

Rollins College

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The College of Liberal Arts Faculty Minutes

College of Liberal Arts Minutes and Reports

4-16-2020

Minutes, College of Liberal Arts Faculty Meeting, Thursday, April 16, 2020

College of Liberal Arts Faculty, Rollins College

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Minutes of the Regular Meeting of the Faculty of the College of Liberal Arts
April 16, 2020
12:30-1:45 via WebEx

Presiding: Paul Reich, President of the Faculty

Recording minutes: Jennifer Queen, Vice President of the Faculty/Secretary

Members in attendance: Agee; Aggarwal; Al-Haddad; Allen; Althuis; Anderson; Archard; Balzac; Barbero; Barnes; Barreneche; Boles; Bommelje; Boniface; Brandon; Brannock; S. Brown; V. Brown; Cannaday; J. Cavanaugh; Charles; Cheng; Chong; Cody-Rapport; G. Cook; T. Cook; Cooperman; Cornwell; Coyle, Crozier; Cummings; Davidson; D. Davison; DeLorenzi; Dennis; Douguet; Ebin; Elva; Ewing; Fetscherin; Flick; Forsythe; C. Fuse; M. Fuse; Garcia; Gerchman; Gonzalez Guittar; Grau; Greenberg; Griffin; Gunter; Hammonds; Harris; Harwell; Heileman; Hudson; Johnson; Jones; Jubelt; Kadiyala; KC; Keunecke; Kiefer; Kincaid; Kistler; Kline; Kozel; Lewin; Libby; Lines; Littler; Manak; Maskivker; Mathews; McLaren; Mohr; Montgomery; Moore; Mosby; Murdaugh; Musgrave; Myers; Namingit; Newcomb; Nichter; Niles; Nodine; Norsworthy; Painter; Paladino; Park; Parsloe; Patrone; Pett; Pieczynski; Pistor; Poole; Prieto-Calixto; Prosser; Queen; Ray; Reich; Riley; Robertson; B. Robinson; F. Robinson; Roe; Roos; Rubarth; Russell; Sahn; Sanabria; Santiago Narvaez; Schoen; Simmons; Sinclair; Singer; Smaw; B. Stephenson; P. Stephenson; Stone; Summet; Sutherland; Svitavsky; Tatari; Teymuroglu; Tillmann; Tome; Vanable; VanderPoppen; Vidovic; Voicu; Warnecke; Wei; Wellman; Williams; Yankelevitz; Yao; Yellen; Yu; W. Zhang; Zimmerman

Guests: Kyle Baldwin; Amy Sugar; Janette Smith; Karla Knight; Matthew Weiner; Nancy Chick; Rob Sanders; Stephanie Henning; Toni Holbrook

- I. Meeting called to order at 12:32. Paul Reich introduced WebEx functions.
- II. Approval of Minutes from April 2, 2020 CLA Meeting
 - a. Paul Reich asked for approval of the minutes as sent around earlier with an addition of Denise Cummings in attendance and the appropriate attachments.
 - b. WebEx Poll Question: Do you approve the corrected minutes? 108 yes votes, 0 no votes, 5 abstentions. Amended minutes are approved.
- III. Announcements
 - a. Paul Reich reminded everyone that the final CLA faculty meeting will be on reading day, Wednesday April 29th at 12noon. May be some items of business, but the bulk of the meeting will be celebratory. Please bring the appropriate celebratory beverage to the meeting to toast.
- IV. Committee Reports
 - a. Executive Committee: Paul Reich reporting.
 - i. Emily Nodine elected as the Science Division representative to the Global Initiatives Committee. Troy Thomason will be sending around ballots for the

two at large spots on Curriculum Committee and the two at large spots on Student Life to all CLA faculty soon. Asked for nominations from the floor for either of those committees and there were none.

- b. Curriculum Committee: Martina Vidovic reporting.
 - i. Worked on adjusting the fall calendar to start 3 weeks later to increase the likelihood of on campus students. Will be presenting some options to EC and then it will be finalized and presented at last faculty meeting.
Grant Cornwell mentioned that the date that the CC is using is the latest date we could start and get in a full semester with no Saturday classes, but please recognize that this may not be a fixed plan as the situation unfolds.
- c. Faculty Affair Committee: Don Davison reporting.
 - i. Brought a draft of a bylaw revision that would allow pre-tenure faculty to pause the tenure clock to EC that will be voted on by whole (see below).
 - ii. Worked with Nancy Chick and Jennifer Cavanaugh creating an end of semester feedback instrument to be administered via Qualtrics to replace CIE's this semester. CIE's were designed for in class classroom experience and that is not what we have done for almost 50% of the semester. It is intended to be flexible and will have questions for faculty to choose from. Faculty have the option of including the feedback from the instrument in P&T criteria.
Q: If new instrument is customizable and it replaces the CIEs, is there any plan to change existing CIE's? A: This is only for this semester. But FAC has been discussing CIE's and have produced a white paper to the EC prior to the COVID crisis, so we are in an ongoing process of deliberative discussion around CIE's. Our experiences this semester may inform that process, but this instrument does will not simply replace the CIE's.
 - iii. Forwarded to EC recommendations for transparency in the Endowed Chairs selection process.

