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Curriculum Committee Minutes

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5-22-2023

### Annual Report, Curriculum Committee, 2022-2023

Curriculum Committee

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**Curriculum Committee  
Annual Report 2022-2023  
Submitted by Emily Russell (Chair)**

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**22-23 Committee Membership:**

Marc Sardy  
Robin Gerchman  
Steve Schoen  
Samantha Fonseca Douguet  
Yusheng Yao  
Mattea Garcia  
Raghendra KC  
Emily Russell  
Kasandra Riley  
Susan Montgomery  
Perry Middleton (SGA rep)

**Non-Voting Attendees:**

Ashley Kistler  
Stephanie Henning  
Tiffany Griffin  
Toni Holbrook  
Steve Booker  
Rob Sanders  
Mae Fitchett

**Subcommittee Membership**

Secretary: Robin Gerchman

New Course Subcommittee: Kasandra Riley, Marc Sardy, Susan Montgomery

Registration Subcommittee: Yusheng Yao, Samantha Fonseca

Appeals Committee: Mattea Garcia, Steve Schoen

Strategic Planning Steering Committee (SDGs) Liaison: Raghendra KC

More complete details of the committee's business this year can be found in our meeting minutes published through Rollins Scholarship Online (approval dates listed below).

**Academic Program revisions:**

1. Intercultural Competency for honors degree program and rFLA students (11/1, 2/7)
2. International Relations (9/27)
3. Physics (10/18)
4. English (11/15)
5. Business (1/24)
6. Self-Designed Major approval (3/7)
7. Data Analytics (3/28)
8. Theatre, Dramaturgy (3/28)

**CLA Policies & Procedures updates:**

1. Recommend the movement of CLA Commencement away from Mother's Day (8/30)
2. Bylaws change to remove the intermediate role of Curriculum Committee in faculty position requests (9/6)
3. Leave of absence credit policy (9/27)
4. CLA transfer credit policy (9/27)
5. An emergency meeting was held on 10/1 to address how to deliver instruction following hurricane closures. Current academic policies identify the important role of faculty governance in determining this response.

6. AC 2008 Full- & Part-Time Student Enrollment status policy reaffirmation (11/15)
7. AC 2000 Academic Credit Hours and Levels of Courses (11/15)
8. KI 1030 Serious and Contagious Illness (3/7)
9. Additional Major or Minor after graduation (3/7)
10. Revisions to the cross-counting policy for majors and minors (4/25)

Approved program closures for:

1. German minor (10/18)
2. Holt English major and minor and writing minor (9/6)
3. Holt Master of Education, major in reading (9/6)

International Programs:

1. Reaffirmed the Verano Español Program (9/20)
2. Approved a new program with the American University of Paris (9/20)
3. Closed JYM Munich program (4/4)
4. Approved a new program with CIS Sogang, University in Seoul, South Korea (4/4)

Hamilton Holt School Business

1. Guidelines for graduate certificates (10/18)
2. Approved changes to the transfer credit policy
3. General Education Revisions (2/21)
4. Master of Public Health (2.21)
5. International Affairs (4.4)
6. Name change back to Healthcare Management
7. Development of strategic task force to reconsider structure and policies governing academic programs in Holt (see below)

Holt Landscape (delivered at the CLA Faculty Meeting, 5/3)

The following remarks capture many of the conversations held by Curriculum Committee this year and have been endorsed by Executive Committee.

This year Curriculum Committee has had the opportunity to hold several robust discussions about proposals related to the Holt School. In the course of these discussions, while we were able to move this business forward, we have come to the shared sense that the existing structures of shared governance and the relationship between Holt and CLA academic programs are not working.

In this conclusion, Rob Sanders and the administrative team at Holt are in full agreement. They might put a different emphasis on some of the particulars, but our discussion on these points is characterized by much more agreement than disagreement. Curriculum Committee and Rob also share a commitment to the Holt mission and an investment in its success.

Since we have ended up in this rocky borderland territory over time, I wanted to take this opportunity to pull together some of the factors that I believe have led to the current problematic position.

- 1) A few years ago, we understood Holt to be “CLA at Night,” and many programs offered an 8am to 9pm schedule. Through a series of changes that have happened over time, both intentional and as downstream consequences, this characterization of Holt education no longer rings true.
- 2) Undergraduate enrollments in Holt continue to fall and while the programs still return significant revenue to the institution, both the sense on the ground and the opinion of external consultants is that our offerings need to change to meet the needs of adult learners.
- 3) In 2020, our staffing model for Holt changed fundamentally and full-time faculty were no longer permitted to teach Holt courses on load (with a few contractual exceptions).
- 4) Program directorship has shifted with key retirements or the creation of new programs. International Affairs is currently directed by an adjunct employee and our MA in Strategic communication and undergraduate community health program are directed by non-tenure track lecturers. Additional retirements this year could leave other undergraduate programs in a similar limbo.

These comments are meant to be descriptive, not an endorsement or critique. But they lead us to some thorny governance issues. I’ll offer a few examples.

- 5) How will new programs that could meet market needs be designed and staffed if the expertise required does not already exist among the faculty?
- 6) A concern raised by Rob and his team is that each time Holt issues come before predominantly CLA committees, they need to offer a re-education about the needs of adult learners. I am less persuaded by this concern than others might be. Shared governance of the college constantly requires this kind of education across boundaries of division. As a humanist coming with changes to the English major, I have to make the case to scientists or artists on the committee. I think you should be able to make a compelling case to non-specialists.

The more persuasive concern, though, is one of prioritization. The fact that time-sensitive Holt agenda items are slated for this last CLA meeting is one indicator that Holt concerns can fail to gain attention in any given governance year. For people whose primary interest is in Holt, many have come to feel that the needs of the program are too urgent for the pace of CLA governance.

- 7) Changes in the Holt matrix time and a wholesale shift to a hybrid teaching modality also suggest crisis in shared governance. Who are the appropriate stakeholders to endorse such changes? The move to a hybrid modality is understood by the Holt administrative team to

be essential to the survival of the school. But where is the meaningful oversight of such a decision by faculty? The Holt directors have no governance standing or charge. The shift falls within the existing campus policy on hybrid instruction and so didn't seem to require a policy review by curriculum committee. Since full time faculty are hired on an overload basis, if they do not want to teach a Holt class according to the hybrid modality, the Holt administration has no obligation to hire them in what is essentially an adjunct capacity. Understandably, this is not a response that sits well with existing faculty.

- 8) Perhaps most substantively, the faculty of Rollins College are charged with the assurance of academic quality at the institution. We do so through mechanisms including Curriculum Committee and New Course Subcommittee, but also through department review of adjunct instruction, the tenure and promotion process, faculty review of transfer credits, and creation of new programs or program revision by existing full-time faculty bodies. We are currently in territory where some of these mechanisms are not meaningfully employed for Holt programs. That fact signals the need for substantive reconsideration. Holt may need different mechanisms to ensure academic quality. But these mechanisms should be transparent and in line with our accreditation demands.

Rather than engage in a jurisdictional fight about these issues on an individual basis, we decided that we are in a moment where a deeper, structural reconsideration is needed. Grant and Susan have asked us to convene a task force to address these questions and return with models for reform. Invitations have already been extended and we've begun planning what promises to be a rich retreat in mid-May.