we have the ability to articulate that understanding, and it is shared. What now? The next phase is to invest in our strengths to lift them up and fuel the organization while also investing in those areas seen as weaknesses. We need to invest in seizing opportunities and redressing threats that may undermine the whole mission. Between now and then there are a dozen strategic planning task forces working on strategic questions.

Kathryn Norsworthy: I know we’ve seen some of this, but one of the things I wanted to bring forward is that it strikes me that there are several issues in the weakness area. As two examples, we see 1) diversity and 2) as trustees put it “failure to embrace the business program.” We might look at that on a privatized or individual level, but it’s
actual structural, having to do with systemic issues. If we don’t deal with it on that level, we won’t accomplish our goal to make everyone feel part of the College.

Socky O’Sullivan: Thank you for the report; it was very useful and comprehensive. When the Trustees discuss diversity, do they discuss increasing diversity among themselves?

Cornwell: Yes. The way trustees reproduce themselves is that there is a Committee on Trustees and they are actively considering the question of diversity as they consider changes to their membership.

Bill Boles: In regard to the museum and movement to Winter Park, is that to land we already own or would we have to acquire the land?

Cornwell: We own it; it’s the Lawrence Center and its adjacent parking lot.

Leslie Poole: When they are looking at diversity statistics, is the Holt school part of those considerations?

Cornwell: You’re right, Holt is a more diverse learning environment than we accomplish in other areas of the college.

Boniface: The annual faculty holiday party will be held on the last day of classes and I’m pleased to announce that Peg and Grant have invited us to celebrate with them at Barker House. In the past we’ve gone to Alfond Inn, where we’ve overspent our entire faculty budget and had to seek additional funding from Jeff Eisenbarth. Thanks to the Cornwells for the hospitality.

Approval of the Minutes

Approval of the joint A&S and CPS faculty meeting from April 27, 2016.

Boniface: There’s no obvious way to find a body to approve those minutes, but for the sake of our public record, we’re turning to this body.

Don Rogers moved. Seconded.

Minutes approved by voice vote.

Approval of the CLA faculty meeting minutes from September 22, 2016.

Don Rogers moved. Seconded.

Minutes approved by voice vote.

Elections

Election to Faculty Advisory Committee to International Programs

Boniface: When we have a vacancy on a committee, EC is tasked with filling it. Rather than present a single candidate, we thought we would bring it to this body for a vote. We will also entertain nominations from the floor.

Joan Davison: Can we have a current list of membership?


Boniface: The recommendation from the committee is not to have any division represented twice.

Candidates:

Whitney Coyle
Hesham Mesbah
**Slate for Faculty Evaluation Committee, Spring 2017**
**Boniface**: Let me provide some context for this vote. First of all, I do want to thank the members of both FEC for A&S and the P&T committee of CPS. They have been operating this fall as a last vestige of our former governance structure. FEC has inherited a complicated task of merging the stream of candidates from both schools. We have sought to find a slate that has a good balance of division representation. You will note immediately that it is imperfect. We had two continuing members from the expressive arts; that's just the way the old system worked. We thought that for the spring only Susan Libby as an art historian could lend a humanistic essence to the committee. We also thought that she and Thomas were different enough within their division that they could represent a diversity of opinion. Ideally, we would have done this last spring. This slate is for spring 2017 term only. We will return in March with a new slate during our regular order of business. Julian Chambliss is going on sabbatical next year and is filling in in a pinch as we try to make this transition into the new FEC.

**Carnahan**: Let the record reflect: by my count this is the 6th or 7th year that FEC will only have one woman; this is a reflection of the dearth of senior female faculty in higher education.

**Boniface**: We are committed to rectifying this situation

**O'Sullivan**: I was going to make the same point and also to express my wish that someone from the humanities division will be found.

**Boniface**: This is a stopgap as we go from an old system to a new one. We are confident we can achieve a better divisional and gender balance in the spring. This group will be tasked with conducting midcourse evaluation in the spring.

Rick Vitray called the question. Seconded.