V. Business

- a. Tenure-Track Bylaws Revision Article VIII, A., Section 1 (see attached)
 - i. Don Davison gave background and fielded questions. This was modeled off the language from the Bush renovation clause from 2012. FAC wanted to be inclusive of all pre-tenure faculty affected and give faculty the flexibility to take extra time or not. Also made sure that faculty in early stages of career will go through mid-course process on time. Avoids de facto tenure by including language on non-counting. Includes a sunset provision once all eligible faculty have been accommodated.
Q: Does the bylaw mean that publications and CIE's from year 5 will not be counted or is "non-counting" just a technical way to describe it? What does "non-counting" mean? A: "Non-counting" is language specifically drafted from 2012 bylaw to avoid the de facto tenure issue. AAUP says that anyone on the tenure track who has been at an institution for six years, shall be granted tenure (aka de facto tenure). We want to keep the normal tenure process in place. The materials and productivity of the year will count, but the tenure "clock" will stop.

- ii. WebEx Poll Question: Do you approve the tenure-track bylaws revision (Article VIII, A., Section 1)? 113 yes votes, 1 no vote, 8 abstentions. By-law revision is approved.
- b. Make-up Class Policy (see attached)
 - i. Paul Reich and Toni Holbrook gave background and fielded questions with help from members of CC. This was on the agenda for the March 12, 2020 CLA meeting for adoption as a permanent policy, but that meeting's agenda was derailed with COVID planning. EC is reluctant to bring any permanent policy changes forward at this time, but there were compelling arguments from the Provosts office to have a provisional policy approved by faculty. So, we are asking you to approve it for a year and then we will revisit it again next year as a permanent policy. These are intended as a set of guidelines in the case of campus closures to maintain integrity of credit hours. Policies from other institutions were consulted and there were 12 iterations with various campus groups including Deans and Curriculum Committee.

Q: I understand that this policy is meant to provide flexibility from an institutional level and is not meant to provide guidance for specific classes. I was wondering about the reason for selecting 3 weekdays as the cutoff for long-term closure, since three consecutive weekdays typically only involve one or two missed classes for a specific class. A: CC started with frameworks of weeks and it came down to days thought conversation. Federal aid eligibility looks at weeks and if we get to 3 days then could be problematic.

Q: Why not 4 days? That ensures that anyone teaching a 2 day a week schedule (either M/W or T/Th) would have missed an entire week of class. A: Three days was the magic number for CC. A: Don't remember why we didn't look at four. Could be that four would make it difficult for us to "count" the week for federal aid? A: Supportive of changing from 3 to 4 assuming we check with Steve Booker regarding financial aid.
 - ii. Marc Fetscherin moved to amend the definitions of *Long Closures* from "3 or more days" to "4 or more days"; Tonia Warnecke seconded.

Q: Would we want to confer with financial aid to make sure we aren't messing anything? A: Based on a CC conversation with Steve Booker this week regarding calendar, so long as one day in a week is met, we can count it for financial aid. A: Reading my notes from the January CC meeting, 3 days gets us to the partial week, but 4 days does not. A: These definitions are really about when we implement contingency days. And there was concern that will three days, some two day a week classes will miss an entire week's worth of instruction, but we will not necessarily invoke contingency days.

Q: So, does the three days as written mean that contingency days automatically kick in with long closures or is it that long closures get us discussing using contingency days? A: That is when we begin conversations.

Q: So, am I correct in understanding that the policy as written is not a mandate, it is guidelines? A: Yes. That is very explicit in several places.

Q: If we change *Long Closures* language, don't we also have to change *Short Closure*? A: Yes.

- iii. WebEx Poll Question: Do you approve the amendment changing *Short Closures* from 1-2 to 1-3 and *Long Closures* from 3 or more days to 4 or more days? 66 yes votes, 36 no votes, 12 abstentions. Amendment to provisional policy is approved.
Q: We are going to revisit this next year, right? A: Yes.
- iv. WebEx Poll Question: Do you provisionally approve the amended Make-Up Class Policy for one year? 101 yes votes, 12 no votes, 9 abstentions. Policy is approved for one year.
- c. FEC and All-Faculty Appeals Slates (see attached)
 - i. Anne Stone moved to approve the FEC slate; Anne Murdaugh seconded.
Q: Are alternates three years or one? A: Alternates are new, and they are three years.
Q: Why is Fetscherin's 2022 and everyone else's term is until 2023? A: There were no Business faculty available for this year's FEC, so Amy Armenia was selected as a 1-year temporary replacement.
 - ii. WebEx Poll Question: Do you endorse the Faculty Evaluation Committee slate? 102 yes votes, 9 no votes, 6 abstentions. Slate is approved.
 - iii. Paul Reich asked that we approve the slate for the CLA representatives on the All-Faculty Appeals Committee; Jenny Queen seconded.
Q: Why are there no humanities or expressive arts reps? A: It is too small a committee to get full representation. A: Rachel Simmons just rotated off.
Q: Why are there two people from the same department? A: Good question.
Q: Request for more spread-out representation in the future. A: We will do that.
Q: Is faculty membership only full professors? A: Yes.
 - iv. WebEx Poll Question: Do you endorse the All-Faculty Appeals Committee slate? 97 yes votes, 14 no votes, 8 abstentions. Slate is approved.

VI. Questions and Concerns

- a. Grant Cornwell discussed COVID planning and its impact on our financial situation.
Q: Might current faculty might be taking salary reductions? A: The Strategic Financial Planning Task Force (see minutes from 4/2 CLA meeting) is looking at a variety of ways to balance the budget given scenarios of lost revenues to significant lost revenues and reductions and furloughs are being considered.
Q: What is the administration's position about employees who are on a 9-month contract but have opted to be paid over 12 months. Paychecks are assured through May 31, but what about the three ensuing months which are supposed to be on the 19-20 budget? A: All salaries on the Fiscal 20 budget will be paid.
Q: Are considering we dipping into the college's endowment to help make up for lost revenues? A: The endowment supports the college's operating budget in perpetuity. Annually we draw 5% and increasing that draw would weaken our future financial position. It is an option, but it would be something to lament.
Q: Any updates on the incoming class numbers? A: Our numbers are tracking only slightly behind where we were at this time last year. There is no lack of desire for our admitted students to enroll, but there is anxiety about what they are enrolling in. Were we to have to start the semester online, we have been fielding feedback from students and parents that that is not the Rollins they signed up for. Fall course enrollment is tracking with last year and housing selections have gone up. Both

indicating that our current students plan to come back. But there are indicators that should we have to go online, they might opt to take a year off and come back to us the following year.

Q: Is there a time frame on when the call will be made on what the fall semester will look like? In person, online, etc.? A: Last week a Fall 2020 Task Force was convened and tasked with looking at a variety of scenarios for what that will look like. We will report back from both of these task forces when they are ready. Definitely by early June because we will have more information on the virus.

Q: Who is on the Fall 2020 Task Force? A: Convened by Susan Singer and Mamta Accadpadi. Membership of Fall 2020 Task Force: Cristina Cabanilla, Jenny Cavanaugh, Nancy Chick, Leon Hayner, Matt Hawks, Stephanie Henning, Ashley Kistler, Zaire McCoy, Micki Meyer, Ken Miller, Trish Moser, Pennie Parker, Scott Rayburn, Jenifer Ruby, Emily Russell, Rob Sanders, Bill Short, Dennis Short, Bill Seyfreid, Denise Snyder, Sam Stark, Troy Thomason, Tricia Zelaya-Leon

b. Recognize that still questions on calendar, but we have run out of time.

Q: Will this body be voting on the calendar? A: No that is not our governance process. CC creates the calendar and EC consults. Assuming we are only shifting start dates, this body will not vote.

VII. Motion to adjourn by Martha Cheng. Jenny Queen seconded. Meeting adjourned at 1:48 pm.

ARTICLE VIII FACULTY APPOINTMENTS AND EVALUATIONS

A. FACULTY APPOINTMENTS

Faculty members shall be appointed to and reviewed by a single academic department, but teaching and service responsibilities may be distributed among different programs. In such cases, more than one Dean may be involved in the evaluation of a candidate, and so all statements in Article VIII pertaining to a Dean or Dean of the Faculty should be interpreted as applying to “Deans” when this is the case. Likewise, in programs headed by a Director rather than a Dean, all statements in Article VIII pertaining to a Dean should be interpreted as applying to a "Director." All reports and recommendations and any responses by candidates will be in writing. Recommendations regarding candidacy for tenure or promotion must clearly support or not support the candidate. Notices of reappointments and non-reappointments are the responsibility of the President and will be in writing. These letters are sent out by the Provost on behalf of the President.