**FEC Slate**
Julian Chambliss
Don Rogers
Pedro Bernal (returning)
Susan Libby (returning)
Thomas Ouellette (returning)
Wenxian Zhang (returning)

The slate was approved.

**Boniface**: thank you again to our colleagues for their painstaking service on our evaluation committees.
I am pleased to announce that Whitney Coyle has been elected to serve on FACIP.

**Committee Reports**
**Curriculum Committee, Mario D'Amato (chair)**

(1) Any documents for proposed agenda-items should be submitted 1 week prior to the meeting. Steps: email me with a requested agenda-item, I will reply with a meeting date, 1 week prior to that date send me the relevant documents (meetings on Tuesdays). Our committee has been running efficiently and smoothly—we have a great team.
One agenda item of note: a proposal for establishing the Rollins Writers’ Conference was brought to CC for comment, was endorsed and forwarded to the Provost, and has been approved. Proposed by Carol Frost and Jonathan Miller, and has the full support of the English Department. "The week-long workshop brings to Winter Park, Florida some of the most engaging and celebrated authors writing today. We invite writers from central Florida and around the country to join the workshop community. RWC will create a new literary community on the Rollins College campus each May, consisting of 4-6 faculty writers from around the country and between 12 – 25 participants. Room and board will be handled off-campus. Carol Frost will direct the workshop, setting up the program, hiring faculty, overseeing the development of the website, and teaching at the workshop." This program is budget-neutral for the Provost's Office, since the Library will provide a loan to be paid back from RWC participant fees, and if there is any remaining deficit of the loan amount, the English Dept. has agreed to cover it.

New Course Proposals: must be submitted 1 week prior to the next meeting (meetings on Mondays). Email the form to Karla Knight.

Re. Academic Appeals Committee: use the Academic Warning System “early and often”: students often claim in appeals that they had no indication that they were doing poorly in a class; evidence for this would be provided through the Academic Warning System.

Strategic Planning Task Forces 1A (mission) & 1B (majors): 1A is in process of going through departmental mission alignment reports; 1B will have two colloquies (Wed, Nov 2 @ 4pm in Bush 176 and Fri, Nov 4 @ 4pm in Reeves Lodge) and an online form will also be sent out soon for input. The colloquies will be open ended discussions, opportunities for faculty members to express their thoughts on how

Vitray: What do you mean by “the imbalance in majors”?

D’Amato: Currently there are 34% of students among the 3 business majors.

McLaughlin: Are we also looking at majors with low enrollments?

D’Amato: Yes, we are asking, what is an idealized distribution of majors? This is an idealized vision, perhaps a range, but not a cap or specific target. What steps could we take to achieve this range?

Faculty Affairs Committee, Eric Smaw (chair)

We are continuing discussion of the completion rate for CIEs. We ended last semester at 65%, we want to get to 85%. We’ve decreased the number of e-mail reminders, but need to protect our response rate. I would suggest that we have students complete CIEs in the classroom. Students can also check out laptops from the library or faculty can reserve a computer lab.

FAC has evaluated the FIRST grants and the Critchfield and Ashforth grants. Our grant pool was limited compared to years past. We got 8 applications, we funded as many as we could: 5 out of 8. We know the work you do is important for the development of your career and we’re working as hard as possible to support the requests. If you want to talk to me about improving your application for future cycles, please let me know.
Updates to the Faculty Handbook are being stewarded by Carol Lauer. Since there are many necessary changes, we'll bring the changes in lots. Some of these changes will be informational and some may involve discussion.

FAC received a charge to look at faculty salaries and compensation. We are in the information development stage, discussing what is best to move this process forward. We'll set up colloquies and opportunities for you to come and discuss your perspective. Before we set up these dates, I have been talking to faculty members who have contacted me individually and I'll be happy to talk to anyone who's interested. Transparency in this process is important. On Blackboard, you'll see a link for the Faculty Compensation and Salary task force where we will report our work; you can also look at our minutes through the college archives.