Section 1. New Appointments

No tenure-track appointment may last beyond seven years without the faculty member being granted tenure, with the exception of faculty members on parental leave for childbirth or adoption who accept an extension in accordance with Rollins College Policy. [Faculty beginning the tenure track between Fall 2015 through Fall 2019, may, by no later than June 30 of the year prior to their tenure review year, declare in writing to the Dean of the Faculty that they wish a one-year extension of their tenure clock. The extension will convert the faculty member's fifth year on the tenure track to one non-counting year. The timeline for pre-tenure evaluation and course release in years one through four is unchanged. This provision automatically expires once these faculty have been accommodated, as described in this bylaw.](#) No visiting faculty appointment may last beyond six consecutive years. Initial appointments of tenure-track faculty shall normally be for a two- year period. All faculty appointments shall be made by the President with the advice of the Provost, who may act as the President's agent, and the Dean of the Faculty.

All tenure-track appointments will be made as the result of national searches. The department to which the candidate will be appointed will usually conduct the search. Search committees shall have one faculty member from outside the department who will be appointed by the Dean of the Faculty 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 of the Faculty shall not recommend the appointment of anyone of whom a majority of the voting tenured and tenure-track members of the appointee's department does not approve.

While faculty members are not normally hired with tenure, this option is permitted in the



ROLLINS COLLEGE POLICY

Title: Make-Up Class Policy for College Closures	Type	Academic
No: AC 2009	Approval Date: X-XX-XXXX	
Responsible Office: Vice President for Academic Affairs Provost	Reviewed By: Deans, 1-29-2020; VPAA Provost, 1-29-2020; CLA Curriculum Committee, 2-25-2020; CLA Executive Committee, 3-5-2020; Crummer Faculty, 2-10-2020; College Policy Committee, X-XX-XXXX; President’s Cabinet, X-XX-XXXX; Approved By: President, X-XX-XXXX	
Next Review: 2025-2026	Revision No:	

I. Purpose/Introduction/Rationale

This policy provides guidelines for various make-up options available to faculty should it become necessary for the College to close, cancel classes, or restrict instructional spaces for any reason, but most commonly for reasons of inclement weather. Given the inherent unpredictable nature of events associated with cancellation of classes, not all possible scenarios can be predicted or accounted for within the scope of this document. This policy is intended as a general guide and actual specific plans will be determined for each such case, keeping the premises of a maximized educational experience, student success, and faculty flexibility in mind.

Should a College closure occur on a short- or long-term basis, the faculty of the College of Liberal Arts (CLA), the Hamilton Holt School (Holt), and the Crummer Graduate School of Business (Crummer) have the flexibility and discretion to choose the best means by which to deliver make-up content and directed instruction in alternative formats. This requirement ensures the integrity of the College’s credit hour and is in keeping with the standards of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

II. Definitions

Short-Term Closure	For CLA and Holt, closures lasting one (1) or two (2) weekdays, excluding holidays, or, in the case of Holt or Crummer courses meeting once weekly, one week.*
Long-Term Closure	For CLA and Holt, closures lasting three (3) weekdays or longer, excluding weekends and holidays, or, in the case of Holt or Crummer courses meeting once weekly, more than one week. *
Regular Classes	Classes meeting in typical 50- and 75-minute sessions on the regular block schedule, or weekly equivalent formats.
Make-Up Classes	Classes rescheduled to a later date and time in place of regularly scheduled class sessions that have been cancelled by the College.
Virtual Classes	Any class meeting held via an electronic medium.
Contingency Days	Pre-scheduled make-up days on the academic calendar late in the term designated for make-up classes, if needed, in accordance with this policy.

**Should multiple events and resulting closures occur in a given semester, counting of closure days shall be cumulative.*

III. Procedure or Application

This policy provides guidelines for various make-up options available to faculty should it become necessary for the College to close, cancel classes, or restrict instructional spaces for any reason, but most commonly for reasons of inclement weather. This flexibility allows instructors to, for example, make up a class session by:

designing and administering an out-of-class assignment covering missed course content that provides the equivalent of the lost class time; arranging virtual class sessions; having individual meetings with students; or revising syllabi to cover missed content in remaining class sessions.