Davison: I don’t understand how you couldn’t fund FYRSTs. When someone is taking a year off, their half year sabbatical salary plus FYRST is cheaper than their full salary paid for a one semester sabbatical. When I chaired PSC, Dean Smither said all credible FYRSTs could be funded because the grants cost Rollins nothing, and sometimes returned money to the budget.

Sma: good question. Last year we funded all of the grants. I spoke to the Dean, part of my understanding is that how we’ve been funding these grants is that we had been pulling from the adjunct pool, which is in deficit.

Davison: First, I thought people weren’t always or necessarily replaced with FYRSTS. The Department chairs submit a plan to cover courses on FYRST requests. Second, faculty members should have been notified that FYRSTs would be limited prior to their decision to take a sabbatical. A strategic faculty member might delay a sabbatical until a year when the application pool is smaller.

Sma: Now policy is that we have to notify the dean’s office two years in advance of our intent to take a sabbatical. Faculty Affairs receives a budget number from the Dean’s Office, we don’t control that budget.

Carnahan: In the interests of transparency, I just want the table that reports salary by rank and years of service. Do we have that?

Sma: Yes, we can get the data table for Rollins.

Carnahan: I know there’s a process involved in getting peer institutions, but the data for Rollins should be available.

Boniface: I think another forum would be appropriate to address some of these issues.

Norsworthy: We went through this thing with the grant funding before Bob left and we were already facing these deficits. One of the things that he said he would do before he left was to try to redress these problems. I am very concerned about FYRST grants.

Jenny Cavenaugh: The funding pool for FYRST is budgeted at $76000—this amount didn’t get raised when the FYRST amount got raised. Last year we made up the difference in what was requested and what was budgeted with rollover money from the Dean’s budget and money from the Adjunct Overload budget; this year provost Singer asked the Dean’s Office to be firm and hold to the budgeted amount of 76K. The other grants (Critchfield, Ashforth etc.) have been funded through a Cornell account that had been overspent by almost 60K in the past several years. Joan’s point is very
well taken, but this was a directive from the Provost to not continue to overspend. I have worked carefully with Karla to identify what it would take to fund the grant requests in a robust manner and we have submitted that request to the president’s cabinet for next year’s budget cycle.

**Mike Gunter**: Would it be possible to get some longitudinal data about the pools for these grants over time? If the pool has remained static, but the applications or numbers of faculty have increased, it would help to make our case for greater funding.

**Cavanaugh**: Yes, we are looking at that data.

**Susan Libby**: Is your sense from the provost that she just wants to see where things are now? It seems unfair for faculty to have to pay for the mistakes that other people have made.

**Cavanaugh**: I know that Provost Singer wants a robust faculty development program.

**Norsworthy**: Please let the minutes reflect that I would like the Provost to review this action and that anyone who applied for a FYRST should receive the full amount of funding.

**Cavanaugh**: We should acknowledge that the committee may not have recommended all of the applications, but your point regarding shortage of funds is well taken.

Boniface will follow up with Singer regarding the funding for the FYRST grants.

**Diversity Council Recommendation from Campus Climate Survey**
Deferred to a future meeting in the interests of time.

**Adjournment**
Dexter Boniface adjourned the meeting at 1:42 pm.
Trustee MISSION Themes

Strengths
- Internationalization (all)
- Committed faculty/staff (teaching) (faculty & staff)
- Community Engagement (all)
- Small Classes

Opportunities
- More internships/career preparation (all)
- Leverage community engagement (staff & students)
- Support diversity (staff & students)

Weaknesses
- Low diversity/poor climate (all)
- Facilities
- Cost
- Failure to embrace business degree

Threats
- Competition (all)
- Cost (all)
- Political climate & safety concerns (faculty & students)

Trustee MARKET Themes

Strengths
- Location (all)
- Small size/small class size (all)
- Beauty of campus (all)
- Quality faculty

Opportunities
- Recruiting (all)
- Look at best practices at other institutions

Weaknesses
- Cost (all)
- Diversity (all)
- Brand unclear (country club) (all)

Threats
- Cost (all)
- Competition/changing demography (faculty/staff)