General Guidelines. Instructors wishing to offer face-to-face or virtual make-up class sessions are responsible for notifying students in a timely manner. Student participation in make-up class sessions is strongly recommended and faculty are permitted to apply attendance policies stated in course syllabi to make-up sessions. Faculty members are asked to recognize and be sensitive to students' work, family, and other obligations when planning make-up work and classes. The College's Endeavor Foundation Center for Faculty Development and Office of Instructional Design and Technology provide resources for faculty in these occasions (see [Section V. Supplemental Materials](#), below). **Note: Revised syllabi should be filed with the appropriate Dean's Office.**

Notification. Within 48 hours of notification of reopening from closure, as communicated by the College's Emergency Operations Team, the appropriate Academic Dean will contact all faculty within their program to communicate the College's reopening plans, needs for make-up coursework, or implementation of pre-scheduled Contingency Days and a make-up class schedule. Similar notifications will be made to students and families following the procedures outlined in the College's Emergency Operations Plan, available in FoxLink or from the College's Office of Campus Safety.

Short-Term Closures: For CLA and Holt, if classes are cancelled for one (1) or two (2) weekdays, excluding holidays, or, in the case of Holt or Crummer courses meeting once weekly, one week since each course meets for one three-hour session each week, faculty with courses affected by the closure will review all courses to determine those that fall short of minimum instructional time. Faculty will then make use of alternative assignments, other strategies for integrating online tools, or syllabus modifications to cover missed content.

Long-Term Closures: For CLA and Holt programs, if classes are cancelled for three (3) or more weekdays, excluding holidays, or, in the case of Holt or Crummer courses meeting once weekly, more than one week, faculty may continue to use alternative forms of delivery, but these methods and/or reworking course syllabi may not be workable options. In situations when alternative forms of delivery are not workable options, the College has established pre-scheduled Contingency Days in the fall semester academic calendar and will make necessary adjustments to spring or summer term academic calendars, if the need arises. For Crummer, if alternative forms of delivery are not workable options to adequately compensate for cancelled classes, classes may be held during the project period in the respective semester.

Contingency Days. Pre-scheduled make-up days, Contingency Days, will be established in the fall semester academic calendars for all programs. Should it become necessary for the College to implement a make-up class schedule, it will be held during these pre-scheduled Contingency Days, or, in the case of Crummer, during the project period. The make-up schedule is intended to avoid class scheduling conflicts for students and to assure that the assigned classroom space is available. If it is determined that the college will utilize the scheduled contingency days, instructors must follow the make-up class schedule as published. College Deans will review options for the timing and specifics of the make-up schedule with the Registrar, Chair of CLA Curriculum Committee, CLA Faculty President, Crummer Associate Dean for Academics, and VPAA|Provost. The approved schedule will be announced within one week after the last day of cancelled classes triggering the make-up schedule. If course content has been covered utilizing instructional technology or other means, classes might not be required to meet on the make-up dates.

Extraordinary Circumstances. The Office of the Vice President for Academic Affairs|Provost, in consultation with the President's Cabinet and President, may adjust this policy as required by unforeseen and specific circumstances. Should classes be cancelled for an extraordinary number of days, holding make-up class sessions may be required, and students may be required to attend some or all make-up sessions. Faculty are permitted to apply attendance policies stated in course syllabi to make-up sessions.

If CLA or Holt classes are cancelled during or after the 11th week of a regular term (after approximately 75% of the term is complete), or Crummer classes are cancelled during or after the 10th week (80% of term is complete), make-up scheduling may not be implemented. In such cases, make-up scheduling decisions will be made by the College administration based on circumstances and communicated as noted above (see Notifications).

IV. Related Policies

Rollins College Emergency Operations Plan, available in FoxLink or from the Office of Campus Safety.

V. Supplemental Materials

Endeavor Foundation Center for Faculty Development: [Teaching in the Eye of a Hurricane](#)

Office of Instructional Design and Technology: [Strategies for Integrating Online Tools](#)

VI. Effective Date

This policy is effective **XXXXXX XX, XXXX**, and supersedes all previously issued versions.

VII. Rationale for Revision

Not applicable at this time.

Faculty Evaluation Committee

Business: **Marc Fetscherin** (2020-2022)
Expressive Arts: Dana Hargrove (2018-2021)
Humanities: Mario D'Amato (2019-2022)
Science and Mathematics: **Laurel Habgood** (2020-2023)
Social Sciences: **Claire Strom** (2020-2023)
Social Sciences—Applied: Jim McLaughlin (2019-2022)
Alternate: **Martha Cheng** (2020-2023)

All-Faculty Appeals Committee

Lee Lines (2018-2021)
Sharon Carnahan (2020-2023)
Dexter Boniface (2019-2022)
Alternate: Rachel Newcomb (2018-2021)
Alternate: Stacey Dunn (2018-2021)